

DIRECTORS SCHOOL



National Recreation
and Park Association

Visit the website at:
www.nrpa.org/directors
for additional information.



**Oglebay Resort and
Conference Center**
Wheeling, West Virginia

AUGUST 21 – 27, 2010

AUGUST 20 – 26, 2011

AUGUST 25 – 31, 2012



**National Recreation
and Park Association**

22377 Belmont Ridge Road
Ashburn, VA 20148-4501
703.858.0784
7-1-1 for hearing and speech impaired
www.nrpa.org

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The Directors School is a dynamic two-year educational experience that focuses on providing new and upcoming park and recreation directors with the required skills sets and knowledge base to successfully lead and manage park and recreation agencies.

Don't miss this opportunity, apply today!

Visit www.nrpa.org/directors for more information or to apply. Contact dprice@nrpa.org or call 800.626.NRPA (6772).

DIRECTORS SCHOOL

The Directors School is a dynamic two-year educational experience that focuses on providing new and upcoming park and recreation directors with the required skills sets and knowledge base to successfully lead and manage park and recreation agencies.

The Directors School is sponsored by the Oglebay National Training Center, National Recreation and Park Association, and the Department of Parks, Recreation, and Tourism Management at the North Carolina State University.

WHO SHOULD ATTEND

Those interested in applying must submit an online admission application and must be one of the following to qualify to attend the school:

- Current park or recreation directors.
- Current park or recreation assistant/deputy directors.
- A mid-level manager being groomed for a park and recreation director position.

Admissions applications will be accepted via our website, www.nrpa.org/directors.

Schedule at a Glance*

Attendance at all sessions is mandatory.

Saturday

4 – 8 p.m.	Registration
5 – 7 p.m.	Dinner (on your own)
7:30 – 9:30 p.m.	Welcome, Student Dessert/Coffee Reception

Sunday

6:30 a.m.	Breakfast
9 a.m. – 5 p.m.	Education Sessions
Noon	Lunch
Evening	Cookout/BBQ

Monday

6:30 a.m.	Breakfast
8:30 a.m. – 5 p.m.	Education Sessions
Noon	Lunch
5 – 7 p.m.	Dinner (on your own)
7 – 8:30 p.m.	Special-Interest Topic Sessions

Tuesday

6:30 a.m.	Breakfast
8:30 a.m. – Noon	Education Sessions
Noon	Lunch
Afternoon	Activity Day
Evening	On your own

Wednesday

6:30 a.m.	Breakfast
8:30 a.m. – 5 p.m.	Education Sessions
Noon	Lunch
Evening	On your own

Thursday

6:30 a.m.	Breakfast
8:30 a.m. – Noon	Education Sessions
Noon	Lunch
1:30 – 4:45 p.m.	Evaluation – Group Case-Study Presentations
6 – 7 p.m.	Social
7 – 9 p.m.	Banquet

Friday

6:30 a.m.	Continental Breakfast
All Day	Depart

*Schedule subject to change

SCHOOL CURRICULUM

The curriculum is based on the content of *Management of Park and Recreation Agencies*, the authoritative publication on park and recreation administration, developed around the Agency Accreditation (CAPRA) standards.

YEAR I TOPICS

Professionalism

An overview of what it means to be a professional, including personal and professional ethics and responsibilities, communications, media and public relations, and leadership.

Management: What is it?

An overview of management in the park and recreation field including history, industry change, issues and challenges, concepts of management, accountability, qualities of managers, and management competencies. Key sections covered will be:

- A brief history of the field of management.
- Growth and change in the park and recreation industry.
- Change factors.
- Issues and challenges faced by managers.
- A conceptual understanding of management.
- Accountability and privilege.
- Role of managers.
- Core qualities of managers.
- Specific managerial competencies.
- Management in relation to the CAPRA accreditation standards.

Leadership

An overview of the importance of leadership in management with an emphasis on leadership styles and leadership development for the manager and other personnel.

Legal Issues

An overview of legal issues facing park and recreation administrators including legal authority and jurisdiction, fiduciary duty, political issues, risk management, and law enforcement. Key sections covered will be:

- Legal authority to operate.
- "Force of Law."
- Fields of law.
- Legal systems.
- Legal audits.
- Legal entities.
- Governing authority.
- Citizen Advisory Boards.
- Politics.

Organization and Administrative Operations

The development of park and recreation agency organization structures to maximize the delivery of services to citizens. Development of sound administrative policies and procedures. Key sections covered will be:

- Formal organization structure.
- Informal organization structure.
- General partnership information.
- Types of partnerships.
- Partnership process.

Strategic Planning

Importance of a strategic plan that includes the agency's vision, mission, goals, objectives, and strategies for achieving its purpose. Key sections covered will be:

- Planning and the plan.
- Types of planning.
- Vision and mission statements.
- Comprehensive planning.
- Community planning.
- Coordination with other plans.
- Internal systems planning.
- Planning and research unit.

Marketing and Public Relations

Service marketing concepts in park and recreation agencies, components of marketing plans, and the relationship between marketing and public relations. Key sections covered will be:

- What is marketing?
- Social or behavioral change marketing.
- The components of a marketing plan.

Human Resource Management

An overview of the importance of employing qualified personnel to achieve the mission, goals, and objectives of recreation and park organizations while providing needed services to its customers. Key topics include:

- Planning and forecasting human resources.
- The legal framework for employment decisions.
- Recruiting and selecting staff members.
- Compensating staff members.

YEAR II TOPICS

Partnerships

Basic concepts, guidelines, advantages, and concerns associated with the development of partnerships for the delivery of recreation and park services, including agreements, cooperative ventures, joint arrangements, alliances, collaborations, and coalitions. Major issues included in this topic are:

- Definitions of various types of partnerships.
- Benefits of partnerships.
- Types of partnerships.
- Partnership processes, documents, and liaisons.
- Determining partnership potential.

Physical Resources Planning, Management, and Maintenance

An overview of physical resources planning, management, and maintenance. Specific attention on the major areas of planning, and the management and maintenance of natural areas as well as developed park and recreation facilities. Important issues to be covered include:

- Property acquisition and development procedures, feasibility studies, the physical resources planning process, and area and site planning and development.
- Balancing resource protection best practices with recreation participation.
- The organization and operation of maintenance services to retain or restore areas, facilities, or equipment to their original, or to an acceptable condition.

Information Systems Management

An overview of how technology affects park and recreation managers and organizations in the delivery of park and recreation services. Specifically, this topic includes:

- What is information technology (IT)?
- The manager's responsibilities.
- The information resources.
- IT as a management tool.
- Understanding IT infrastructure.
- IT planning.

Employee Supervision

An introduction to supervision concepts, principles, and basic supervisory practices to become a good supervisor. Emphasis on:

- Understanding the unique role of supervision.
- Developing and improving supervisory relationships.
- Developing and improving personal skills to improved supervisory performance.

Recreation Program Management

An overview of the elements in the comprehensive planning for recreation programs and services, as well as the specific operational planning determinants and guidelines involved in the implementation of the comprehensive plan. Program planning and management components include:

- Development of recreation programs and services based on strategic planning and community-based market research.
- Citizen involvement in the development of recreation programs and services.
- Resource allocation for program implementation.
- The role of leadership in the delivery of recreation programs and services.
- Benefits-based programming concepts.
- Program evaluation strategies.

Fiscal Resources Management

An overview of the processes involved in the planning, acquisition, and management of financial resources, specific attention to the following major functions of financial management:

- Determining the scope and content of fiscal policies.
- Obtaining the best possible mix of financial alternatives.
- Establishing fiscal guidelines and controls to ensure that funds are allocated and spent wisely and responsibly to achieve the highest quality recreation services.
- Developing budget systems that serve as public documents, operations guidelines, financial plans, and as communication tools.

Risk Management and Law Enforcement

An overview of risk management, law enforcement, and safety in park and recreation services, including risk identification and assessment, risk response strategies, management actions to reduce the frequency and severity of risks, and specific phases of risk management including:

- The identification of risks.
- Risk response strategies.
- The development and implementation of a risk management and law enforcement and safety/security plans.
- The development of law enforcement strategies and procedures in park and recreation settings.
- Liability issues related to law enforcement.
- Crime prevention strategies, including vandalism.
- Emergency management procedures.



ADMISSION APPLICATION

The admission application is an online application. All interested applicants need to submit an online application and e-mail an updated resume and a current organizational chart showing his/her position within the agency/organization.

Applicants that are not currently in a director, assistant director or deputy director position must also submit a letter of recommendation from his/her agency director as to why the director feels he/she should attend this school, and it must show that he/she is on the path to become a park and recreation director.

Selection Process

Applications will be reviewed by the School Director and a committee of the School Board of Regents and all applicants will be notified of his/her status in early March.

Selected candidates will receive a registration form from Oglebay. The registration form will contain the information on collecting the \$200 non-refundable deposit and tuition and accommodations/meals fees.

The \$200 non-refundable deposit will be due in April. The remaining tuition and accommodation/meal fees will be due in June.

TUITION AND ROOM/BOARD PACKAGE RATES

Rates listed are for 2010 and are subject to change for future years.

Tuition: \$900*

*Add \$135 for non-NRPA members. This price includes a one-year membership to NRPA.

Room/Board: \$1,140 - \$1,320

- 6 nights lodging
- Daily breakfast, lunch, and refreshment breaks
- 2 dinners and reception

SCHOLARSHIP

NRPA is sponsoring a scholarship for one accepted student to attend The Directors School. This scholarship will be disbursed to the awardee in two increments over the two-year school and cover the full cost of tuition and room/board.

Qualification Criteria

Qualified applicants will be considered using the following criteria:

- Commitment and dedication to the park and recreation profession.
- Leadership skills.
- Progressively responsible work experience with demonstrated success.

To qualify for the scholarship, the applicant must meet the following criteria:

- Be admitted to the school.
- Be a current NRPA member.
- Fully complete the scholarship application form and submit it by the deadline.
- Demonstrate unique contributions to the park and recreation profession.
- Demonstrate a departmental/agency financial need.

Selection Process

In March, admitted students interested in applying for a scholarship will be provided the scholarship application for completion. Applications will be reviewed by the School Scholarship Selection Committee, and selected candidates will be notified in April.

ABOUT OGLEBAY

Oglebay Resort and Conference Center

465 Lodge Drive
Wheeling, WV 26003
Tel: 800.624.6988, ext. 4126

www.oglebay-resort.com/schools

Oglebay Resort and Conference Center offers 1,700 acres of year-round recreational opportunities and excellent overnight accommodations but has retained its picturesque natural beauty.

Situated on a hilltop in the heart of Oglebay is the 271-room Wilson Lodge. The new 5,000 sq. ft. West Spa offers the finest in relaxing and therapeutic services. Additional amenities at the lodge include casual and fine dining, an indoor pool, Jacuzzi, sauna, and wireless Internet.

Oglebay features two championship golf courses. There are also seven specialty shops, a zoo, gardens, Mansion Museum, fishing, tennis, swimming, stables, pedal boating, and miles of walking and jogging trails.

LOCATION AND DIRECTIONS

Oglebay is located in Wheeling, West Virginia on Rt. 88 N, just 4 miles off I-70 at exit 2A.

- One hour from Pittsburgh via I-79 S to I-70 W to Wheeling Exit 2A.
- Two and one-half hours from Columbus via I-70 E to Wheeling Exit 2A.
- Three hours from Cleveland via I-77 S to I-70 E to Wheeling Exit 2A.

AIRLINE AND CAR RENTAL

NRPA's Official Travel Provider, Association Travel Concepts, can provide you with special travel discounts on airfare and rental cars. To receive special discounts, visit www.atcmeetings.com/nrpa.

Airport Shuttle

Reservations for shuttle transportation can be made by phoning Wheeling Airport Shuttle Service at 800.326.2907 or by completing the fax shuttle form included in the student confirmation letter. The Pittsburgh International Airport is an outlet for all major car rental agencies.

TESTIMONIALS

"This school is a must for any current or aspiring Director. The curriculum far surpasses anything else that I have been exposed to in my 20+ year park and recreation career. The teaching staff and attendees bring a depth of knowledge and experience approached by no other school."

Jack Sebasta, Crystal Lake Park District

"Classes were well done – instructors were top notch. I learned something new every day that I could take back to my organization to make it better! Well worth the time and cost – highly recommend for all professionals in the field! Can't wait to come back next year!"

Nancy McShea, Wayland Recreation Department

"As a graduate of the Revenue Development and Management School, you have raised the bar for the profession once again. I think NRPA, Oglebay, and NCSU partnered to present a very professional, comprehensive, and industry-focused seminar for the next generation of parks and recreation leaders."

Jerry Smith, City of North Miami Beach