

**UNIVERSITY OF LETHBRIDGE
FACULTY OF HEALTH SCIENCES
TREC 4200 – ADMINISTRATION IN THERAPEUTIC RECREATION
Course Outline – Fall, 2017**

INSTRUCTOR: Sienna Caspar, PhD, CTRS
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CLASS: Thursdays, 3:05 – 5:45 p.m., Room TH143

COURSE DESCRIPTION:

This class emphasizes the essentials of management that are pertinent to being an effective practicing therapeutic recreation manager in either a clinical setting, a healthcare facility, or a community-based leisure or health service setting. After introducing the student to the theory and discipline of management and related ethical perspectives, the class will examine selective administrative functions in each of the areas of (a) Operational Management, i.e. budgeting and financial management, sources of revenue generation and grant writing, policies & procedures, decision making, problem solving and conflict management, etc.; (b) Human Services Management, i.e., staff recruiting and selection, staff training and development, effective communication, motivation, performance appraisal, and volunteer management, etc.; and (c) Consumer Management, i.e., quality service management, practitioner performance, legal liability and risk management, etc.

FORMAT:

Lecture/discussion – 3 hours per week

PREREQUISITES:

TREC 3000 (Foundations of Therapeutic Recreation), TREC 3100 (Program Planning), TREC 3300 (Therapeutic Recreation Process and Techniques), TREC 3400 (Facilitation in Therapeutic Recreation)

COURSE OBJECTIVES:

CARTE

At the end of the course, students will demonstrate understanding and knowledge of:

CARTE STANDARD	
1.1.18	Knowledge of agency accreditation processes applicable to RT services.
1.4.8	Knowledge of legal and ethical ramifications of treatment service delivery.
1.6.5	Knowledge of evaluation requirements of regulatory agencies.
1.7.1	Knowledge of the organization and delivery of health care and human services.
1.7.2	Knowledge of position design, classification, recruitment, orientation/training, supervision and performance management of personnel as an integrated human resource system.
1.7.3	Knowledge of techniques of financing, budgeting, cost accounting, rate setting and fiscal accountability.

CARTE STANDARD	
1.7.4	Knowledge of governmental, professional, agency, and accreditation standards and regulations.
1.7.5	Knowledge of the principles and practices of promotions, public relations, and marketing.
1.7.6	Knowledge of practices of managing resources including personnel, facilities, supplies, and equipment.
1.7.7	Knowledge of principles and requirements for safety and risk management.
1.7.8	Knowledge of facility planning processes.
1.7.9	Knowledge of strategic planning processes.
1.7.10	Knowledge of legal requirements pertaining to delivery of health care and human services and recreational therapy.
1.7.11	Knowledge in providing clinical supervision and education to staff and students
1.7.14	Skill in practicing safety, emergency, infection control and risk management procedures.
1.7.15	Skill in scheduling, time management, and prioritization of tasks and decisions.
1.7.16	Skill in managing productivity and labor resources.

REQUIRED TEXT

Carter, M. J. ,Smith,C.G. & O'Morrow. G. S. (2014). *Effective Management in Therapeutic Recreation Service. (3rded.)*. State College, PA: Venture.

COURSE ASSIGNMENTS AND EVALUATION:

Assignment	Value	Dates to be completed
<p>Reading Quizzes: to be completed in class prior to the learning activities developed for the assigned material. Each quiz will cover the readings assigned for that week. You will have 20 min to complete them.</p>	<p>8 quizzes @ 2.5% = 20% of final mark.</p>	<p>Each week excluding midterm and final exam week.</p>
<p>Midterm Exam: to be taken in class. It will cover all readings and class lectures/ discussions to date. The student is responsible for all material; it is not the instructor's responsibility to ensure you are caught up. Students who cannot attend this class due to illness need to provide a note from a physician and make arrangements with the instructor to take the exam during office hours.</p>	<p>20% of final mark.</p>	<p>Week 5</p>
<p>Volunteer Coordination Assignment: This assignment should demonstrate the student's ability to coordinate and manage volunteers in a TR program/department. The assignment should follow the guidelines discussed in readings, group discussions and course lectures. The assignment will include the development of goals and objectives of the volunteer program, a recruitment plan, a retention plan (with a focus on volunteer appreciation activities), a budget, a sample job description, and a policy and procedure manual to include issues associated to risk management. You will also be tasked with giving a 15-minute presentation, which should provide an overview of each aspect of this assignment. Additional details will be posted on Moodle.</p>	<p>Presentation 10% of final mark Written Assignment 30% of final mark.</p>	<p>Week 12</p>
<p>Final Exam: to be taken during class time. It will cover all readings, lectures and discussion from the second half of the term—chapters 9-16. The student is responsible for all material; it is not the instructor's responsibility to ensure you are caught up. Students who cannot attend this class due to illness need to provide a note from a physician. Students absent from this class who do not provide a physician's note will miss the opportunity to have this exam marked.</p>	<p>20% of final mark.</p>	<p>Week 13</p>

STUDENT RESPONSIBILITIES:

- Students are responsible for the timely completion of all materials indicated in this course outline.
- Students must follow the academic regulations and policies laid out in The University of Lethbridge calendar, Part 4. Students are responsible, in particular, for all sections in 4.5 dealing with the Student Discipline Policy – Academic Offenses.
- All written work (except for exams) is to be typed and double spaced.
- Students are to use APA (6th edition) for formatting and referencing within assignments where applicable.
- Please see the current U of L calendar for policies regarding Academic Integrity, Intellectual Honesty, Plagiarism, and Fraud.
- As this is a fourth-year course, the instructor will not pre-read assignments prior to the assignment due date.
- Cell phones are to be turned off (or set to silent).

LATE POLICY:

Late submission of assignments is strongly discouraged. If you need to submit an assignment late, you must contact the instructor via e-mail at least 48 hours before the assignment is due to negotiate an extension. We consider requesting an extension in advance a professional responsibility. However, requesting an extension does not mean the extension will be granted. Emergency extension requests will require acceptable documentation of the emergency situation (e.g., doctor's note, obituary, etc.) and may delay grade submission for the course.

The final mark on any assignment which is submitted late—including those for which an extension has been granted—will be reduced by 10% for the first 24 hours past the due date and time and 5% for every 24 hours past thereafter. For example, if the mark earned is 85%, and the assignment is submitted 48 hours after the due date, the final mark on the late assignment will be 70%. Because late assignments allow the author more time to develop the work, this policy has been created so as not to penalize those students who submit their work on time.

GRADING BREAKDOWN:

The grading system for this course is consistent with that established in the Faculty of Health Sciences, effective May, 2002.

A+, A, or A- is earned by work which is technically superior and shows mastery of the subject matter with considerable evidence of original thinking, demonstrated outstanding capacity to analyze and synthesize, and evidence of extensive knowledge base. Grades in this range are normally achieved by a minority of students. An A+ represents original insight and/or goes beyond course expectations.

B+, B, or B- is earned by work that indicates a good comprehension of the course material, a good command of the skills needed to work with the course material, and the student's full engagement with the course requirements and activities. Grades in this range are normally achieved by the largest number of students. A B+ represents a more complex understanding and/or application of the course material.

C+ or C is earned by work that indicates an adequate comprehension of the course material and the skills needed to work with the course material; it also indicates the student has met the basic requirements for completion (i.e., all components of an assignment are completed satisfactorily).

D is earned by work that indicates minimal command of the course materials and/or minimal participation in class activities that is worthy of course credit toward the degree.

Letter	GPA	Percent	Letter	GPA	Percent
A+	4.0	95 - 100%	C+	2.3	71 - 74.9%
A	4.0	91 - 94.9%	C	2.0	67 - 70.9%
A-	3.7	87 - 90.9%	C-	1.7	63 - 66.9%
B+	3.3	83 - 86.9%	D+	1.3	59 - 62.9%
B	3.0	79 - 82.9%	D	1.0	55 - 58.9%
B-	2.7	75 - 78.9%	F	0	0 - 54.9%

PLAGIARISM STATEMENT:

The University of Lethbridge subscribes to Turnitin.com, a plagiarism detection service. Please be advised that student work submitted for credit in this course may be submitted to this system to verify its originality. Students must be able to submit both electronic and hard copy versions of their work upon request.

ACCOMMODATIONS FOR STUDENTS WITH A DISABILITY:

Reasonable accommodations are available for students who have a documented disability. If you have been diagnosed with a disability, there is no need to face the challenge of University without support. Please contact the Accommodated Learning Centre to set up an appointment at 403-329-2766 <http://www.uleth.ca/ross/counselling/index.html>. After registering with the Accommodated Learning Centre, your instructor will be notified by a formal letter of any accommodations you require. In addition, students are responsible for requesting accommodations from the instructor at least ***two weeks*** in advance of the evaluation date. The instructor and student are jointly responsible for arranging the resources needed for the evaluation process.

COPYRIGHT STATEMENT:

All University of Lethbridge students, faculty and staff must comply with Canadian law and institutional license agreements pertaining to copyright. At the same time, keeping abreast of our copyright obligations and options is a complex task as copyright matters locally and globally are in flux and are likely to remain so for at least the near future.

The University's Copyright website (www.uleth.ca/copyright) is a source of current copyright information that includes:

- answers to common copyright questions (see the [FAQs](#)),
- guidance on whether you need permission or a license to copy a particular work (see the [Copyright Permissions Flow Chart](#)),
- guidance on assessing whether fair dealing may apply to specific instances of copying you wish to undertake (see the [Guidelines for Copying under Fair Dealing](#)), and
- a [permissions look-up tool](#) to help you determine the kinds of copying and other uses permitted by the Library's license agreements covering specific online journals and other online resources.

You are encouraged to contact the University Copyright Advisor (copyright@uleth.ca) for assistance with any copyright questions or issues.

CLASS SCHEDULE (tentative and subject to change)

Date	Topic(s)	Readings/Assignments
Week 1 Sept 7	<ul style="list-style-type: none"> • Becoming a First-line Manager 	<ul style="list-style-type: none"> • Chapter 1 • Chapter 2 • Reading Quiz (2.5%)
Week 2 Sept 14	<ul style="list-style-type: none"> • Managing and Leading • Managing Organizational Behaviour 	<ul style="list-style-type: none"> • Chapter 3 • Chapter 4 • Reading Quiz (2.5%)
Week 3 Sept 21	<ul style="list-style-type: none"> • Decision Making, Problem Solving, and Managing Conflict • Applying technology and Implementing Research 	<ul style="list-style-type: none"> • Chapter 5 • Chapter 6 • Reading Quiz (2.5%)
Week 4 Sept 28	<ul style="list-style-type: none"> • Marketing and Advocating • Financial Management **Guest Lecture from AHS TR Program 	<ul style="list-style-type: none"> • Chapter 7 • Chapter 8 • Reading Quiz (2.5%)
Week 5 Oct 5	<ul style="list-style-type: none"> • Lecture: Personality Indicators 	<ul style="list-style-type: none"> • Chapters 1-8 inclusive • Midterm Exam (20%)
Week 6 Oct 12	<ul style="list-style-type: none"> • Staff Services • Volunteer and Intern Management 	<ul style="list-style-type: none"> • Chapter 9 • Chapter 10 • Reading Quiz (2.5%)
Week 7 Oct 19	NO CLASS	<ul style="list-style-type: none"> • Work on Volunteer Manual assignment
Week 8 Oct 26	<ul style="list-style-type: none"> • Communicating Effectively • Creating a Motivating Work Environment 	<ul style="list-style-type: none"> • Chapter 11 • Chapter 12 • Reading Quiz (2.5%)
Week 9 Nov 2	<ul style="list-style-type: none"> • Managing for Services Accountability • Managing Risk, Safety, Security, and Legal Aspects 	<ul style="list-style-type: none"> • Chapter 13 • Chapter 14 • Reading Quiz (2.5%)
Week 10 Nov 9	<ul style="list-style-type: none"> • Managing Service Quality in Health Care • Managing Your Future 	<ul style="list-style-type: none"> • Chapter 15 • Chapter 16 • Reading Quiz (2.5%)
Week 11 Nov 16	Reading Break – NO CLASS	
Week 12 Nov 23	<ul style="list-style-type: none"> • Volunteer Coordination Presentations 	<ul style="list-style-type: none"> • 15-minute presentation (10%) • Volunteer Coordination Assignment Due (30%)
Week 13 Nov 30	<ul style="list-style-type: none"> • Wrap-Up 	<ul style="list-style-type: none"> • Chapters 9-16 inclusive • Final Exam (20%)