A 50 YEAR SALUTE

NC STATE UNIVERSITY
THE DEPARTMENT OF PARKS, RECREATION AND TOURISM MANAGEMENT
THE DEPARTMENT OF PARKS, RECREATION AND TOURISM MANAGEMENT

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PREFACE

Achievements are like flags. They may collect in a drawer, neatly stashed, awaiting some bigger occasion on which to be displayed and observed. Still others are aired so regularly they become tired ornaments, barely noticed among the competing banners. And then there are anniversaries—years that pass, maybe celebrated, maybe forgotten—until a benchmark arrives; one with such momentum and meaning it can’t help but swell and wave proudly.

For the Department of Parks, Recreation and Tourism Management, that moment has unfurled. It’s a silver anniversary marking 50 years of existence. But the fabric of this achievement is made of so much more than endurance. It is colored brightest by people—practitioners turned teachers; professors turned mentors; students turned leaders.

These 50 years have seen many superlatives, many assertions of firsts, biggests and beests. But perhaps the most distinguished claim is that the department has constituted a mirror of real-world practice of disciplines. Because its goal is to produce the most prepared graduates for a dynamic field, the department forever bends and changes to meet this ideal.

So with this commemorative publication, we propose a toast to 50 years of change, yet at the same time celebrate 50 years of consistency in vision. Join us as we revisit our beginnings, remember our past, and pay tribute to our present and future...
In 1947, a physical education professor at North Carolina State College rose to a challenge. During a postwar era in which manufacturing industries in the Carolinas experienced rapid growth, particularly in rural communities where parks and other recreation amenities were all but nonexistent, Thomas I Hines developed a curriculum that would prepare students to provide recreation services in rural and industrial settings. With the advent of the 1950s, communities were seeking organized recreation – particularly sports and outdoor recreation – and companies and industries were struggling to meet the recreation needs of their employees with families.

And so, under the academic auspices of the School of Education, a new department and degree program – Industrial and Rural Recreation – was born. In the fall of 1947, with a borrowed desk and classroom in Frank Thompson Gymnasium and 39 students, Hines began what is today the Department of Parks, Recreation and Tourism Management. For 14 years, Hines and a faculty of three others literally wrote the book on this new curriculum. From various sources, this team — Charlie Stott, L.L. “Bing” Miller, Al Crawford and Hines – researched material and prepared monographs that would serve as the foundation for in-class study. By the second academic year,
84 students, including three women, were enrolled in the charter program. In June 1951, the department issued diplomas to its first 31 graduates. That premier graduating class produced excellent leaders that achieved success and prominence as park and recreation administrators, and in other related professions such as coaching, where two 1951 graduates earned national acclaim as basketball coaches at NC State and Duke.

By the end of the first decade, the Department of Industrial and Rural Recreation had taken on a slate of responsibilities in addition to placing graduates. Like other land grant colleges, NC State was establishing a tradition of service to the community. To fulfill the mission of continuing education, the department offered in-service education programs for recreation leaders: it taught short courses, sponsored meetings and distributed technical information in the field. For 17 years, it served hundreds of industry executives charged with promoting activities for employees and their families. By 1956, the department had put together an annual school for Southeastern park and recreation professionals – run by practitioners for practitioners – to stay current in their fields and network with other specialists. Similar schools flourish to this day in Wheeling, West Virginia, where classes still fill to capacity months before the registration deadline. (*See Outreach and Extension, Professional Schools*).

Supervised practice and internships took hold in the ’50s. So did an arrangement that provided dual academic and community benefits: a Saturday morning recreation program for children of university staff and faculty. For students enrolled in a course to prepare recreation leaders, this organized activity was a living laboratory. The popular class endured for 13 years.

In that first decade, Hines led the department in shifting from an emphasis on face-to-face leadership to management. From the beginning, the framers realized that eventually graduates would become recreation executives; even the early curriculum included some basic managerial fundamentals required of administrators. In the 1953-54 year, the department added an institutional option to “rural” and “industrial,” and plans were seeded for a curriculum for park professionals. With a widening scope and the realization that the department’s purpose was no longer limited to preparing recreation personnel for jobs in rural communities and industries, a new name was adopted in 1958: the Department of Recreation and Park Administration. The more inclusive title and focus drew endorsement and support from the Southeast’s park directors. By 1956, the faculty was pushing for a revision of the undergraduate program that would develop a higher degree of managerial proficiency among graduates.

The dawn of the ’60s and birth of the environmental movement brought other transformations. The degree of Recreation and Park Administration was still being granted by the School of Education; yet, the department wasn’t really producing teachers. The program’s desire to find a new umbrella coincided with a piqued interest within the School of Forestry in recreation and wild lands. Hines believed the department should seek a home in a school “sympathetic with recreation and
park functions and interests," he wrote in a letter to the chancellor and provost. In 1967, the department transferred to the School of Forestry. By the 1970-71 school year, the department had moved from its longtime lodging in the Field House to the newly constructed Biltmore Hall. For the first time, all the department’s offices, staff and students were under one roof.

Other exciting changes were happening at once. The department was growing a research program and recruiting new faculty with strong research interests. Already, the department had helped companies conduct research on their programs, and an in-depth research review resulted in a state health code for the maintenance and operation of swimming pools. But 1969 garnered a major federal research project to study the carrying capacity of lakes for multiple recreational uses. By the mid ’70s, five new research projects were completed and eight more were under way.

The arrival of the 1970s brought other milestones. A graduate degree program was approved in 1970, with three students enrolled during the 1970-71 school year. All departmental members with doctoral degrees were made members of the graduate faculty. Professor Roger Warren took the reins as graduate program coordinator in 1972. By that year, the department was developing a more comprehensive curriculum for organized recreation in a range of settings – from federal, state and local governments to private industry, commercial enterprises, group work agencies, institutions and resource-oriented fields. The design of a new program in natural resources recreation management was being honed and in 1975, the department changed its name to Recreation Resources Administration.
In 1974, the department diversified by hiring its first female professor, Beth Wilson, followed by two more, Sondra Kirsch and Carolyn Love, in 1977 and 1978, respectively. Enrollment peaked at 409 students in the 1974-75 academic year. The faculty aimed to curb their numbers to more accurately match the demand for practitioners in the field. By design, enrollment declined steadily to a comfortable 236 in 1979. An active work-study program started, with cooperative arrangements among such organizations as the Corps of Engineers and the National Park Service. Meanwhile, graduate population grew, as planned, to 28 by the late 1970s. In 1977-78, Professor Chrystos Siderelis helped establish a co-major master's degree between Recreation Resources Administration and the Public Administration program. By 1978-79, several new graduate courses appeared, among them Computer Cartography. And in 1979 came the docking of what is now the department's research flagship — the Geographic Information Services laboratory. Begun as a modest research project by Professor Hugh Devine that year, that program now supports more than $500,000 in grants annually.

The pinnacle of the department's middle age appeared in May 1977, when Recreation Resources Administration was accredited by the Council on Accreditation of the National Recreation and Park Association. It was the first college/university program in the United States or Canada to earn that status.

The last decade has brought many new challenges and successes. The Recreation Resources Service, now the largest technical assistance program of its kind for parks and recreation professionals, was born in 1987. In 1989, the department adopted the name it wears today: Parks, Recreation and Tourism Management. In the past several years, two new concentrations for students have been added: tourism management and sport management. Overall enrollment and, interestingly, international student enrollment, are up. The past seven years have seen six new faculty members walk through our door. But the faculty is still seasoned by many familiar faces, and the program has spent its entire 50 years under the leadership of three department heads. In 1997, PRTM received its 20-year accreditation. The master's program has grown to be one of the largest of its kind in the nation, offering a master of science, master of parks, recreation and tourism management, and a master of natural resources. And the department is preparing to offer its first Ph.D. program.

Today, some 300 recreation, park and leisure services departments like PRTM abide in the United States and Canada. But we like to think NC State's department is one of a kind. To borrow a phrase from an old tune, if these walls could talk, what a tale they'd have to tell.
If you've ever heard of it, you can bet the people of the Department of Parks, Recreation and Tourism Management have too. More likely, they created it or developed it or are perfecting it. While gauging the needs of the field and preparing students for careers, the faculty members measure the pulse of current trends and fill service and knowledge gaps in the community. They determine research needs and provide the cutting-edge tools and expertise to find answers. And day in, day out, they teach, learn and give, teach, learn and give.

If you're a student in PRKM, much of your learning experience happens in a classroom without walls. You'll hear few traditional lectures. And your laboratory probably won't have a chalkboard and a workbook. Because the best teacher is experience, students get their hands dirty. In addition to developing a sound knowledge of history and public policy, they get out in the field. Students may find themselves examining erosion at a nearby park to determine visitor impact — or helping a community learn how to best plan a park or greenway.

As the faculty acknowledges and celebrates the department’s 50-year history, it also prepares to greet a new century and begin a new era of practice. Already major changes and pressures have met the field of Parks, Recreation and Tourism Management. The biggest change is a surge in population growth, and ulti-
and universities, chambers of commerce, tourism agencies, and companies ranging from merchandising giant Reebok to software mogul SAS Institute.

In all, students in PRTM can choose one of five undergraduate concentrations:

- **PARK MANAGEMENT:** Management of urban and county park systems.
- **NATURAL RESOURCES RECREATION MANAGEMENT:** Management of parks and outdoor recreation areas and facilities.
- **PROGRAM MANAGEMENT:** Involves the development and management of organized recreation activities for individuals and groups (sports, cultural arts, outdoor activities, environmental education).
- **TOURISM AND COMMERCIAL RECREATION MANAGEMENT:** Management of tourism organizations, commercial recreation enterprises and recreation businesses.
- **SPORT MANAGEMENT:** Management of sport programs and facilities.

Because they are interested in a range of disciplines and bring to the table a mosaic of experience, the current 13 PRTM faculty members constitute a strong network of overlapping expertise. In introducing them and outlining their achievements, we’ve placed their descriptive profiles in the category in which they spend the most effort at present.
PARK MANAGEMENT

Professor Roger Warren arrived at the department in 1966 with several years experience under his belt managing a major regional park. And he came with a keen sense of what he wished he’d learned in college before taking on the responsibility: He brought an acute appreciation of what students needed to know. Practitioners who maintain and manage these types of operations must have a grasp on fields from landscape architecture and hydrology to electrical engineering and personnel management. That’s a tall order, but they need to learn principles that can be broadly applied across a range of day-to-day problems, Warren wrote. Parks and Recreation Maintenance Management is the textbook he coauthored with Robert E. Sternloff, now in its third edition and used in the classrooms of 40 universities.

Warren, together with professor and current department head Phil Rea, also cowrote a book about the maintenance of aquatic facilities, Management of Aquatic Recreation Resources. Rea, whose area of specialty is also parks, helped develop an innovative course in this discipline using distance-learning. Via an interactive telecommunications network, Rea recently taught a park planning course with two other instructors from UNC-Chapel Hill and UNC-Wilmington.

Professor Chrystos Siderelis was an early pioneer in the application of computer technology to the field of park management, earning national acclaim for the development of computerized systems for scheduling and cost-tracking maintenance management functions. His early work is still the basis for most automated maintenance management systems.

Aram Attarian, a new member of the PRTM faculty, also supports the Park Management concentration.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tr>
<td>MCMVLII</td>
<td>The Department of Industrial and Rural Recreation was established under the leadership of Thomas Hines with 39 students. The department was located in the School of Education.</td>
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<td>MCML</td>
<td>First Industrial Recreation Workshop was held. This program continued until 1996.</td>
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<tr>
<td>MCMLVI</td>
<td>Charlie Stott organized the Southeastern Park and Recreation Training Institute which continued until 1970 when the format was changed and it became the Maintenance Management School.</td>
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<tr>
<td>MCMLVIII</td>
<td>Department title changed to Recreation and Park Administration.</td>
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<td>MCMLIX</td>
<td>Rho Phi Alpha fraternity begun.</td>
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<td>MCMLXIV</td>
<td>Harold Moses hired as a full-time coordinator of continuing education.</td>
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<td>MCMLXV</td>
<td>Revenue Sources Management School was begun under Tom Hines' leadership.</td>
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<td>MCMLXVII</td>
<td>The department was transferred to the School of Forest Resources.</td>
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<td>MCMLXVIII</td>
<td>A second curriculum, Natural Resources Recreation Management, was added to the department.</td>
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<td>MCMXXX</td>
<td>Department moved from Field House to Biltmore Hall.</td>
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<td>MCMLXIX</td>
<td>Graduate program was initiated with three students enrolled. Dr. Warren was the first Graduate Administrator. Two degrees were offered: a Master of Science and Master of Recreation Resources.</td>
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<td>MCMLXX</td>
<td>Undergraduate enrollment reached an all-time high of 409 students.</td>
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<td>MCMLXXIV</td>
<td>The two undergraduate programs merged into one with the title Recreation Resources and Administration.</td>
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<td>MCMLXXV</td>
<td>The department was accredited by the Council on Accreditation of the National Recreation and Park Association, the first program to be accredited in the nation.</td>
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<td>MCMLXXVIII</td>
<td>1978  Tom Hines retired as Department Head and was succeeded by Roger Warren.</td>
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<td>MCMLXXIX</td>
<td>1979  Co-major Masters degree program in Public Administration developed by Dr. Siderelis.</td>
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<td>1979  Geographic Information System Lab developed by Dr. Devine.</td>
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<td>MCMLXXXV</td>
<td>1985  Phi Alpha merged with Sigma Lambda Sigma fraternity. Roger Warren was the first National Secretary.</td>
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<td>MCMLXXXVI</td>
<td>1987  Department awarded contract to provide technical assistance, applied research and training programs for the State of North Carolina through Recreation Resources Service.</td>
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<td>1987  Phil Rea became Department Head.</td>
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<td>MCMLXXXIX</td>
<td>1989  Department name changed to Parks, Recreation and Tourism Management.</td>
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<td>MCXCIII</td>
<td>1993  Teleconference training programs initiated by Recreation Resources Service.</td>
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<td>MCXCIV</td>
<td>1994  Undergraduate curriculum revised and graduation requirements reduced from 135 to 121 hours. Four concentrations offered as follows: Program Management, Natural Resource Management, Park Management, and Tourism and Commercial Recreation.</td>
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<td>MCXCV</td>
<td>1995  Research program grows to all-time high of $880,000.</td>
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<td>MCXCVII</td>
<td>1997  First distance learning class offered (Principles of Recreation Planning and Facility Development by Dr. Rea and Dr. Brothers).</td>
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<td>1997  Twenty-year accreditation approved.</td>
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An invisible web stretches between the trees, over water and around rocks in forests and wild natural areas: it’s the web of management, says Associate Professor Roger Moore. It’s what preserves these places for and protects them from people. What is the university doing to prepare its graduates for that responsibility? What happens when timber must be harvested from areas used heavily for recreation? Who intervenes when endangered species must coexist with human nature-lovers? How do we even know what’s out there in the natural world? In the discipline of Natural Resources Management, Moore, and professors Douglas Wellman and Hugh Devine have solutions. In this field, practitioners manage people, and they manage information. PRISM outfits students with tools they need to do the job: problem-solving and investigative experience; communication skills; and technology. And these teachers demonstrate the method of experiential student learning as opposed to classes that center around the teacher.

Wellman grew tired of scanning the glazed-over expressions on the faces of his students of natural resource policy. He revamped his teaching style, and shortly after arriving at NC State in 1990, he developed a new curriculum in natural resources. He changed the introduction to Natural Resources class from a traditional text and lecture course to a principle-centered, student-driven course based on case studies. Students now address special issues, give presentations singly and in groups, and hold lively debates about controversial issues. And they still manage to hit the key points and milestones of public policy history and evolution. Wellman’s teaching metamorphosis was the basis for a book, Wildland Recreation Policy. A former English teacher, he brings to his job a love of language, a passion for writing and a goal of better communication in the field. Wellman helped develop three new degree programs in natural resources, breaking new ground in interdisciplinary academic program development. Wellman was also the College of Forest Resources’ Associate Dean of Academic Affairs until January 1998. He left to accept a new leadership position as director of NC State’s Faculty Teaching and Learning Center.

Geographic Information Systems, or GIS, is a tool used in everything from planning school bus routes to creating trail maps. “Maps are the unifying principle of spatial relationships,” says Devine, who heads the GIS lab and instructs undergraduate and graduate students in the department and is also an associate faculty member in the College of Forest Resources and Department of Landscape Architecture. GIS is a computer-based system for display, analysis, storage and retrieval of map data. Devine and his students are applying computer-based spatial methods and models to natural resource management. GIS can be used to pinpoint erosion and inventory the health of forests; it can be used to map floodprone areas and thus develop an early warning system for creeks that flood; it can serve to inventory endangered species populations and city greenways. The digital data of GIS can be
melded with existing highway maps, trail maps, city maps to provide an accurate digital picture of the world in a consistent format. Introduction to GIS is one of several pilot online courses at NC State being offered via the World Wide Web. GIS technology is also the subject of multiple research and outreach efforts. Divine is developing protocols and providing technical support for application of GIS to National Park Service planning and management. The GIS lab is the largest of its kind in the country managed by a recreation department.

As GIS presents a reliable picture of the natural world, so Moore is zooming in on the people taking pleasure in it. His work sheds light on the ubiquitous problem of how we can keep from loving the land to death and fighting with each other over how to use it. Moore's primary interest is in outdoor recreation management and he's written about how to organize outdoor volunteers in environmental projects. His expertise is in trails – their creation, upkeep and management. He's done a nationwide study of rails-trails – abandoned railroad rights-of-way turned into recreation trails – and their economic and social impact. He's looked at how to manage conflicts among people on multiple-use trails: skiers versus snowmobilers; hikers versus mountain bikers; and horseback riders versus cyclists, as examples. His current research is looking at users of the Appalachian Trail (an outstanding example of the outdoor resources volunteers can create), their habits and their impact on the land. In the lab portion of his Outdoor Recreation Management class, students examine impact and maintenance issues at local parks. He also teaches graduate courses on research methods and outdoor recreation behavior.

Professor Chrystos Siderelis has been with the department since 1978 and has research and teaching interests in a variety of concentrations. More recently his research has centered around estimating recreation use and the economic benefits derived from presence of amenities including shoreline access and rails-trails. He has also done recreation demand/recreation benefits modeling and currently teaches analysis and evaluation.

Associate Professor Aram Attarian guides his students in adventure programming. Attarian has a strong interest in youth development, which is apparent by his 20-year involvement with the acclaimed Outward Bound program. A recent addition to the PRTR faculty, he came from the Department of Physical Education, where he was instrumental in developing the rock climbing wall inside the totally revamped NC State gymnasium. He is interested in developing outdoor pursuits programs that instill respect for the environment and encourage good stewardship habits. His specialties are adventure programming and education and resource management.

Beth Wilson, the first female faculty member in the department, supports the Natural Resources Management concentration by teaching future park managers the intricacies of nature interpretation while serving as associate department head for academic programs.
PROGRAM MANAGEMENT

Whether you’re gearing activities at young children or senior citizens, you can’t have organized recreation without programming. In the excitement that comes from a community festival, an athletic tournament or a hands-on workshop at a museum or aquarium, it’s easy to overlook the subtle, skillful touch represented by the hand of the programmer. The faculty of PRTM have worked behind the scenes of many major successful programs – from Senior Olympics to Outward Bound. The department was one of the original coordinating agencies for North Carolina’s Senior Games, cofounded in 1983 by Professor Beth Wilson. In the spirit of competition, the annual games culminate in a nationwide “Senior Olympics.” But perhaps more important, the program is a year-round health and education initiative improving each day in the lives of North Carolinians over 55.

When people think of programs for older adults, many conjure a vision of activities in nursing homes and assisted-living facilities. But people in institutions account for less than 5 percent of older Americans today, says Wilson. Older adults living in our communities have leisure time, money and the desire to use them sensibly in recreation; and a generation of baby boomers is bringing up the rear. Either as an undergraduate, graduate student or teacher, Wilson’s presence has influenced the department since 1988. For eight years now, she’s led the Graduate Program and was appointed Associate Department Head for Academic Programs in January 1998.

The youth population is also bursting at the seams, and programming for this category is no less important. Instructor Kathy Hamilton Brown directs students in recreation programming and administration. She sees recreational and sport programs for youth as critical in developing leaders of strong character. Currently completing a doctoral program in Public Administration, Brown has previously managed in another state a program of therapeutic recreation for youth detention homes. Recreation as intervention for at-risk youth, which she defines as “all youth,” has a natural appeal. Recreation providers can “get in” where police, teachers or ministers might be halted at the door.

Carolyn Love and Annette Moore also teach courses in the Program Management concentration.
TOURISM AND COMMERCIAL RECREATION MANAGEMENT

Tourism Management is among the two newest concentrations offered by the department and not coincidentally among the most popular in enrollment. Tourism is the second largest industry in North Carolina and gaining ground. With NC State offering the most extensive tourism management curriculum in the state, it's not surprising that the faculty also leads the research. The department maintains a “barometer” of tourism activity statewide. Associate Professor Larry Gustke teaches courses in tourism management and conducts rigorous research for the NC Division of Travel and Tourism, including surveys of tourist behavior and the impacts associated with tourism development. Ongoing studies include barriers to tourism development in rural North Carolina. Associate Professor Gene Brothers teaches tourism destination and marketing, resort management and introduction to tourism management, and also keeps the research fires kindled, studying the economic impact of the Blue Ridge Parkway on surrounding communities and gauging tourist visitation patterns along the North Carolina coast.

Throughout the curriculum, students work in groups to solve problems and learn how to reach consensus. Brothers leads a class in which students develop a strategic marketing plan for a community; his resort management class features an onsite “lab” in Pinehurst, NC. Through an innovative teleconferencing program hosted by the North Carolina Remote Education Network (ncREn), Gustke is teaching an interactive class on tourism marketing to high school students in Manteo and Cape Hatteras for which they can earn college credit.
Sport Management as a concentration was added in 1996 and has quickly become the chosen specialty among the current student enrollment. Though sport management as a concentration is new, Associate Professor Carolyn Love has been on the cutting edge of teaching in this field. She has amassed 13 years of teaching experience at NC State and for years led and directed the School of Sport Management at Oglebay Resort Park, Wheeling, West Virginia. She is also interested in leisure and recreation programming. Her recent book, *Leisure and Aging: A Practical and Theoretical Guide*, sprang from her doctoral research on programming for seniors. She’s at the forefront of technology; her class on Leisure and World Cultures is one of the campus’s pilot World Wide Web online classes and has allowed her to flex her muscle in multimedia. Love was appointed Associate Dean of Academic Affairs for the College of Forest Resources in January 1998, replacing Douglas Wellman.

Instructor Ed Lindsay is the current director of the School of Sport Management. Director since 1995, he served as assistant director of the school from 1991 to 1994. The rest of his time is devoted to teaching courses that include leadership and supervision, sport programming, and exploring leisure alternatives. He’s also completing a doctoral program in education.

Assistant Professor Michael Kanters is the newest faculty member and perhaps appropriately has his feet firmly planted in the newest concentrations. He is conducting studies on the economic impact of sport/recreation facilities in two North Carolina communities. The department’s internship coordinator, Kanters is concerned with youth development and sports as a preventative strategy for young people at risk. He’s also researching the relationship between leisure, health and stress in an innovative project with the College of Veterinary Medicine to develop stress maintenance intervention strategies for first-, second- and third-year vet school students.
SPORT MANAGEMENT
RECREATION RESOURCES SERVICE

The public benefits provided by the Recreation Resources Service are probably the most distinguishing feature of NC State’s Parks and Recreation program. Helping an estimated 3,000 professionals annually, RRS delivers technical assistance and training every day throughout the state—by one-on-one contact with professionals, face-to-face training and, most recently, by innovative teleconference workshops.

Launched in 1987, RRS is a cooperative arrangement between the state Division of Parks and Recreation and NC State’s Department of Parks, Recreation and Tourism Management. Today, it’s funded by a $250,000 annual contract through the state’s Department of Environment and Natural Resources.

The largest program of its kind serving parks and recreation professionals, RRS is a technical-assistance heavyweight. It was the first program to have a web site and has been a catalyst for linking with other resources in the Southeast via the Internet. It provides a monthly job services bulletin circulated to student subscribers and distributed to universities and parks and recreation departments throughout the country. Recent growth and expansion of the service has resulted in the addition of five new recreation consultants in 1997.

“We strike a very good balance between serving the practical day-to-day needs and trying to push to keep the profession on the cutting edge,” says Director Candace Goode.

With its eight-member staff and the backing of the Parks, Recreation and Tourism Management faculty, the program is able to respond to questions about all manner of current topics. Examples of information requests include anything from the most current studies on state-of-the-art lighting to lead-based paint on playground equipment, says Goode. Four staffed field offices are located throughout the state. With its cumulative research expertise, the service also provides evaluative studies for a host of agencies.

The teleconferencing program, entering its fifth year, is delivered by the electronic network NC-REN. Course topics include risk management, media strategies, programming and park planning. As many as nine locations are used simultaneously as teleconference sites.

“Teleconferencing makes continuing education an option for folks regardless of location and at a low cost,” says Goode.
RRS also offers regular continuing education courses each year, including the National Playground Safety Institute Certification Course, Park and Recreation Advisory Board Training, and Athletic Field Maintenance.

Most recently, RRS has taken on the responsibility of administering the Parks and Recreation Trust Fund for North Carolina. A new grant program funded through local government excise taxes, the program provides $5 million annually for community grants. The 50-50 matching program funded 52 projects in 1997 ranging from ball fields to community centers.

PROFESSIONAL SCHOOLS

"Education to me is shorthand for experience," says original PRTM department head Tom Hines. "A person that has 15 years experience and can get it across in a three-hour lecture has done something."

And such is the guiding principle of the professional schools in which practitioners teach one another. The first program, the Revenue Sources Management School, was coordinated by Hines at Oglebay Park in Wheeling, West Virginia, in 1965. One hundred twenty-nine participants in the park and recreation field attended that year, representing professionals from 30 states and three Canadian provinces. The school lives on today as the Business Institute for Parks, Recreation and Leisure Services.

The Maintenance Management School had its first run at Oglebay in 1972. It carried on the tradition of an annual continuing education program offered on campus between 1956 and 1970 called the Southeastern Park and Recreation Training Institute. 

But the Maintenance Management School expanded its "student" base to include participants from throughout the United States.

Combined, the Revenue Sources Management School and the Maintenance Management School have served more than 5,000 park and recreation personnel over a sum of 55 years. Both schools were lauded in 1973 when the National Conference on State Parks bestowed on the department an Award for Excellence.

Over the years, Oglebay has hosted schools for park and campground managers, zoo and aquarium executives, and arts management professionals. Other active schools include the Sports Management School, begun in 1980 for professionals whose duties are sports programming and administration (over 1,200 graduates to date), and the Supervisors' Management School.

All the Oglebay schools are governed by a board of regents comprising specialists in the field. An estimated average of 600 people attend one of the schools each year; another 60 serve as regents and instructors.
These days, the average time a university professor spends shepherding a department is only a few years. At NC State, it’s about three, with a five-year appointment. “What does that tell you,” asks current Parks, Recreation and Tourism Management department head Phil Rea?

First, it says something about the challenges of leading an academic program in an era of social and technological change where shrinking budgets and increasing costs are the norm; and where the needs of students, faculty, alumni, administrators, and the public must all be addressed. But it also reveals the fragmented quality of too many modern-day academic programs as they try to survive. It makes it that much more impressive and unique that only three department heads have guided the growth of PRTM over its 50-year existence.

Tom Hines breathed life into the department in 1947 and nurtured its journey through adolescence and adulthood. During those 31 years, he hired the professors who would succeed him in the role of department head, Roger Warren, who served from 1978 to 1987, and Rea, who accepted the responsibility in 1987. The trio of leaders has had a collective ambition: perpetuating and preserving a top-notch reputation among professionals in the field and advancing the park and recreation profession in North Carolina and beyond.

“We get a tremendous amount of respect from people on the job,” says Hines. “When we asked them for information, we got it; and we tried to adapt to the expressions that were made. If that respect was lacking among practitioners, our prestige would be hurt.”

It was that sensitivity and responsiveness to the needs of the practice that fueled the annual schools for professionals such as the Maintenance Management School, Revenue Sources Management School and School of Sports Management. Even since retirement, Hines has been a fixture at the schools’ headquarters at Oglebay in Wheeling, West Virginia, influencing the planning, organizing and development of relevant new programs.

An appreciation for practical know-how also affected the makeup of the faculty at PRTM.

“I wouldn’t hire anyone who didn’t have work experience,” says Hines.

Warren’s arrival in the department was an example of that priority. He had teaching exposure as well as field wisdom. After earning his bachelor of science and master of science in health, physical education and recreation, Warren was a teacher and coach at a junior college, then a junior high school. Next he was recreation director, assistant director and finally general manager of Tanglewood Park outside of Winston-Salem. But he never got teaching out of his blood, and in 1966, accepted a position as an instructor at NC State. During his career, he’s led the graduate program, was instrumental in the evolution of a National Honorary Parks and Recreation fraternity and directed the Revenue Sources Management School.

Rea also brought a repertoire of teaching and on-the-job savvy. With an undergraduate degree in education, a master’s in environmental education and doctorate in recreation and parks administration, Rea arrived at NC State as a seasoned veteran of park planning and management. In an ironic twist, Rea had also been through both the Maintenance Management and Revenue Sources Management schools conducted at Oglebay Resort Park and worked at the resort as a teenager growing up in West Virginia.
FIFTY YEARS AND A TRIO OF LEADERS