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.

2023-24 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.

Associate Teaching Professor
Tara DeLong, M.S.
Lisa Savarese, M.S.

Assistant Teaching Professor
Lindsey Kirschbaum, M.S.

Administrative Support
Janet Craig

Graduate degree

- 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.
**REC 402/502 Cr.3**  
**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.

**REC 404/504 Cr.3**  
**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.

**REC 405/505 Cr.3**  
**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.

**REC 415/515 Cr.3**  
**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.

**REC 420/520 Cr.3**  
**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.

**REC 445/545 Cr.3**  
**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.

**REC 491/591 Cr.1-3**  
**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.

**REC 700 Cr.1-9**  
**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.

**REC/RTH 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.

**REC 704 Cr.3**  
**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.

**REC 710 Cr.3**  
**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.

**REC 711 Cr.3**  
**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.

**REC/RTH 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.
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.3
Management Topics in Recreation and Leisure Services
This course will cover topics related to various facets of management of recreation and leisure services. Topics will be determined by REC faculty based on the current needs of the field and interest of students. 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 Recreation Management: Professional Development MS Program and the Recreation Management MS Program. Offered Fall, Winter, Spring, Summer.

REC 736 Cr.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 737 Cr.1-3
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 738 Cr.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 Program and the Recreation Management MS Program. Offered Fall, Winter, Spring, Summer.

REC 761 Cr.1-6
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 795 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 797 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 799 Cr.1-6
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.
Recreational Therapy Courses

RTH 412/512 Cr.3
Animal Assisted Therapy
This course demonstrates how to safely and ethically integrate animals into a variety of therapeutic settings while creating mutually beneficial relationships with animals and the environment. Differences between Animal Assisted therapy (AAT), Animal Assisted Activities (AAA), and certified Service Dogs are explored. A focus on the effects of Animal Assisted Therapy (AAT) as a recreational therapy intervention to address agitation behaviors and social interactions learned through research, practitioners, and observations. Site visits may include long-term health care facilities, specific animal use in physical medicine and rehabilitation facilities, equine-assisted psychotherapy, literacy programs in libraries, and/or agencies serving veterans with polytrauma. AAT, AAA, and Service Dog skills are applied through a series of learning experiences during this interactive course. This course includes direct contact with a trained Service Dog. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: admission to Recreational Therapy MS Program or Recreational Therapy BS/MS Dual Degree Program. Offered Occasionally.

RTH 414/514 Cr.3
Recreational Therapy and Adaptive Sports
This course introduces recreational therapists’ use of 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 sports, and possible settings where these take place. The examination of each sport includes a focus on its connection to the recreational therapy profession and professional processes used in the field. Hands on experience with a variety of sports is included. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: admission to Recreational Therapy MS Program or Recreational Therapy BS/MS Dual Degree Program. Offered Occasionally.

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. Prerequisite: admission to Recreational Therapy MS Program or Recreational Therapy BS/MS Dual Degree Program. Offered Occasionally.

RTH 456/556 Cr.3
Program Design and Administration of Recreational Therapy
This course is designed to present a rationale and foundation for systematic program design, program implementation and program evaluation in various recreational therapy settings. Students develop competence in the planning and development of evidenced-based recreational therapy programs using a structured and systematic process for purposes of improved client functioning and independence in life activities. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: RTH 319, RTH 352, RTH 355, RTH 376; or admission to the Recreational Therapy MS program. 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
Recreational Therapy Processes and Facilitation Techniques
In this course students implement the individualized treatment/program plan using appropriate evidence-based treatment interventions and programs to restore, remediate, or rehabilitate patient/client functioning as well as to reduce or eliminate the limitations to participation in life activities resulting from medical, psychiatric, or other disabling conditions. Included are processes for leading therapeutic groups, experiences of modalities and facilitation techniques, and counseling techniques and approaches for recreational therapy as an action therapy. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: RTH 319, RTH 352, RTH 355, RTH 376; or admission to the Recreational Therapy MS program. 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 470/470. 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 will have additional course requirements/expectations. Prerequisite: RTH 456/556, RTH 470/470. Offered Fall, Spring.

RTH 491/591 Cr.1-3
Workshops in Recreational Therapy
Group study of varying recreational therapy 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 subtitles. No student may earn more than six credits in REC 591 or RTH 591. Offered Occasionally.

RTH 592 Cr.3
Clinical Education Experience in Recreational Therapy
This course provides opportunities to practice and integrate cognitive learning, with the associated psychomotor skills requirements of the profession, in accordance with professional standards of practice, to develop entry-level clinical proficiency and professional behavior as a recreational therapist as defined by professional guidelines for competencies necessary for safe and effective recreational therapy practice. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: RTH 319, RTH 352, RTH 355, RTH 376; or admission to the Recreational Therapy MS Program. Offered Fall, Spring.

RTH 493/593 Cr.3
Advancing the Recreational Therapy Profession
This course provides an examination of current issues, trends, and professional concerns in recreational therapy including: professional standards, ethics, advocacy, professional development, professional organizations, credentialing, accreditation standards, improving organizational performance, research, and current professional controversies. This course is taught largely at an undergraduate level. Graduate students will have additional course requirements/expectations. Prerequisite: admission to the Recreational Therapy MS Program. Offered Fall, Spring.

RTH 700 Cr.1-6
Internship in Recreational Therapy
This course is a full-time field placement where students apply academic learning to demonstrate competencies associated with entry-level practice in recreational therapy. This includes involvement in the assessment of clients, planning and delivering recreational therapy services to clients, and evaluating these decisions. Additionally, the student gains experience with self-reflective learning through clinical supervision with both a faculty and clinical supervisor. Upon completion of the internship, students have the knowledge, skills, and abilities needed to assume the responsibilities of a recreational therapist. Prerequisite: RTH 556, RTH 570, RTH 593 or equivalents and/or approval of graduate program director and internship coordinator; admission to Recreational Therapy MS Program. 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 Recreational Therapy
This course provides a graduate level overview of recreational therapy including: historical and philosophical foundations of recreational therapy; disability education and medical language; and service learning applications. This course is specifically designed to help recreational therapy graduate students who do not have a recreational therapy 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 in Recreational Therapy
An investigation of the concepts and techniques utilized by the experienced and advanced recreational therapist including clinical issues, comprehensive program concerns, administrative functions and trends in the practice of recreational therapy service. Offered Spring.
RTH 740 Cr.3
**Evidence-Based Practice in Recreational Therapy**
This course provides both an overview of and builds expertise for incorporating evidence-based practice within recreational therapy 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 Recreational Therapy**
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 recreational therapy. 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 recreational therapy 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 Recreational Therapy**
Individualized study of areas not available in existing courses. Repeatable for credit - maximum six. Consent of instructor. Prerequisite: admission to Recreational Therapy MS Program or Recreational Therapy BS/MS Dual Degree Program. Consent of department. Offered Fall, Spring, Summer.

RTH 797 Cr.1-3
**Special Projects in Recreational Therapy**
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 recreational therapy. 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.