

EnEd 4315 - Operations & Management (4 cr)

Fall 2007 – Sports and Health Center Room 212

12-12:50 MTWTh

Instructor:

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Office Hours: Arranged – it is best to contact me by email to set something up.

Purpose:

The purpose of this course is to learn explore the fundamentals of managing a recreation/outdoor education/environmental education based organization. This course will emphasize understanding and application of management strategies used by an outdoor agency that is appropriate for a professional, with an emphasis on program and educational delivery as well as long term planning. We will include management skills most likely used in a non-profit agency rather than a commercial agency.

Outcomes:

From this course, you should be able to:

- Articulate the value of recreation programs and services for a given organization
- Describe the essential components of managing a outdoor-based organization.
- Design and present an annual operational management plan for an organization.
- Design, recommend, and present a long range management plan for an actual organization using the management components covered in this course.

The above outcomes will be measured by the extent that you demonstrate following:

- Identify the steps used to design a plan for recreation facilities.
- Demonstrate an understanding of the purpose and application of the concept of public participation appropriate to management planning theories.
- Demonstrate an understanding of the recreation profession through the design of a recreational management plan.
- Learn how to work cooperatively with a team of colleagues in managing an organization.
- Demonstrate presentation skills, required of management personnel, by presenting a plan to professionals and interested community members.

Schedule:

| Date: | Topic: | Assignments & Readings |
|--------------------------------|---|--|
| 9/4 | • Foundations of the class | |
| Theme: Big Picture | | |
| 9/5- 9/6 | • Organizational Direction: Mission, Vision, Objectives, Strategic Planning • Work Teams Established | Chapter 1 |
| 9/10 – 9/11 | • Board of Directors, Staffing: Who does what? • S.W.O.T. | Chapter 2 |
| 9/12 - 9/14 | • Customer Base: Who are the customers and how do you reach them? | Chapter 3 Assignment #1: Written Mission (9/14) |
| Theme: Finance | | |
| 9/17 - 9/19 | • Finances & Budgets | Chapter 12 |
| 9/20 & 9/24 | • Fundraising & Grants | Chapter 5 |
| 9/25 | • Flex Day | Assignment #2: Written Staffing Plan (9/25) |
| Theme: Stewardship of the Site | | |
| 9/26 – 9/27 | • General Land Use Concepts | |
| 10/1 – 10/3 | • Public Involvement in the Planning Process: Who, When, Why | |
| 10/4 | • Work Day | Assignment #3: Budget (10/4) |
| 10/8 | • Natural & Cultural Resources Assessment | |

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|-------------------------------|---|---|
| 10/9 – 10/10 | • Physical facilities: equipment, maintenance | |
| 10/11 | • Trails and design | Assignment #4: Facilities and Resources (10/11) |
| Theme: Personnel | | |
| 10/15 – 10/17 | • Working with Staff: Hiring, Training, Scheduling, Liability | Chapter 13 |
| 10/18 | • Flex Day | |
| 10/22 – 10/23 | • Team Presentations | Presentation #1: Mission, Vision, Objectives, Agency Overview. Turn in Written Information. |
| 10/24 – 10/25 | • Team Conference with Instructor • Work Days | Prepared to discuss project planning so far. |
| 10/29 | Exam #1 | |
| Theme: Presenting Information | | |
| 10/30 – 10/31 | • Creating a great presentation: Powerpoint, multimedia, handouts | |
| 11/1 | • Work Day | |
| 11/5- 11/6 | • Team Presentations | Presentation #2: Finance and Personnel. Turn in Written Information |
| 11/7- 11/8 | • Work Days | |
| 11/12 | • Team Presentations | Presentation #3: Stewardship/ Land Use. Turn in Written Information |
| Theme: Programming & Events | | |
| 11/13 | • Why, Who, What, When, Where? | Chapter 6 |
| 11/14 | • Marketing | Chapter 8 |
| Theme: Research | | |
| 11/15 | • Organizational Assessment • Program Assessment | |
| 11/19- 11/21 | • Prep Week | |
| 11/26- 11/29 | • Final preparations for presentation | Presentation #4 – Dry run of final Management Plan – feedback from peers |
| 12/2- 12/8 | • Presentation Week | Present your final Management Plan to each organization |
| 12/10- 12/13 | • Final Debrief of Presentations | Submit your final written Management Plan report. |

Your final exam will be your final presentation and complete written management plan report

Texts:

Assignments:

The class will work in a cooperative effort to design a facilities plan and present it to the agency involved. This final presentation will include agency representatives and interested public. It will include your recommendations for the design and layout of the grounds and buildings comprising the agency recreation facilities. Your final product will be a comprehensive paper that includes all of the topics covered plus your formal presentation (including handouts, maps, and PowerPoint presentation).

Grading:

You will be graded on both an individual and group basis. Your active involvement is required. Presentations will be scored in the following criteria:

All work must be formally presented both orally and in writing. All written and oral work must be presented typed and in the following order:

- A. Title: Subject to be discussed for this presentation (depending on the scope and sequence of the plan in addition to who the audience is)
- B. Team Members
- C. Date
- D. Introduction - Present a short narrative on the purpose of the subject and how your team will present the subject investigation to that stage in the project.

- E. Background Information - A brief description of the agency type and how this subject fits into the management plan of the agency. Describe briefly what subjects your team has accomplished to date and how this subject ties in with what's been done.
- F. The Plan - This is the content of the presentation. It should be presented concisely and completely. Follow the format presented in class lectures. That is, use narratives, charts and graphs where appropriate. Always keep in mind that you are presenting this material as if the class were a board of directors. *Casual approach is not acceptable.
- G. Conclusion - Conclude your presentation with a synopsis of what was just covered followed by your recommendations.
- H. References - Include a list of professionally based references. Present them in APA.

You are expected to begin the class presentations with submission of peer evaluations and with a written copy of your plan to-date. The written plan (paper) is different from your presentation materials in that it is much more detailed and comprehensive whereas presentation materials are typically presented in outline form.

All work, including peer evaluations must be typed using double-spacing.

When presenting, you are expected to dress professionally. That is, dress as if you were going to give one of the most important interviews for a very valued job.

For each presentation, a different team member must take a lead role in presenting the assignment. The other team members are welcome to assist in any way they can to make the overall presentation effective. That is, assisting with visual aids (slides, overheads, videos, etc.).

You are responsible for your equipment needs in your presentations. Also, be prepared before class begins each day of presentation.

At the end of the semester, each team will present a final formal management plan to the class that will include all of the aspects covered during the term. It is expected that all aspects of management planning that were discussed during the term be included in the final presentation.

YOU ARE EXPECTED TO ATTEND ALL FINAL GROUP PRESENTATIONS.

Grading:

| Grade | Percent | Topic |
|-------|---------|--|
| A | 92% | Assignment #1: Mission (25 pts) |
| A- | 90% | Assignment #2: Staffing (25 pts) |
| B+ | 85% | Assignment #3: Budget (25 pts) |
| B | 82% | Assignment #4: Facilities & Equipment (25 pts) |
| B- | 80% | Written Exam #1: Annual Operational Mgmt (50 pts) |
| C+ | 75% | Paper #1: Annual Operational Plan (60 pts) |
| C | 72% | Presentation #1/Paper Draft #1: (40 pts) |
| C- | 70% | Presentation #2/Paper Draft #2: (40 pts): |
| D+ | 65% | Presentation #3/Paper Draft #3: (40 pts) |
| D | 60% | Final Presentation: (60 pts) |
| F | 55% | Final Paper - Long Range Planning: (75 pts) |
| | | Peer Scores: (35 pts) 5 ptsx4 + 15 overall @ final |
| | | Total Points: 500 points |

Each assignment will be graded as follows:

- Content (accuracy and thoroughness): 50%
- Presentation (written): 15%
- Presentation (oral): 20%
- References: 15%

In order for this course to work, it is essential that every class member participate to the best of their ability. As in any agency, the success of this "operation" is only as strong as the strength of its members. I will grade you both as a group and individually. Attendance is mandatory.