

GEORGE MASON UNIVERSITY  
School of Recreation, Health, and Tourism  
PRLS 405– Planning, Design, and Maintenance of Leisure Facilities (3 credits) Spring 2013

|                      |                        |                  |                   |
|----------------------|------------------------|------------------|-------------------|
| <b>DAY/TIME:</b>     | Monday, 1:30 – 4:10 PM | <b>LOCATION:</b> | Bull Run Hall 247 |
| <b>INSTRUCTOR:</b>   | Jeffrey Marin          | <b>E-MAIL:</b>   | jmarin@gmu.edu    |
| <b>OFFICE:</b>       | N/A                    | <b>PHONE:</b>    | (571) 238-3151    |
| <b>OFFICE HOURS:</b> | By Appointment         | <b>FAX:</b>      | (703) 993-2025    |

**PREREQUISITES:** PRLS 310 or permission of instructor, and 60 credits

**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, traffic flow, and space relationships. Includes field study of local facilities.

### **COURSE OBJECTIVES**

At the completion of this course students should be able to:

1. Understand the full life cycle of a facility from concept to operations
2. Describe the process for developing leisure facilities.
3. Discuss the role of market analysis and stakeholder involvement in facility planning and its importance in helping a facility realize its use and revenue potential.
4. Identify the factors of a site and facility design that have the greatest impact on the operation, revenue potential, and use of a variety of leisure and athletic facilities.
5. Understand key management, operating and financial considerations for a variety of facilities
6. Function as a productive member of a leisure facility management team.

Further, upon completion of this course, students will meet the following professional accreditation standards for the *National Recreation and Park Association Council on Accreditation*:

- 8.11:01 Operating programs and services. Content to consider: How agencies are addressing inclusiveness within the operation of programs and services; including the policies, practices, philosophies, and benefits.
- 8.11:02 Design of areas and facilities. Content to consider: Location, environmental issues, populations to be served, programs to be housed, and fiscal and political implications of specific sites and settings.
- 8.12:01 Community development. Content to consider: The impact that program/plans will have on the immediate and surrounding communities, duplication of services, growth, and population(s) to be served.
- 8.14:05 Preparation, operation, and maintenance of venues. Content to consider: Planning, organizing, developing, and scheduling of routine, preventive, and emergency maintenance and operational tasks; managing of operational and maintenance personnel; and maintenance and replacement of equipment, natural resources, and structure and systems maintenance.

- 8.24 Ability to apply current technology to professional practice. Content to consider: Application of current technology separately and in integrated formats for professional practice. Examples of technology include the following: word processing, spreadsheets, database management, presentation and graphic software, and web page development. An example of applying current technology in an integrated format is the use of presentation software to include spreadsheet components.
- 8.25:01 Assessment. Content to consider: Social, environmental, and physical assessment and impact of the environment to determine its suitability for the development of recreational areas and facilities.
- 8.25:02 Planning. Content to consider: Basic planning models and principles as they relate to the development and construction of recreational areas/facilities.
- 8.25:03 Functional Design. Content to consider: Principles of functional design to maximize participation while maintaining a sound environment.
- 8.25:04 Evaluation. Content to consider: Principles and procedures for evaluating the appropriateness and functionality of a recreation area/facility.
- 8.25:05 Operation and maintenance. Content to consider: Basic operation and maintenance principles and procedures as they relate to the operation of a recreation area/facility.
- 9A.02 Understanding of and ability to utilize current technology for the management of leisure services, including organizing, marketing, implementing, and monitoring these services.
- 7B.04 Understanding of and ability to apply both traditional and innovative management, including development of budgets for operations and capital improvements, revenue generation and accountability, pricing of services, cost analysis and financial forecasting.
- 9B.07 Understanding of the principles of land-use planning, including identification, evaluation, development, and management of land and water resources and their relationship to and impact upon the natural environment.
- 9B.09 Understanding of the principles and techniques of planning, designing and developing recreation and park areas and facilities and their applications and environmental impacts in natural resource settings.
- 9A.02 Understanding of and ability to utilize current technology for the management of leisure services, including organizing, marketing, implementing, and monitoring these services.

## ASSIGNMENT SUMMARY

1. **Knowledge Audits** – 40 points (8%). These in-class exercises will test student understanding of assigned readings, both textbook and articles. This will be done five times during the course of the semester. Only four will be counted towards the grade and each one is worth 10 points. These audits will not be announced in advance. Students will be asked to respond in writing to a few basic questions about the assigned readings, such as identifying key points, citing advantages/disadvantages, etc. These audits will be graded on a scale of 0 – 10 based on how well the student comprehends the reading.
2. **Class Attendance** – 20 Points (4%). Students are expected to attend and engage in class. Repeat unexcused absences will result in substantial point deductions.
3. **In-Class Engagement/Participation** – 30 points (6%). In-class exercises will be informal and are intended to engage students with the material being covered. They will occur regularly in class and will require students to work individually, in pairs, or in small groups to discuss, strategize, brainstorm, design, or analyze issues, situations, or opportunities related to the course material. For some activities, notes will be turned in. General class participation is also part of this grade component.
4. **Article Presentation** – 20 Points (4%). In this informal talk, each student will discuss a current facility-related issue as reported by *Athletic Business E-News* or comparable source. Students will sign up in advance for a time slot (2-3 per class session). Student will choose a facility-related news item and give a short

overview of the issue and its importance. Student will then facilitate a brief five to 10 minute class discussion on the potential ramifications of the item. Student will pose questions to the class to facilitate discussion. The article should be identified to the instructor ahead of time for feedback on relevance and appropriateness.

5. **Facility Analysis #1 (Overview)** – 25 points (5%). Students will independently visit and conduct a comparison of two facilities that are of the same type (i.e., campus recreation center, community recreation/aquatics center, athletic field complex, park) and provide a written summary of their findings. This will occur early in the semester and will require the student to gather basic information and compare and contrast the two facilities. 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. Since this assignment is early in the semester before much of the course material is covered, the information collected and compared will be fairly basic. A template for this 1-2 page written assignment will be provided.
6. **Facility Analysis #2 (Design)** - 40 Points (8%). Students will visit a facility of their choice (i.e., campus recreation center, community recreation/aquatics center, athletic field complex, park) and describe the major design features that they observe. This assignment will be due towards the middle of the semester and will require students to apply information learned from readings and class lectures, discussions and exercises. This 2-3 page written analysis will require a description of multiple design features and highlight the pluses and minuses from the user or the facility management perspective. A template for the written assignment will be provided. Students will be graded on how thorough the required information is presented, as well as the overall organization, flow, cohesiveness, and quality of writing (including grammar and spelling).
7. **Facility Analysis #3 (Management)** – 50 Points (10%). Students will visit a facility of their choice (i.e., campus recreation center, community recreation/aquatics center, athletic field complex, park) and describe management elements they observe. This 3-4 page assignment will be due towards the end of the semester and will require students to apply information learned from readings and class lectures, discussions and exercises to highlight multiple management practices, challenges, or issues. This will require the student to interview a facility manager to supplement information they gather through observation and research. A template for the written assignment will be provided. Students will be graded on how thorough the required information is presented, as well as the overall organization, flow, cohesiveness, and quality of writing (including grammar and spelling).
8. **In-Class Test** – 75 Points (15%). There will be one in class test about halfway through the semester. This test will include a combination of true/false, multiple-choice, fill in the blank, and short essay questions. The exam will cover materials from lectures, class discussions, PowerPoint presentations, and reading for that segment of the semester.
9. **Group Project** – 100 Points (20%). In groups of 3-4, students will develop and describe a fictitious leisure facility created within specific parameters that will be provided. Students will address various facility planning, design and operating issues. In the presentation, students will demonstrate an understanding of the issues, various conditions, and recommended processes/systems/solutions that will ensure that the new facility functions operationally and programmatically as planned both from a staff and user perspective. The format will be a 20-30 minute class presentation followed by a 10-15 minute Q&A discussion. The presentation (PowerPoint) will include the following information categories: vision and overview of the facility; planning and design considerations; financial overview; and management/operational overview. Students will be graded on clarity and organization of the presentation, teamwork, quality of the class discussion, and quality of the PowerPoint presentation.
10. **Take Home Exam** – 100 Points (20%). This exam will be assigned at the last class and will be due approximately one week later (exact date to be determined). The format will be short essays and will cover materials from lectures, site visits, class discussions, and readings from the entire semester.

## REQUIRED READINGS

Mull, Richard F., Beggs, Brent A., and Renneisen, Mick, 2009. "RECREATION FACILITY MANAGEMENT – Design, Development, Operations and Utilization", Champaign, IL: Human Kinetics.

Various articles from newsletters, journals and other sources will be assigned in advance to be discussed in class. These articles will be posted on Blackboard.

**RECOMMENDED SUSCRIPTION**

“Athletic Business E-news Daily” (students are encouraged to subscribe to this free newsletter and peruse at least 2 times per week). To subscribe, follow this link <http://athleticbusiness.com/enews/>

**NATURE OF DELIVERY: Face-to-Face**

**EVALUATION**

| Assignment                            | Points     | %           |
|---------------------------------------|------------|-------------|
| Knowledge Audits (4@10 points each)   | 40         | 8%          |
| Class Attendance                      | 20         | 4%          |
| In class Engagement/Participation     | 30         | 6%          |
| Article Presentation                  | 20         | 4%          |
| Facility Analysis #1 Compare/Contrast | 25         | 5%          |
| Facility Analysis #2 - Design         | 40         | 8%          |
| Facility Analysis #3 - Management     | 50         | 10%         |
| In Class Test                         | 75         | 15%         |
| Group Project                         | 100        | 20%         |
| End of Semester Take Home Exam        | 100        | 20%         |
| <b>Total</b>                          | <b>500</b> | <b>100%</b> |

Make-up examinations will be conducted ONLY if prior permission is granted by the instructor.

**Grading Scale (%)**

|              |              |              |             |
|--------------|--------------|--------------|-------------|
| 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 |             |

## TENTATIVE COURSE SCHEDULE

|         |             |  |  |
|---------|-------------|--|--|
| Week 1  | January 28  | Course Overview and Requirements   |  |
| Week 2  | February 4  | Facility Fundamentals and Types;<br>Master Planning  | <b>Assign Facility Analysis #1</b>   |
| Week 3  | February 11 | Needs Assessments, Data Gathering<br>Methods, Feasibility Studies  |  |
| Week 4  | February 18 | Business Plans and Design  | <b>Facility Analysis #1<br/>Assignment Due</b>                                     |
| Week 5  | February 25 | Construction, Construction Financial<br>Resources (Capital Budgets) and<br>Construction Management   | <b>Assign Facility Analysis #2</b>   |
| Week 6  | March 4     | Budget Planning and Cost Recovery  |  |
| Week 7  | March 11    | <b>Spring Break – No Class</b>   |  |
| Week 8  | March 18    | Capital Financing, Public Private<br>Partnerships and Bidding Projects;<br><b>Review for Test</b>  | <b>Assign Group Project;<br/>Facility Analysis #2<br/>Assignment Due</b>           |
| Week 9  | March 25    | <b>In Class Test</b>   |  |
| Week 10 | April 1     | Freedom Center Tour  | <b>Review Test</b>   |
| Week 11 | April 8     | Facility Management Topics - Risk<br>Management, Safety, Management<br>Control, Access Control and Circulation,<br>Signage, Maintenance  | <b>Assign Facility Analysis #3</b>   |
| Week 12 | April 15    | Facility Management Topics - Ancillary<br>Areas, Core Product Extensions, Front<br>Desk Operations,<br>Sales and Membership, Marketing and<br>Social Media, Scheduling and<br>Coordinating, Managing Employees |  |
| Week 13 | April 22    | Athletic Fields and Outdoor Facilities,<br>Trends  |  |
| Week 14 | April 29    | Group Project Presentations  | <b>Facility Analysis #3<br/>Assignment Due</b>                                     |
| Week 15 | May 6       | Group Project Presentations  | <b>Assign Take Home Exam<br/>approximately May 3<sup>rd</sup> –<br/>Due May 10</b> |

\*Note: Schedule subject to change by Instructor.

## STUDENT EXPECTATIONS

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See <http://ods.gmu.edu/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Students are responsible for the content of university communications sent to their George Mason University 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 must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- Students are expected to exhibit professional behaviors and dispositions at all times.

### *Campus Resources*

- The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].
- The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
- For additional information on the College of Education and Human Development, School of Recreation, Health, and Tourism, please visit our website [See <http://rht.gmu.edu/>].

CORE VALUES COMMITMENT: The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles

