The Master of Science in Recreation Management Program prepares students for positions in public, private, and commercial recreation agencies. The curriculum consists of learning experiences critical for assuming high-level management positions in the leisure service profession.

This program is designed to provide students with individualized continuing education to develop competencies specifically related to recreation career development and professional growth. The emphasis is on individualizing the student’s program.

Graduates are prepared to:

- Plan, develop, and manage recreation programs in public and private agencies, commercial enterprises, and tourism business
- Use diverse community, natural, institutional, and human service resources to enhance programs
- Apply common and innovative management techniques for budgets, service pricing, cost analysis, business feasibility, market analysis, and promotions
- Use leadership strategies to strengthen leisure experiences for all, including those with special needs
- Apply evaluation, survey, and research methods to ensure continued improvement in leisure services
- Apply management techniques for recruitment, selection, training, and evaluation of staff and volunteers

Graduates are employed in:

- Local recreation and park agencies; federal natural resource agencies
- Resorts, cruise ships, ski resorts, private campgrounds, and hospitality and travel industries
- Private corporations and tourism agencies
- Health clubs and recreational fitness centers
- Youth agencies
- Boy Scouts, Girl Scouts, YM/YWCA
- Condominium developments, convention/visitor bureaus, ice arenas, marinas, golf courses, and theme parks

The Master of Science is also available in therapeutic recreation.

Program length

The Master of Science (M.S.) in Recreation Management Program is typically a two-year program. The program length is based on how long the required UWL coursework would take to complete for a full-time student who does not need to complete any prerequisite coursework. Program length may be extended if students attend part-time (if approved by program) or due to the requirements of an individual student’s plan of coursework, research or capstone project.

2022-23 Faculty/Staff

The following is the graduate faculty and staff as of the publication date of this catalog. This list will not be updated again until the next catalog is published in July.

Professor

Laurie Harmon, Ph.D., Department Chair

Associate Professor

Kate Evans, Ph.D.
Brian Kumm-Schaley, Ph.D.
Dan Plunkett, Ph.D.

Assistant Professor

Namyun Kil, Ph.D.
W. Thomas Means, Ph.D.
Jennifer Taylor, Ph.D.

Associate Teaching Professor

Tara DeLong, M.S.
Lisa Savarese, M.S.

Assistant Teaching Professor

Jon Evans, M.S.
Lindsey Kirschbaum, M.S.

Administrative Support

Janet Craig

Graduate degree

- Recreation management - MS (http://catalog.uwlax.edu/graduate/programrequirements/recreationmanagement/recreation-management-ms/)

Recreation Management Courses

REC 400/500 Cr.3
Planning for Park and Recreation Facilities

Designed to equip the student with the basic knowledge necessary to understand and implement the planning process in the development of park and recreation facilities. This course is also designed to familiarize the student with federal, state and local statutes, and other related documents (U.S Census, Wisconsin Administrative Codes, county and municipal ordinances). This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: REC 301 or RTH 456. Offered Fall, Spring.
**Risk Management in Leisure Service Organizations**
This course will identify the primary components of risk management and detail legal aspects of tort liability, waivers, and indemnification agreements in leisure service organizations. The course will equip students with basic knowledge and skills necessary to appropriately manage legal liability and risk exposure associated within various professional leisure and recreation contexts. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: REC 390 or concurrent enrollment. Offered Fall, Spring.

**Budgeting in the Recreation Enterprise**
Emphasis is placed on budget development, implementation and management decision-making within the recreation and park enterprise. This course introduces students to various contextual operational budgets within governmental and non-profit enterprises. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: ECO 110; REC 390 or concurrent enrollment. Offered Fall.

**Sustainable Tourism Development**
This course will examine sustainable theories, policies, and practices in tourism. Students will learn about tourism planning and development from a sustainable tourism perspective. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Offered Spring.

**Camp Administration**
This course provides an overview of the history of the camping movement and its evolution over time. In addition, the course will provide foundational knowledge necessary to successfully operate a camp facility including administration, day-to-day operations, staffing, camp counseling, and program activities. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Offered Spring - Even Numbered Years.

**Revenue Management in Leisure Enterprises**
This course covers prices and pricing from both managerial and behavioral perspectives in recreation, parks, tourism and event settings. While the managerial aspects of pricing include pricing policy/strategy and revenue management (defined as selling perishable service products to the right customer at the right time for the right price), the behavioral aspects include psychology of pricing, price fairness, price perceptions, and willingness-to-pay for non-market goods. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Offered Fall, Winter, Spring, Summer.

**Meetings, Conventions, and Event Planning**
This course will advance students’ understanding of the event management profession. The course is intended to expose students to planning and management aspects in the areas of meetings, conventions, and other special events, while gaining an understanding of how special events impact tourism. Students will learn the professional skills necessary to plan, manage, and evaluate the success of a meeting, convention, or large-scale special event. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Offered Fall.

**Workshops in Recreation and Parks**
Group study of varying recreation and parks topics. University professors as well as visiting lecturers will be invited to address the students and conduct specialized phases of the workshops. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Repeatable for credit under different topics. No student may earn more than six credits in REC 491/591 and RTH 491/591. Offered Occasionally.

**Internship in Guided Learning**
Application of the methods and techniques of recreation leadership and administration through a supervised internship experience. Repeatable for credit - maximum nine. Prerequisite: completion of all required REC/RTH courses; approval of recreation management internship coordinator. Offered Fall, Spring, Summer.

**Philosophical Foundations of Leisure, Play and Recreation**
In-depth study of past and current theories of leisure, play and recreation; concepts of work and time; the influence of technology and societal changes and the role of recreation in modern day society. (Cross-listed with REC/RTH; may only earn credit in one department.) Offered Fall.

**Current Issues and Problems**
An examination of current factors that are affecting the field of recreation, parks, and leisure with a major emphasis on special problem areas. Subject matter may vary in areas of interest or experience of the student and the instructor. Offered Occasionally.

**Entrepreneurship in Recreation**
This course focuses on management processes that the entrepreneur in recreation uses to create new recreation or entertainment services or to reenergize faltering services. Because entrepreneurs create services that are unusual, innovative, or unique, emphasis is given to planning and marketing processes. The course addresses market feasibility studies, business plan development, pricing, advertising, and public relations. Offered Occasionally.

**Management of Leisure Services Organizations**
Designed to equip the student with the knowledge and skills necessary to manage a public, not-for-profit, or commercial leisure service organization or a division of a leisure service organization. Emphasis will be placed on management functions (planning, organizing, staffing, leading, and controlling) as they relate to the leisure service organization. Offered Occasionally.

**Research Methods for Recreation, Parks, and Leisure**
The course introduces graduate students to research methods used in leisure research and recreation programs. Students learn to develop a research question, collect and analyze research literature, and conduct research using both quantitative and qualitative methods. The course is designed specifically to help students use methods relevant to the recreation field to take the initial steps for a graduate thesis or project. (Cross-listed with REC/RTH; may only earn credit in one department.) Offered Spring.
**REC 731 Cr.3**
**Data Evaluation and Management in Parks and Recreation**
This course covers best practices and emerging models for designing, collecting, and analyzing data used in managing parks, recreation, and leisure service delivery organizations and includes management strategies for applying and communicating evaluation results. Historical and current evaluative management tools will also be examined for their effectiveness in multiple contexts, e.g. VIM, SERVQUAL. Seven week course. Prerequisite: enrollment priority will be given to students in the Recreation Management: Professional Development MS Program and the Recreation Management MS Program. Offered Fall, Winter, Spring, Summer.

**REC 732 Cr.3**
**Human Development and Group Dynamics**
This course is designed to introduce the basic principles of group dynamics and functioning. These principles are directly applicable to staff/team development and training, organizational leadership, facilitation, board development, and assessment/evaluation strategies. Students engage theories and models of human and group development, group effectiveness, as well as leadership and facilitation in relation to concerns directly germane to community, private, and commercial recreation setting. Seven week course. Prerequisite: enrollment priority will be given to students in the online Recreation Management: Professional Development Program. Offered Fall, Winter, Spring, Summer.

**REC 733 Cr.3**
**Diversity and Social Justice in Recreation Management**
This course explores the range of experiences and perspectives of diverse populations with a particular focus on the leisure experience. A focus will be placed on the experiences of members of minority populations including issues related to race, gender, sexual orientation, gender identity, religion, social status, age, and disability. Students will be introduced to factors that influence the experience of leisure and leisure service delivery. Seven week course. Prerequisite: enrollment priority will be given to students in the online Recreation Management: Professional Development Program. Offered Fall, Winter, Spring, Summer.

**REC 734 Cr.3**
**Experience Management**
This course is designed to help students understand how visitors impact organizations directly and indirectly tied to tourism. The course will examine the visitor experience and how the experience visitors are looking for impacts management and marketing decisions. The importance of customer service and the attitudes and perceptions of residents will be reviewed. The course will explore how organizations can prepare for visitors and make strategic decisions with both residents and visitors in mind. Seven week course. Prerequisite: enrollment priority will be given to students in the online Recreation Management: Professional Development Program. Offered Fall, Winter, Spring, Summer.

**REC 735 Cr.1-3**
**Collaborative Approaches to Recreation and Leisure Service Delivery**
This course is designed to help students understand a variety of collaborative approaches to leisure service delivery. Students will focus heavily on the administration of various types of alternative funding models including fund development, grants, and capital campaigns. In addition, students will build an understanding of collaborative approaches to the operations of leisure service agencies including partnerships, outsourcing, and privatization. Seven week course. Prerequisite: enrollment priority will be given to students in the online Recreation Management: Professional Development Program. Offered Fall, Winter, Spring, Summer.

**REC 736 Cr.3**
**Contemporary Issues in Recreation Management**
This course includes topics not covered by present REC courses. The particular topics selected will be determined by the REC faculty according to the current needs of the field and student interest. Seven week course. This course is repeatable in the same term for up to three credits. Repeatable for credit - maximum three. Prerequisite: enrollment priority will be given to students in the online Recreation Management: Professional Development Program. Offered Fall, Winter, Spring, Summer.

**REC 737 Cr.1-3**
**Capstone Seminar in Recreation Management**
The capstone is designed as a culmination of the graduate program experience. The course will allow students to integrate their skills and knowledge gained over the course of their program. Repeatable for credit - maximum six. Prerequisite: enrollment priority will be given to students in the Recreation Management: Professional Development MS Program and the Recreation Management MS Program. Offered Fall, Winter, Spring, Summer.

**REC 738 Cr.3**
**Graduate Project in Recreation**
An independent investigation of advanced level study in the leisure service profession. Examples of professional projects include development of agency manuals, development of agency comprehensive assessments, research projects, recreation business proposals, program development and evaluation, and recreation comprehensive plans. Repeatable for credit - maximum six. Consent of department. Offered Fall, Spring, Summer.

**REC 739 Cr.1-3**
**Independent Study in Recreation**
Individualized study of areas not available in existing courses. Repeatable for credit - maximum six. Consent of instructor. Offered Fall, Spring, Summer.

**REC 740 Cr.1-3**
**Special Projects in Recreation Management**
Individualized study areas not available in existing courses or independent study. Emphasis is on the planning, implementation, and evaluation of a recreation leisure project. Projects are completed under the supervision of the director and graduate faculty in the department. Repeatable for credit - maximum six. Offered Fall, Spring, Summer.

**REC 795 Cr.1-3**
**Research: Master's Thesis**
Independent research project selected and executed under the direction of a graduate faculty member by students electing to write a thesis. The project may be in any area related to recreation and parks. Maximum six credits allowed toward degree for graduation. Consent of department. Offered Fall, Spring, Summer.
Therapeutic Recreation Courses

RTH 414/514 Cr.3
Adaptive Sports and Therapeutic Recreation
This course will provide an introduction to how therapeutic recreation specialists use adaptive sports, recreation, and leisure activities for individuals with disabilities to meet treatment goals and improve quality of life. Emphasis is given to the history and rules of a variety of adaptive sports, and possible settings where these could take place. The examination of each sport will include a focus on its connection to the therapeutic recreation profession. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Offered Fall.

RTH 520 Cr.3
Nature and Forest Therapy
This course is designed to provide students with specialized sessions relating to nature-based therapy knowledge and application in outdoor leisure and therapeutic recreation settings from international and domestic perspectives. The course will provide special emphases on general nature-based therapy concepts and benefits, planning for nature-based therapy walks with various clients with and/or without special needs, the process of implementing nature-based therapy walks, actualizing mindfulness in nature, nature connection, relevant environmental literature (e.g., outdoor therapies related to trauma or depression), interactions between humans and environments, medicinal plants, and practice doing therapeutic walks. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: RTH 250 and RTH 329. Offered Fall, Summer.

RTH 430/530 Cr.3
Therapeutic Recreation and Mental Health
This course is designed to provide students with information relating to therapeutic recreation services to persons with mental illness, and substance abuse disorders, or individuals served in behavioral health treatment facilities. Course emphasizes mental health recovery, activities to facilitate change in different behavioral domains, therapeutic interventions for adults and children, treatment settings and services, and trends in recreation therapy program delivery. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Offered Fall.

RTH 445/545 Cr.3
Recreational Therapy for Older Adults
This course teaches students to facilitate psychosocial intervention to address needs, strategies, techniques, and approaches for older adults with chronic health conditions through health promotion and leisure activities. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Offered Spring.

RTH 456/556 Cr.3
Program Design and Administration of Therapeutic Recreation
This course is designed to present a rationale and foundation for systematic program design, program implementation and program evaluation in various therapeutic recreation settings. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: STAT 145; RTH 329 or admission to graduate therapeutic recreation. Offered Fall, Spring.

RTH 462/562 Cr.3
Inclusive Recreation Program Administration
This course is designed to provide the student with information relating to recreation in inclusive settings. General administration concepts, management concepts, advocacy, legislation, and therapeutic recreation as a related service in the schools will receive special emphasis in this course. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: RTH 456/556. Offered Fall, Spring.

RTH 470/570 Cr.3
Facilitation Techniques in Therapeutic Recreation
This course presents an overview of concepts and interaction techniques used in the provision of goal-oriented therapeutic recreation services. Included are counseling techniques, leadership and instructional techniques appropriate for use in treatment, leisure education, and recreation participation. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: STAT 145; RTH 329 or admission to graduate therapeutic recreation; RTH 456/556 or concurrent enrollment. Offered Fall, Spring.

RTH 476/576 Cr.3
Assessment and Treatment Planning in Therapeutic Recreation
Overview of individual client assessments used in therapeutic recreation practice; development of individualized treatment/program plans in a therapeutic recreation context; review resources, standards and issues related to client assessment and program planning in therapy, leisure education and recreation participation programs. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: RTH 456/556, RTH 470/570. Offered Fall, Spring.

RTH 480/580 Cr.3
Leisure Education in Therapeutic Recreation
This course is designed to provide a philosophical understanding and overview of leisure education as well as to emphasize the approaches and strategies that can be utilized in enabling people to enhance the quality of their own lives in leisure. The focus will be leisure education as a major component of therapeutic recreation services. Topics included are leisure theory, leisure education conceptual models, leisure education programming techniques, facilitation of leisure education groups for various ages. This course is taught largely at an undergraduate level. Graduate students should have completed one core gerontology course and have permission from the director of therapeutic recreation. Offered Fall.
RTH 491/591 Cr.1-3

**Workshops in Therapeutic Recreation**
Group study of varying therapeutic recreation topics. University professors as well as visiting lecturers will be invited to address the students and conduct specialized phases of the workshops. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Repeatable for credit - maximum six. No student may earn more than six credits in REC 591 or RTH 591. Offered Occasionally.

RTH 493/593 Cr.3

**Therapeutic Recreation Trends and Issues**
This course provides an examination of current issues, trends and professionalization concerns in therapeutic recreation, including professional organizations, ethics, current legislation, professional development, professional standards, credentialing, accreditation standards, improving organizational performance, and current professional controversies. Course should be taken last fall semester prior to internship. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: STAT 145 and RTH 456/556. Offered Fall, Spring.

RTH 700 Cr.1-6

**Internship in Therapeutic Recreation**
Application of therapeutic recreation leadership and administration methods/techniques through an on-the-job or laboratory experience. Study of a significant problem, development of professionally related competencies, and/or acquisition of job-related knowledge. Conducted on or off-campus under the direction of a faculty member. Repeatable for credit - maximum six. Prerequisite: therapeutic recreation graduate student, RTH 456/556, RTH 470/570, RTH 476/576, RTH 480/580, or equivalents and/or approval of graduate program director and internship coordinator. Offered Fall, Spring, Summer.

RTH/REC 701 Cr.3

**Philosophical Foundations of Leisure, Play and Recreation**
In-depth study of past and current theories of leisure, play and recreation; concepts of work and time; the influence of technology and societal changes and the role of recreation in modern day society. (Cross-listed with REC/RTH; may only earn credit in one department.) Offered Fall.

RTH 702 Cr.3

**Foundations in Therapeutic Recreation**
This course will provide a graduate level overview of therapeutic recreation including: historical and philosophical foundations of therapeutic recreation; disability education and medical language; and service learning applications. This course is specifically designed to help therapeutic recreation graduate students who do not have a therapeutic recreation undergraduate degree. Offered Occasionally.

RTH/REC 720 Cr.3

**Research Methods for Recreation, Parks, and Leisure**
The course introduces graduate students to research methods used in leisure research and recreation programs. Students learn to develop a research question, collect and analyze research literature, and conduct research using both quantitative and qualitative methods. The course is designed specifically to help students use methods relevant to the recreation field to take the initial steps for a graduate thesis or project. (Cross-listed with REC/RTH; may only earn credit in one department.) Offered Spring.

RTH 730 Cr.3

**Advanced Clinical Aspects/Therapeutic Recreation**
An investigation of the concepts and techniques utilized by the experienced and advanced Therapeutic Recreation Specialist including clinical issues, comprehensive program concerns, administrative functions and trends in the practice of therapeutic recreation service. Offered Fall.

RTH 740 Cr.3

**Evidence-Based Practice in Therapeutic Recreation**
This course provides both an overview of and builds expertise for incorporating evidence-based practice within therapeutic recreation to improve client outcomes, ensure consistency and communication among professionals, create protocols and criteria for client assessments, and increase recreation therapists’ (RTs) research capacity. Students will develop an evidence-based recreational therapy curriculum with a community partner based on clinical outcomes. Offered Annually.

RTH 750 Cr.3

**Authentic Leadership and Clinical Supervision in Therapeutic Recreation**
This course is designed to prepare the graduate student with the skills and abilities to assume a management position in the health and human service industries or engage in private practice in therapeutic recreation. The class will explore the qualities of leadership and the components of authentic leadership. The student will develop an understanding of contemporary healthcare systems and human service agencies, the influence of licensing and regulatory bodies, and the necessity of funding sources. The class will apply this learning through implementation of the quality improvement process as it relates to therapeutic recreation management practices. Students will also be introduced to the core concepts of clinical supervision as they relate to student internships and professional supervision. Upon completion, students additionally discern the creation of work-life integration to promote sustainability in the field. Offered Annually.

RTH 790 Cr.1-3

**Advanced Seminar - Therapeutic Recreation**
Various current professional and theoretical topics will be presented in workshop format. Visiting scholars will supplement faculty presentations. Repeatable for credit - maximum six. Offered Occasionally.

RTH 795 Cr.1-3

**Independent Study in Therapeutic Recreation**
Individualized study of areas not available in existing courses. Repeatable for credit - maximum six. Consent of instructor. Consent of department. Offered Fall, Spring, Summer.

RTH 797 Cr.1-3

**Special Projects in Therapeutic Recreation**
Students pursue individualized study areas not available in existing courses or independent study. These projects will be completed under the supervision and direction of a faculty member within the department of recreation management and therapeutic recreation. Examples include: wheelchair sports/coaching, special recreation programs, Special Olympics, development of professional materials/programs, and other topics. Repeatable for credit - maximum six. Prerequisite: RTH 456/556; consent of instructor and student’s advisor. Consent of instructor. Offered Fall, Spring, Summer.