

**George Mason University**  
**College of Education and Human Development**  
**School of Sport, Recreation, and Tourism Management**

RMGT 405 – 42822 – Section DL1 – B01 – Planning and Operation of Recreation Facilities  
3 Credits – Summer 2023

**Faculty**

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**Prerequisites/Corequisites**

60 credit hours

**University Catalog Course Description**

Covers quantity, location, and design standards for facilities. Includes safety, functionality, durability, and maintenance demand criteria in planning and design; programmatic and operational objectives to be met, including user comfort and convenience, crowd management, and traffic flow, and space relationships. Includes field study of local facilities.

**Course Overview**

This course examines the challenges and demands facing Managers of Recreation Facilities. Through readings, site visits, students will begin to acquire the skills to design, plan, and maintain a leisure facility. A key component of this course is the requirement for each student to design their own “Dream Facility”.

**Course Delivery Method**

This course will be delivered online (76% or more) using an asynchronous format via Blackboard Learning Management system (LMS) housed in the MyMason portal. You will log in to the Blackboard (Bb) course site using your Mason email name (everything before @masonlive.gmu.edu) and email password. The course site will be available at all times from **Tuesday, May 30, 2023 through Wednesday, July 26, 2023.**

**Under no circumstances, may candidates/students participate in online class sessions (either by phone or Internet) while operating motor vehicles. Further, as expected in a face-to-face class meeting, such online participation requires undivided attention to course content and communication.**

*Technical Requirements*

To participate in this course, students will need to satisfy the following technical requirements:

- High-speed Internet access with a standard up-to-date browser, either Internet Explorer or Mozilla Firefox is required (note: Opera and Safari are not compatible with Blackboard).
- Students must maintain consistent and reliable access to their GMU email and Blackboard, as these are the official methods of communication for this course.

- Students will need a headset microphone for use with the Blackboard Collaborate web conferencing tool.
- Students may be asked to create logins and passwords on supplemental websites and/or to download trial software to their computer or tablet as part of course requirements.
- The following software plug-ins for PCs and Macs, respectively, are available for free download:
  - Adobe Acrobat Reader: <https://get.adobe.com/reader/>
  - Windows Media Player: <https://windows.microsoft.com/en-us/windows/downloads/windows-media-player/>
  - Apple Quick Time Player: [www.apple.com/quicktime/download/](http://www.apple.com/quicktime/download/)

### *Expectations*

- Course Week: Because asynchronous courses do not have a “fixed” meeting day, our week will start on Monday, and finish on Sunday.
- Log-in Frequency: Students must actively check the course Blackboard site and their GMU email for communications from the instructor, class discussions, and/or access to course materials at least three (3) times per week.
- Participation: Students are expected to actively engage in all course activities throughout the semester, which includes viewing all course materials, completing course activities and assignments, and participating in course discussions and group interactions.
- Technical Competence: Students are expected to demonstrate competence in the use of all course technology. Students are expected to seek assistance if they are struggling with technical components of the course.
- Technical Issues: Students should expect that they could experience some technical difficulties at some point in the semester and should, therefore, budget their time accordingly. Late work will not be accepted based on individual technical issues.
- Workload: Expect to log in to this course at least 3 times a week to read announcements, participate in the discussions, and work on course materials. Remember, this course is not self-paced. There are specific deadlines and due dates listed in the CLASS SCHEDULE section of this syllabus to which you are expected to adhere. It is the student’s responsibility to keep track of the weekly course schedule of topics, readings, activities, and assignments due.
- Instructor Support: Students may schedule an appointment to discuss course requirements, content, or other course-related issues. These discussion(s) will take place via telephone or web conference. Students should e-mail the instructor to suggest preferred times/dates.
- Netiquette:  
The course environment is a collaborative space. Experience shows that even an innocent remark typed in the online environment can be misconstrued. Students must always re-read their responses carefully before posting them, so as others do not consider them as personal offenses. *Be positive in your approach with others and diplomatic in selecting your words.* Remember that you are not competing with classmates but sharing information and learning from others. All faculty are similarly expected to be respectful in all communications.
- Accommodations: Online learners who require effective accommodations to ensure accessibility must be registered with George Mason University Disability Services.

## Learner Outcomes or Objectives

This course is designed to enable students to do the following:

1. Describe the process for developing parks and recreation facilities for a community.
2. Discuss the role of market analysis in facility planning and its importance in helping a facility realize its use and revenue potential.
3. Identify the factors of site and facility design that have the greatest impact on the operation, revenue potential and use of a variety of recreation and athletic facilities.
4. Function as a productive member of a facility management team.

## Professional Standards

Upon completion of this course, students will meet the following professional accreditation standards:

2013 Council on Accreditation of Parks, Recreation, and Tourism Related Professions (COAPRT) standards met.

7.03 Students graduating from the program shall be able to demonstrate entry-level knowledge about operations and strategic management/administration in parks, recreation, tourism, and/or related professions

## Required Readings:

There is *no required textbook* for this class. However, there are several journal articles and articles from the Harvard Business Review that you will be required to read. You will need to purchase articles from the Harvard Business Review. The **purchase price is \$17.00**. Please see the instructions that follow:

**Harvard Business Review Course Pack – to include the following – NOTE: click on “Home Page” in Blackboard and scroll down to “Harvard Business Review Course Pack” for instructions on how to get these materials – link needed to login is: <https://hbsp.harvard.edu/import/700196>**

1. Collins, David J. & Rukstad, Michael G. (2008, April). Can You Say What Your Strategy Is? Harvard Business Review, 1-10.
2. Kim, W. Chan, Mauborgne, R., Olenick, M. (2016, March). The Marvel Way: Restoring a Blue Ocean
3. Dawar, Niraj. (2013). When marketing is strategy, Harvard Business Review, 101-108.
4. Fernandez-Araoz, Caludio. (2014, June). 21st-century talent spotting: why potential now trumps brains, experience, and “competencies”, Harvard Business Review, 1-11.

Additional Readings:

**Textbook:** Sawyer, Thomas H. (Ed.) 2009. “Facility Management for Physical Activity & Sport”, 9<sup>th</sup> edition. New York: Sagamore Publishing Co. **NOTE: The textbook is NOT required for this course – listed only to provide you with background information**

## **Additional Required Readings:**

“Mistakes...Nothing but Mistakes” – presentation by RDG Planning & Design – 2015 NIRSA Recreation Facilities Institute, Tempe, Arizona, October 19 – 21, 2016.

- Rossmann, J. Robert & Ellis, Gary D. (2012). Thoughts on experience: Introduction to the special issue, *Journal of Park and Recreation Administration*, 30(3), 1-6.
- Jefferies, Katharine & Lepp, Andrew. (2012). An investigation of extraordinary experiences, *Journal of Park and Recreation Administration*, 30(3), 37-51.
- Thompson, Walter R. Worldwide survey of fitness trends for 2020. *ACSM's health & fitness journal* 23.6 (2019): 10–18.
- Thompson, Walter. Worldwide survey of fitness trends for 2021: *American College of Sports Medicine Health & Fitness Journal*, 25.1 (2021), 10-19.
- Thompson, Walter R. Worldwide Survey of Fitness Trends for 2022. *ACSM's health & fitness journal* 26.1 (2022): 11–20.
- Kanters, Michael, A., Carter, David & Pearson, Bryant. (2001). A community-based model for assessing the economic impact of sport and recreation services, *Journal of Park and Recreation Administration*, 19(2), 43-61.
- Johnson, Darrell L. (2014). Understanding revenue streams, *Journal of Facility Planning, Design, and Management*, 2(2), 85-103.
- Jones, Donald L., Rainey, John, Drew, John. (2018) A Real Balancing Act: Use a Scorecard to Determine Whether Your Department is Hitting the Mark. *Parks and Rec Business Magazine*, November 2017, 14 – 17.
- Jones, Donald L. (2006). Balanced scorecards: improving your outcomes measures, *American College of Sports Medicine's Health & Fitness Journal*, 10(2), 28-31.
- Piletic, Cindy, Judge, Lawrence W., & Petersen, Jeffrey C. (2013, December). Creating ADA accessible strength and conditioning facilities: the impact of the new 2010 standards, *Journal of Facility Planning, Design, and Management*, 1(1), 35-46.
- Miller, John J. (2014). When fans rush the court, *Journal of Facility Planning, Design, and Management*, 2(1), 11-24.
- Abbott, Anthony A. (2013). Injury litigations, *American College of Sports Medicine's Health & Fitness Journal*, 17(3), 28-32.
- Bartlett, Kenneth R. & McKinney, William R. (2004). A study of the role of professional development, job attitudes, and turnover among public park and recreation employees, *Journal of Park and Recreation Administration*, 22(4), 62-80.

### **Course Performance Evaluation**

Students are expected to submit all assignments on time in the manner outlined by the instructor (e.g., Blackboard, hard copy, etc.). Students are responsible for all information presented in the course, including that delivered via Blackboard, power-points, audio-visuals, journal articles, and Harvard Business Review articles. Students are expected to actively participate in class discussions via Blackboard and complete all assignments.

- **Assignments and/or Examinations**

**NOTE: Papers received AFTER their due date will be considered late and will receive a 20% reduction in points per 24-hour period after noon (Saturdays & Sundays are included).**

This course will be graded on a point system, with a total of 100 possible points.

a) **"Facility Analysis #1 - Facility Comparison 100 points (20% of final grade)"**

A **one and one-half (1 ½) to two (2) page written summary** of findings Assignment is **due by Sunday, July 9<sup>th</sup>**. Assignment is to be submitted electronically on Blackboard.

Independently visit or *conduct a virtual visit via website contact and virtual tour when possible* and conduct a comparison of two facilities of the same type (i.e., campus recreation center, community recreation/aquatics center, private gym, athletic field complex, park, etc.).

The facilities do not need to be on the same campus or in the same jurisdiction, but they need to be of the **same type. They can be public or private clubs, facilities or any Recreation Department park, playground, facility, or "pocket park" provided they are the same type.**

**The Rubric for this assignment is located at the bottom of this Syllabus under: Assessment Rubric(s).**

b) **"Trends in Health and Fitness – What are They and What do They Mean?"**– this assignment is due by **Sunday, July 16<sup>th</sup>** - 100 points (20% of final grade):

**Requirements for the above assignment:**

The total assignment is based on 100 points and accounts for 20% of your overall grade. You can earn up to 25 points for each of the following with a paragraph dedicated to each. NOTE: you MUST address all the items noted in the rubric or you will lose points for each one that is missing. Your paper must be at least five (5) pages in length.

The essence of the assignment is for each student to conduct an overview of the trends for the last three (3) years, provide background information and research with peer-reviewed journal articles to support an analysis of results and what students see as the changes in trends over time and why these changes have occurred as well as implications and predictions for the future.

**The Rubric for this assignment is located at the bottom of this Syllabus under: Assessment Rubric(s).**

c) **Individual Project – "Design Your Dream Facility" – 100 points - 20% of final grade) – due by Sunday, July 23rd**

This project will consist of each student being given a Project Description Overview to assist students in planning and designing a leisure facility. Each student will then decide what their "dream" facility should look like. Each student will submit their Dream Facility paper and their supporting rationale as to why they chose a particular design and why they selected specific components. A detailed Rubric *with specific dates for submission of each part of the paper* and Template for the paper is provided separately.

**The Rubric for this assignment is located at the bottom of this Syllabus under: Assessment Rubric(s).**

**Please see additional information – and a color-coded Rubric – at the bottom of this Syllabus under Assessment Rubric(s).**

## Overall Course Requirements:

1. **Class Participation (Blackboard)** – (100 pts.) Students must participate in the online discussions generated by the readings and webinars. Contribution will be evaluated based on number and quality of questions asked and answered, and opinion provided when asked. NOTE: Participation in less than 75% of Blackboard Discussion Boards will result in a grade of zero (0) (20% of grade).
2. **Facility Analysis/Comparison Assignment** – (100 pts.) due by **Sunday, July 9th** – please see Rubric in Syllabus – 20% of final grade.
3. **“Trends in Health and Fitness – What do They Mean and What’s Next?”** - 100 points (20% of final grade) due by **Sunday, July 16<sup>th</sup>**. Please see Rubric above.
4. **Design Your Dream Facility Project** – (100 pts.) due by **Sunday, July 23rd** - please see Rubric above and attached – 20% of final grade.
5. **Facility Management Exam** – (100 pts). **Wednesday, July 26th** (exam will go live at 8:00 AM) – this is a comprehensive final exam that will include all material covered during the semester from the assigned journal articles, video presentations, webinars, and any/all power-point presentations – 20% of final grade:.

TOTAL: 100 pts.

- **Grading**

A = 94 – 100	B+ = 88 – 89	C+ = 78 – 79	D = 60 – 69
A- = 90 – 93	B = 84 – 87	C = 74 – 77	F = 0 – 59
	B- = 80 – 83	C- = 70 – 73	

## Professional Dispositions

See <https://cehd.gmu.edu/students/polices-procedures/> Students are expected to exhibit professional behaviors and dispositions at all times.

TENTATIVE CLASS SCHEDULE		Note: Faculty reserves the right to alter the schedule as necessary
DATE		TOPIC
Week 1 May 30		Course Introduction and Introduction to Semester Project: <b><i>“Designing Your Dream Facility”</i></b> <b><i>Trends in Health &amp; Fitness</i></b> <b><i>Facility Analysis and Comparison – Review of the Assignment</i></b> <b><i>The Hedgehog Concept</i></b> – Business and Personal
Week 2 June 5		<ul style="list-style-type: none"> <li>• Discuss types of facilities</li> <li>• S.W.O.T. of Freedom Center</li> <li>• Tripartite Agreement</li> </ul>
Week 3 June 12		The Evolving Role of Parks and Recreation Departments in Providing Fitness and Health for Citizens Strategy and its role in the design of a fitness/recreation center Cirque video
Week 4 June 19		Building and Maintenance Needs -Common – and uncommon – mistakes made in facility design Introduction to Finances – PPT by Michael Wharton, Finance Manager for Freedom Center
Week 5 June 26		Marketing for Recreation Facilities Marketing Analysis and Program Review – Case Study
Week 6 July 3		Safety, Risk Management, and Emergency Preparedness for Health and Fitness Facilities Introduction to Human Resources
Week 7 July 10		ADA Requirements for Recreation and Fitness Centers Events Planning for Health and Fitness Centers
Week 8 July 17		Semester Wrap-up Final Exam – Wednesday, July 26th
Jul		Last Day of Classes

<b>TENTATIVE CLASS SCHEDULE</b>		<b>Note: Faculty reserves the right to alter the schedule as necessary</b>
DATE		TOPIC
26th		Final Exam

**Core Values Commitment**

The College of Education and Human Development is committed to collaborations, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles: <http://cehd.gmu.edu/values/>.

**GMU Policies and Resources for Students**

*Policies*

- Students must adhere to the guidelines of the Mason Honor Code (see <https://catalog.gmu.edu/policies/honor-code-system/>)
- Students must follow the university policy for Responsible Use of Computing (see <http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/>).
- Students are responsible for the content of university communications sent to their Mason email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students **solely** through their Mason email account.
- Students with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor (see <http://ods.gmu.edu/>).
- Students must follow the university policy stating that all sound emitting devices shall be silenced during class unless otherwise authorized by the instructor

*Campus Resources*

- Support for submission of assignments to Tk20 should be directed to [tk20help@gmu.edu](mailto:tk20help@gmu.edu) or <https://cehd.gmu.edu/api/tk20>. Questions or concerns regarding use of Blackboard should be directed to <http://courseessupport.gmu.edu/>.
  - For information on student support resources on campus, see <https://ctfe.gmu.edu/teaching/student-support-resources-on-campus>

For additional information on the College of Education and Human Development, please visit our website <https://cehd.gmu.edu/students/>.



## Assessment Rubric(s):

### **Rubric for the Facility Comparison Assignment – due on Sunday, July 9th:**

#### a) **"Facility Analysis #1 - Facility Comparison 25 points (15% of final grade)**

A **one and one-half (1 ½) to two (2) page written summary** of findings Assignment is due by Sunday, July 12th. Assignment is to be submitted electronically on Blackboard

#### The Assignment

Independently visit – or conduct a virtual tour via the facility website - and compare two facilities of the same type (i.e., campus recreation center, community recreation/aquatics center, private gym, athletic field complex, park, etc.). **NOTE: You are required to follow the Sample Paper template that is provided (see Course Content and Assessment section of Blackboard).**

The facilities do not need to be on the same campus or in the same jurisdiction, but they need to be of the **same type**. **You will need to submit your choices at least one month prior to your review for approval.**

1. Description of Facilities (10 points each)
  - Name and location of each facility (include name of university or park system, if applicable)
  - Amenities/Services/Experiences offered at each (Be as specific as you can)
  - Describe three positive attributes of each (Be as detailed as you can)
  - Describe three perceived challenges for each (Be as detailed as you can)
2. Which facility did you like better and why? - two to three paragraph narrative (5 points)
3. Deduction if facilities are too disparate (-2)
4. Deduction for missing the submission deadline (-3 to -25)"

d) **"Trends in Health and Fitness – What are They and What do They Mean?"**– this assignment is due by **Sunday, July 16<sup>th</sup>** - 100 points (20% of final grade):

### **Requirements and Rubric for the Trends in Health and Fitness assignment:**

The total assignment is based on 100 points and accounts for 20% of your overall grade. You can earn up to 25 points for each of the following with a paragraph dedicated to each. NOTE: you MUST address all the items below or you will lose points for each one that is missing. Your paper must be at least five (5) pages in length:

- **Overview of the study** – According to the ACSM, what were the Top Five Trends for the last four (4) years? Links to the 2020, 2021, 2022, and 2023 articles are listed below. Are there other journals that report anything similar or different? = **25 points**

- **Background Research** – You will need to find at least five (5) journal articles, three (3) of which have to be peer-reviewed, to support background research for your paper and to support your analysis and results. You must include these articles in a Reference section at the end of your paper and highlight the peer-reviewed journal articles in yellow. **25 points**
- **Analysis and results** – Are there any patterns present from year to year? If not, why do you think the changes took place? = **25 points**
- **Implications and future suggestions** – what do you see as the implications for trends in the future? Will they stay the same, evolve, or be completely transformed? You must support your answer. = **25 points**
- **Links to the ACSM’s Health & Fitness Journal articles for Worldwide Trends for 2020, 2021, and 2022:**
  - Thompson, Walter R. “WORLDWIDE SURVEY OF FITNESS TRENDS FOR 2020.” ACSM’s health & fitness journal 23.6 (2019): 10–18. Web. [WORLDWIDE SURVEY OF FITNESS TRENDS FOR 2020 \(gmu.edu\)](https://www.gmu.edu/academic/fitness-trends-for-2020)
  - Thompson, Walter R. “Worldwide Survey of Fitness Trends for 2021.” ACSM’s health & fitness journal 25.1 (2021): 10–19. Web. [Worldwide Survey of Fitness Trends for 2021 \(gmu.edu\)](https://www.gmu.edu/academic/fitness-trends-for-2021)
  - Thompson, Walter R. “Worldwide Survey of Fitness Trends for 2022.” ACSM’s health & fitness journal 26.1 (2022): 11–20. Web. [Worldwide Survey of Fitness Trends for 2022 \(gmu.edu\)](https://www.gmu.edu/academic/fitness-trends-for-2022)
  - Thompson, Walter R. “Worldwide Survey of Fitness Trends for 2023.” ACSM’s Health & Fitness Journal 27.1 (2023): 9-18. Web. [https://wrlc-gm.primo.exlibrisgroup.com/permalink/01WRLC\\_GML/19u1omk/cdi\\_crossref\\_primary\\_10\\_1249\\_FIT\\_0000000000000834](https://wrlc-gm.primo.exlibrisgroup.com/permalink/01WRLC_GML/19u1omk/cdi_crossref_primary_10_1249_FIT_0000000000000834)

**b) Individual “Design Your Dream Facility” Project (20% of final grade) – due by Sunday, July 24<sup>th</sup>**

This project will consist of each student being given a Project Description Overview and a color-coded Rubric – see below. Each student will then decide what their “dream” facility should look like, each student will submit their Dream Facility paper and their supporting rationale as to why they chose a particular design and why they selected specific components. A Template for the paper is provided separately.

**Rubric for the “Design Your Dream Facility” Project - (1-30 points for each category below for a total of 100 points)** – this will be a **written and power-point** presentation submitted on or before **Sunday, July 23<sup>rd</sup>**. You must also submit a **ten (10) page written paper** (template provided) with the following information:

- a) An **introduction** to inform the reader why a specific **type of facility** was chosen and what some of the key issues were in making that selection.
- b) The development and submission of a **Hedgehog Concept** that is clear and concise and pertains to the type of facility chosen.
- c) A description of how the facility will meet **ADA Standards**. What are the specific steps being taken to make certain the facility meets those standards?

- d) The **Rationale and Strength of Argument for the Design** must be made clear to the reader. This will also require that the author makes specific references to at least ten (10) journal articles – five (5) of which must be peer-reviewed journal articles.
- e) You are urged and encouraged to be as **creative** as possible provided the facility design and concept(s) are feasible, practical, and viable (and is accompanied with an itemized budget that reflects the viability of the facility). A **power point** of each project must be submitted with the paper.
- f) You must submit an **itemized budget** of your expenses to include the dollar amount for each area you put in your facility and justify why you are choosing each. You will be provided with costs for items typically seen and used in recreation facilities. You will also need to provide a rationale for specific amenities in your “Dream Facility”
- g) General References and Refereed Journal Articles – must include ten (10) references with at least five (5) of these coming from refereed journal articles. **The peer-reviewed journal articles must be highlighted in yellow, or you will not receive any credit.**

**Rubric for “Design Your Dream Facility” Project/Paper**

Item	Unsatisfactory (1) Does Not Meet	Minimal (2) Approaching	Competent (3) Meets	Outstanding (4) Exceeds
<b>Introduction</b>  <b>Type of Facility Chosen and Why (30 points)</b>  <b>Content Areas COAPRT 7.03</b>	<b>0-9 points</b> The author did not provide or provided very limited general and/or cited evidence to inform the reader as to why the specific type of facility was chosen.	<b>10-19 points</b> The author provided some general, but no cited evidence to inform the reader about the key issues involved in selecting the type of facility but needs to expand on the key issues presented.	<b>20 - 24 points</b> The author provided general and/or cited evidence to inform the reader about the key issues involved in selecting the type of facility.	<b>25-30 points</b> The author provided significant and cited evidence to inform the reader about the key issues involved in selecting the type of facility.
<b>Rationale and Strength of Argument for Your Design (30 points)</b>  <b>Evidence of Research COAPRT 7.03</b>	<b>0-9 points</b> General, but not specific, references were made to journal articles and none to peer-reviewed journal articles.	<b>10-19 points</b> Some general reference were made to journal articles and some peer-reviewed journal articles but could be improved.	<b>20-24 points</b> Specific references were made to peer-reviewed journal articles and some general articles but not the required five for each category.	<b>25-30 points</b> Specific references were made to at least five peer-reviewed journal articles and five additional articles.
<b>References and Itemized Budget (10 points)</b>  <b>Evidence of Research COAPRT 7.03</b>	<b>0-2 points</b> Author cited 4 or fewer articles that support the design and has no budget.	<b>3-5 points</b> Author accurately cited at least 5 articles but less than the 10 required that support the design but the budget is not complete.	<b>6-8 points</b> Author accurately cited 10 or more articles that support the design with five (5) peer-reviewed journal articles but budget is incomplete or over budget.	<b>9-10 points</b> Author accurately cited 10 or more articles that support the design with five peer-reviewed journal articles and is within budget.
<b>Hedgehog Concept</b>	<b>0-2 points</b> The author did not provide knowledge of the Hedgehog Concept.	<b>3-5 points</b> The author provided some knowledge of the Hedgehog Concept but presented a limited version.	<b>6-8 points</b> The author provided at least two of the three pillars of the Hedgehog Concept.	<b>9-10 points</b> The author provided a clear and concise Hedgehog Concept.

<b>Creativity (10 points)</b>	<b>0-2 points</b> The Design presented is considerably basic.	<b>3-5 points</b> The Design presented is adequate but could be improved.	<b>6-8 points</b> The Design presented is creative but does not meet the standards for a well thought out project concept – the design may be unrealistic as presented.	<b>9-10 points</b> The Design presented is creative and meets the standards for a well thought out project concept.
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This course will be graded on a point system, with a total of 100 possible points.

**Guidelines:**

- **All work in this course should be written in the third person** using complete sentences.
- **Use subheadings** appropriate to the assignment (e.g., Introduction, Type of Facility Chosen and Why, Hedgehog Concept, ADA Compliance, References and Budget) to serve as a guide for “piecing together” your final proposal and to help you be sure you have responded to all requirements of the assignment.
- **At least five (5) of your references must be research articles appearing in refereed journals.** Additional references providing support for significance and definitions **may** come from other literature sources.
- **Appropriately cite all sources following the current APA guidelines.**
- Create an **APA-style cover page** with running headers throughout the document.
- Create an **APA-style references/works cited page.**

**Grading:**

- Overall, grading will be based on completeness of responses, clarity, and accuracy of written presentation. **See rubric for details.**
- Proposal drafts should be developed through the integration of material from your courses, readings, and practical experiences, and should demonstrate independent thought and attention to detail (e.g., grammar and spelling).

