A COMPARATIVE SURVEY OF THE QUALIFICATIONS OF MUNICIPAL RECREATION DIRECTORS IN THE SOUTHWEST DISTRICT AND STANDARDS RECOMMENDED BY THE NATIONAL RECREATION AND PARK ASSOCIATION

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THESIS

Presented to the Graduate Council of the North Texas State University in Partial Fulfillment of the Requirements

For the Degree of

MASTER OF SCIENCE

By

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Denton, Texas
May, 1968
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CHAPTER I

INTRODUCTION

America possesses perhaps the first leisured civilization of considerable size and consequence in history. Since man began to organize in social and cultural groups, life has been primarily devoted to a struggle for physical survival (5, p. 1). This struggle, so essential during the early growth and development of this nation, is no longer requisite to physical survival.

The average length of the workweek in America today is forty hours, opposed to an average length of sixty-six hours in 1850 (5, p. 1). Legislation during the present century has limited the use of children in the nation's labor force and the demands of labor unions were significant in the reduction of the length of the workweek. Extended periods of training and education during preparation for a career afford the individual more leisure during early life, and a life expectancy that is ever increasing has resulted in a continually increasing number of citizens beyond the age of retirement. These are but a few of the important reasons for the growth of leisure, but they serve as a reminder that leisure, as surplus time, is a modern phenomenon in America (5, p. 2).
So that these people may be sure that their newly acquired leisure will be spent in a constructive manner the establishment of goals and planning of activities is essential. These goals can best be reached through efficient and understanding leadership. Danford states, "leadership means that people are to be led from where they are to where they wish to be" (1, p. 5). The recommendation that "three-fourths of the total expenditures for recreation might well be spent on leadership," (2, p. 473) emphasizes the fact that success in a recreation program depends largely upon the quality of administrative leadership.

An organized recreation program is a service that is often provided to the citizens at the local level as a function of municipal government. Other services may include city planning and zoning, police protection, fire fighting, utilities, public health and welfare, school and library facilities and leadership, and traffic control.

When the city provides a recreation program, one of the first considerations is to secure the services of someone qualified to organize, direct, and administer this program. This person, known as the municipal recreation director, must have a complete understanding of recreation—what it is, what it can do, how it is organized, financed and administered. In addition, and most important, he must be able to work effectively with people.
The municipal recreation director must be aware of the needs and interests of the people of the community. He must recognize that recreation involves voluntary participation during leisure time and that activities are selected by the individual to meet a personal want or need and expressly for his own satisfaction. The individual should not be forced to participate in any activity; rather, a variety of activities should be available so that he may select those activities that best meet his needs and interests. In order to best fit the program offerings to the needs and interests of the citizens of a community the recreation director must have knowledge concerning average income, educational level, religious preference and ethnic background. He is vitally interested in the feelings and attitudes of the community leaders toward recreation as provided by the municipal government.

The duties of the municipal recreation director are varied and require both specialization and a broad general knowledge of the recreation field. A list of special qualifications, including educational background and work experience, is recommended by the National Recreation and Park Association (4, p. 5).

A recognition of the value of such criteria as an evaluative instrument for determining the training, experience, and special qualifications of municipal recreation directors, and an interest in the background and experience
of persons who hold positions of municipal recreation
directors in the National Recreation and Park Association's
Southwest District of the United States stimulated the
development of this study.

Statement of the Problem

This study investigated the background and experience
of municipal recreation directors in the Southwest District
of the United States and compared these qualifications with
standards recommended by the National Recreation and Park
Association.

Purposes of the Study

The following were purposes of the study:

1. To ascertain the professional education background
   and recreation experiences of certified municipal recreation
directors in the Southwest District of the United States.

2. To ascertain personal qualifications of certified
   municipal recreation directors in the Southwest District of
   the United States.

3. To make comparisons between the education background,
experiences, and qualifications of certified municipal recrea-
tion directors in the Southwest District of the United States
and standards for qualifications as recommended by the
National Recreation and Park Association.
Definition of Terms

The following definitions were used in this study.

1. **Municipality**—a free city capable of governing its local affairs, receiving its power of self-government from the state (3, p. 1).

2. **Recreation**—an act or experience, selected voluntarily by the individual during his leisure time, to meet a personal want or need, expressly for his own satisfaction.

3. **Municipal recreation**—the organized recreational opportunities or programs, provided by a municipal recreation department, for the citizenry of the community.

4. **Municipal recreation director**—the person responsible for the organization and supervision of the municipal recreation program.

5. **Southwest District**—a division of the United States established by the National Recreation and Park Association. It consists of five states: Arkansas, Louisiana, Oklahoma, Texas, and New Mexico.

6. **Certified**—having met certain standards; having a certificate.

Limitations of the Study

This study was limited to personal qualifications, educational background, and recreation experience of municipal recreation directors in the Southwest District, certified by each state's professional recreation society or association,
and a comparison of these qualifications with standards recommended by the National Recreation and Park Association.

Sources of Data

The human sources of data were the municipal recreation directors in the Southwest District, certified by each state's professional recreation society or association. The standards for comparison were those recommended by the National Recreation and Park Association. The documentary sources were books and articles dealing with the municipal recreation profession and the qualifications of municipal recreation directors.


CHAPTER II

RELATED STUDIES

A search of the literature revealed a number of studies that concerned municipal recreation programs, the duties and qualifications of municipal recreation directors, and personal qualifications of industrial recreation directors.

Johnson (3), in a study to establish a county recreation department, recommended several steps to follow in the organization of a department and selection of the director. It was suggested that the citizens of the county select five people to serve as a board of recreation. This board would be responsible for setting up the policies of the recreation program and for the selection of the director.

The director, as executive officer, would set up a program of recreation activities according to the available areas. His duties would include selection of leaders to fit the areas and programs, administration of the programs, service as technical advisor to the recreation board, and organization and training of volunteer workers. In addition his responsibilities would include allocation of funds for each division, keeping records of expenditures, operation and maintenance of areas and facilities, and maintaining at all
times a fine relationship with the public concerning every part of the program.

In a survey of 13 southern states Parker (4) reported that of 57 departments, 87.6 per cent were in cities of 500,000 population or less. The study revealed that of 49 departments, 61.4 per cent spent one-third or more of their total budget for leadership.

Of the directors surveyed 13.7 per cent had less than a high school diploma, 26.1 per cent had a high school diploma, 36.1 per cent had a bachelor's degree, and 7.1 per cent had a master's degree. The study indicated that of the college graduates three directors (2.9 per cent) had a degree in recreation. Of these three directors, two had master's degrees.

The study revealed that the experience in recreation for the directors ranged from one to thirty-five years.

Winter (5), in a study of the recreation interests of men and women who participated in a municipal recreation program, found that the age level for men and women did not affect the recreation interests. Men liked to participate in recreation activities in the evenings and on weekends, while women had no preference as to time of day, but preferred to participate during weekdays.

Findings concerning the most popular activities indicated men liked square dancing, social dancing, folk dancing, and
swimming, while women liked conditioning exercises, ceramics, golf, swimming, square and social dancing.

In a study to develop personnel standards for leadership in public recreation Anderson (1) established the following personal qualifications: leadership, professional knowledge, intelligence, judgment, considerateness, sociability, dependability, efficiency, courage, and health.

According to this study health was the least essential and professional knowledge the most essential personal qualification possessed by recreation leaders.

The study also revealed that a superior amount of leadership and dependability was essential while a superior amount of courage was undesirable for a recreation leader.

It was concluded that a greater than average amount of all ten personal qualifications was essential for the performance of all leadership duties in public recreation.

Hall (2), in a survey of thirty-two certified industrial recreation directors, reported that possession of the ten qualifications established by Anderson (1) was important to the success of the industrial recreation director. He further concluded that the five most important personal qualifications were leadership, professional knowledge, intelligence, considerateness, and judgment.

The studies reported in this chapter have investigated the recreation interests of men and women in a municipal recreation program, the duties and qualifications of municipal
recreation directors, personal qualifications of industrial recreation directors, and personnel standards for leadership in public recreation.


CHAPTER III

PROCEDURE FOR COLLECTION OF DATA

Preliminary Procedures

The data for this study were obtained from several sources. An intensive study of related literature was made. Books, articles, research reports and other materials from the field of municipal recreation along with materials from the related fields of municipal law, municipal administration, and municipal government were reviewed.

Correspondence with the National Recreation and Park Association and the Southwest District Representative of the National Recreation and Park Association resulted in the names of several people to contact in the Southwest District (Arkansas, Louisiana, New Mexico, Oklahoma, and Texas) in order to procure the names and addresses of the certified municipal recreation directors in each state. Letters were written to these people and to the state office of each state in order to obtain names and addresses of the certified municipal recreation directors. The National Recreation and Park Association membership Directory was used to obtain the new addresses of directors who had moved to new positions.
Results of the correspondence with the state recreation and park office revealed that Arkansas did not have a certification plan for municipal recreation directors.

Attempts to secure the names of certified municipal recreation directors from the state of New Mexico were unsuccessful. Correspondence addressed to the president of the state association, the state office, and the past president of the state association was never answered.

For these reasons, the respondents to the study were limited to the certified municipal recreation directors in Louisiana, Oklahoma, and Texas. These directors had met certification requirements set by each state recreation association or society.

Selection of Criteria

Criteria with which the background and experience of municipal recreation directors could be compared were essential for the success of the study. Investigation revealed that the National Recreation and Park Association recommended the following qualifications for municipal recreation directors:

Minimum Qualifications

Either graduation from a college or university of recognized standing with a bachelor's degree based on a major in recreation leadership including supervised field work; or graduation from a college or university of recognized standing with a bachelor's degree based on a major in park administration or closely related field, and special emphasis equivalent to a minor concentration
in recreation leadership, including supervised field work in park administration or in recreation.

And

Completion of the requirements for a master's degree in recreation; or if the undergraduate degree is in recreation, completion of requirements for master's degree in recreation or parks administration or in a related field such as public administration. Graduate study should include courses in administrative planning, personnel, research techniques and theory of recreation, since the undergraduate professional education prepares less directly for the position of superintendent than for staff positions. (Courses related to parks such as certain of those in forestry, landscape architecture, horticulture, engineering and conservation should be recognized in relation to this requirement.)

Plus

Proven successful and progressive experience in recreation leadership in a supervisory or executive capacity; or in supervisory or executive work combining recreation and parks responsibilities and duties. Completion of the following number of years of qualifying experience for the position of superintendent of recreation and parks is recommended:

for departments serving under 500,000 population . . . 3 years
for departments serving 500,000 or more . . . 5 years.

Special Qualifications

1. Thorough knowledge of the theory and philosophy of recreation, and ability to interpret this philosophy to others.
2. Understanding of the problems of a community in relation to recreation, and ability to formulate and administer recreation programs to meet specific community needs.
3. Professional administrative skill in the organization, development and maintenance of a comprehensive community recreation program involving the operation of areas and the recruitment, selection, training and supervision of personnel.
4. Professional understanding of the varied recreation activities which make up a community recreation program, and technical competence in
directing their optimum use to meet the needs of people of all ages and interests.

5. Understanding of the function, design, and maintenance of parks and recreation areas and facilities; and ability to superintend a program of acquisition, construction, and maintenance of recreation and park areas and facilities.

6. Professional administrative skill in the supervision of technically-trained personnel from such fields as landscape architecture, civil engineering, forestry, and horticulture, in the planning and operation of parks and recreation areas and facilities.

7. Capacity for cooperating with and interpreting recreation and parks to related public, voluntary, and private organizations, and the public.

8. Skill in communication through speech and writing.

9. Executive capacity for decision-making and implementation of policy, coupled with extensive knowledge of principles and techniques of management as applied to recreation and parks.

10. Initiative, creativity, perseverance, and the ability to inspire the continuing best efforts of others (2, p. 5).

Preparation of the Questionnaire

After investigating several types of questionnaires, it was decided that a check-the-blank type was the most practical means to collect the desired data. For the information desired, this type would require less time to complete and the respondent could answer in a more exact manner.

The questionnaire was constructed by utilizing basic criteria as presented by the American Association for Health, Physical Education, and Recreation (1, p. 102), and by Whipple (3, p. 142). The questionnaire was prepared in such a manner that the survey would reveal whether or not the
respondents met the qualifications recommended by the National Recreation and Park Association. A copy of the questionnaire is presented in Appendix B.

The questionnaire was sent to the certified municipal recreation directors in Louisiana, Oklahoma, and Texas. After a period of time, a second copy of the questionnaire was sent to the directors who did not return the questionnaire on the first mailing. This correspondence resulted in a return from thirty-four of a total of forty-nine directors. This constituted a return of 69 per cent.
CHAPTER BIBLIOGRAPHY


CHAPTER IV

FINDINGS OF THE STUDY

The thirty-four certified municipal recreation directors in the Southwest District of the United States who responded to the questionnaire provided data for the study. These data were presented in such a manner that they would reveal the education background, experience, and special qualifications of these directors. The data were organized so that comparisons could be made between the qualifications of these certified municipal recreation directors and recommendations of the National Recreation and Park Association. In reporting the findings, each recommendation is stated, followed by information relative to that recommendation.

1. Recommendation.—The municipal recreation director should have graduated from a college or university of recognized standing with a bachelor's or master's degree based on a major in recreation, park administration, or related field.

The professional education background of the municipal recreation directors is reported in Table I.

The data in Table I reveal that a majority of the directors have earned a college degree; however, only eight directors (24 per cent) have earned a degree with a major in recreation or a related field. A majority of the directors
TABLE I
EDUCATIONAL BACKGROUND OF DIRECTORS

<table>
<thead>
<tr>
<th>Highest Degree</th>
<th>Major</th>
<th>Number of Directors</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master's</td>
<td>Recreation</td>
<td>4</td>
<td>11.8</td>
</tr>
<tr>
<td></td>
<td>Landscape Architecture</td>
<td>1</td>
<td>2.9</td>
</tr>
<tr>
<td></td>
<td>Horticulture</td>
<td>1</td>
<td>2.9</td>
</tr>
<tr>
<td></td>
<td>Others*</td>
<td>5</td>
<td>14.8</td>
</tr>
<tr>
<td>Bachelor's</td>
<td>Recreation</td>
<td>1</td>
<td>2.9</td>
</tr>
<tr>
<td></td>
<td>Horticulture</td>
<td>1</td>
<td>2.9</td>
</tr>
<tr>
<td></td>
<td>Other**</td>
<td>19</td>
<td>55.9</td>
</tr>
<tr>
<td>High School***</td>
<td></td>
<td>2</td>
<td>5.9</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>34</td>
<td>100.0</td>
</tr>
</tbody>
</table>

*One director had a major in economics, two had majors in education, and two had majors in physical education.

**Twelve directors had majors in physical education, one each in business, drama, engineering, government, mathematics, and sociology.

***One director had completed three years of college and the other director had completed two years of college and was presently enrolled.

holding a bachelor's degree have a major in physical education.

2. Recommendation.--The undergraduate professional preparation should include supervised field work in recreation or park administration.

Four directors with a major in recreation had supervised field work in their undergraduate professional preparation. Since only eight of the thirty-four municipal recreation
directors have earned a degree with a major in recreation or a related field, this number represents 50 per cent of the directors who could possibly meet this recommendation.

3. **Recommendation.**—Graduate study should include courses in administrative planning, personnel, research techniques, and theory of recreation. Courses related to parks such as landscape architecture, horticulture, park maintenance, and park administration should be recognized in relation to this requirement.

The number of graduate courses in recreation, park administration, or related field completed by the municipal recreation directors is presented in Table II.

The data in Table II reveal that a minority of the directors have completed graduate courses in recreation, park administration, or related field.

Investigation of the questionnaires revealed that six municipal recreation directors (18 per cent) had completed requirements for the master’s degree, yet had not taken a single graduate course in the area of recreation or park administration. The thirty-four municipal recreation directors who responded to the questionnaire had completed a total of twenty courses at the graduate level in the area of recreation and park administration. This is an average of .59 courses for each director.
TABLE II

GRADUATE COURSES IN RECREATION, PARK ADMINISTRATION, OR RELATED FIELD COMPLETED BY MUNICIPAL RECREATION DIRECTORS

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Number of Courses</th>
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<tbody>
<tr>
<td>Recreation</td>
<td></td>
</tr>
<tr>
<td>Administrative Planning</td>
<td>5</td>
</tr>
<tr>
<td>Personnel</td>
<td>3</td>
</tr>
<tr>
<td>Research</td>
<td>3</td>
</tr>
<tr>
<td>Theory of Recreation</td>
<td>4</td>
</tr>
<tr>
<td>Outdoor Recreation</td>
<td>2</td>
</tr>
<tr>
<td>Park Administration</td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>2</td>
</tr>
<tr>
<td>Park Maintenance</td>
<td>1</td>
</tr>
</tbody>
</table>

a Total number of directors: 5.
b Three of these directors have master's degrees in recreation, park administration, or related field.
c Two of these directors have master's degrees in recreation, park administration, or related field.
d All of these directors have master's degrees in recreation, park administration, or related field.

4. Recommendation.—The municipal recreation director should have experience in a supervisory or executive capacity in recreation leadership; or in supervisory or executive work combining recreation and parks responsibilities and duties. Completion of three years of qualifying experience for the position of director of recreation in departments serving under 500,000 population or completion of five years of qualifying experience for the position of director of recreation in departments serving over 500,000 population is recommended.
The data pertaining to the number of years experience in recreation in a supervisory or executive capacity is presented in Table III.

**TABLE III**

**EXPERIENCE IN A SUPERVISORY OR EXECUTIVE CAPACITY BY MUNICIPAL RECREATION DIRECTORS**

<table>
<thead>
<tr>
<th>Number of Years Experience</th>
<th>Under 500,000</th>
<th>Over 500,000</th>
<th>Number of Directors</th>
<th>Per Cent</th>
</tr>
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<tbody>
<tr>
<td>0- 2</td>
<td>3</td>
<td></td>
<td>3^b</td>
<td>8.8</td>
</tr>
<tr>
<td>3- 5</td>
<td>2</td>
<td>0</td>
<td>2^c</td>
<td>5.9</td>
</tr>
<tr>
<td>6- 8</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>11.7</td>
</tr>
<tr>
<td>9-11</td>
<td>5</td>
<td>1</td>
<td>6^d</td>
<td>17.6</td>
</tr>
<tr>
<td>12-14</td>
<td>4</td>
<td>1</td>
<td>5</td>
<td>14.7</td>
</tr>
<tr>
<td>15-17</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>8.8</td>
</tr>
<tr>
<td>18-20</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>21-23</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>14.7</td>
</tr>
<tr>
<td>24-26</td>
<td>1</td>
<td>1</td>
<td>2^c</td>
<td>5.9</td>
</tr>
<tr>
<td>27-29</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>5.9</td>
</tr>
<tr>
<td>30-33</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>5.9</td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
<td>9</td>
<td>34</td>
<td>99.9</td>
</tr>
</tbody>
</table>

^a Indicates present position.

^b All of these directors have a degree in recreation, park administration, or related field.

^c One of these directors has a degree in recreation, park administration, or related field.

^d Three of these directors have a degree in recreation, park administration, or related field.
The data in Table III indicate that thirty-one directors (91 per cent) meet the minimum qualifications of three years of qualifying experience. All of the directors of departments that serve 500,000 or more population meet the criteria for minimum service. This experience is in a combination of past and present positions.

5. **Recommendation.**—The municipal recreation director should have a thorough knowledge of the theory and philosophy of recreation, and the ability to interpret this philosophy to others.

Thirty-two directors (94 per cent) indicated that they had a definite philosophy of recreation and twenty-six directors (76 per cent) had stated this philosophy in written form.

This seems to indicate that a majority of the directors have given some thought to a definite philosophy of recreation and have put this philosophy in written form.

6. **Recommendation.**—The municipal recreation director should understand the problems of the community in relation to recreation and possess the ability to formulate and administer the recreation program to meet the needs of the community.

The data revealed that thirty-two directors (94 per cent) indicated their recreation programs were based on the needs of the community. Four directors (12 per cent) indicated the needs were determined by a survey by a professional
person; two directors (6 per cent) indicated the needs were determined by the subjective judgment of city leaders; and twenty-six directors (76 per cent) indicated the needs were determined by a combination of the professional survey and subjective judgment of city leaders.

There is an indication that a majority of the directors are aware of the recreation needs of their communities and how these needs were determined.

7. Recommendation.—The municipal recreation director should have professional administrative skill in the organization, development, and maintenance of a comprehensive community recreation program involving the operation of areas and facilities and the recruitment, selection, training and supervision of personnel.

With respect to the organization of the department it was discovered that one-half of the directors had been instrumental in setting up the organizational structure. For the remaining seventeen directors (50 per cent) the organization of the department was set up prior to their arrival in the department.

Thirty-four directors (100 per cent) indicated they had introduced new ideas in the operation of areas and facilities in their community recreation programs.

The data revealed that twenty-seven directors (79 per cent) had written criteria or standards that they used in the recruitment and selection of personnel.
directors (88 per cent) had planned in-service training programs for personnel.

This seems to indicate that a majority of the directors had demonstrated skill in organization and development, the operation of new areas and facilities, and the recruitment, selection, and training of personnel.

8. Recommendation.—The municipal recreation director should have a professional understanding of the varied recreation activities which make up a community recreation program, and technical competence in directing their optimum use to meet the needs of people of all ages and interests.

The data revealed that a majority of the directors included a variety of activities in their community recreation programs. The activities offered in the community recreation programs were: games, sports, arts and crafts, drama, hobbies, dance, outdoor recreation activities, social and special events.

In respect to the community recreation programs meeting the needs of all age groups, the directors indicated that 82 per cent had programs and activities for preschool children; 91 per cent had programs and activities for senior citizens; 97 per cent had programs and activities for high school, college, young adults, and adults; and 100 per cent had programs and activities for grade school and junior high school students.
There is an indication that a majority of the directors are aware of the needs of the different age groups and include programs and activities for them in their community recreation programs.

9. Recommendation.--The municipal recreation director should have an understanding of the function, design, and maintenance of parks and recreation areas and facilities; and the ability to superintend a program of acquisition, construction, and maintenance of recreation and park areas and facilities.

Twenty-eight directors (82 per cent) had designed park or recreation facilities during their careers. Parks, swimming pools, and playgrounds comprised most of the park or recreation facilities designed by the directors.

The data revealed that thirty-two directors (94 per cent) had acquired new playground and park areas, and had built new areas and facilities.

This seems to indicate that a majority of the directors had designed park or recreation facilities, and acquired and built new areas and facilities.

10. Recommendation.--The municipal recreation director should have professional administrative skill in the supervision of technically-trained personnel from such fields as landscape architecture, civil engineering, forestry, and horticulture, in the planning and operation of parks and recreation areas and facilities.
In respect to the planning and operation of park and recreation areas and facilities it was discovered that eighteen directors (53 per cent) had supervised personnel from the fields of horticulture and landscape architecture. Twelve directors (35 per cent) had supervised personnel from the fields of civil engineering and forestry.

There is an indication that the majority of the municipal recreation directors had had experience in supervision, and more had supervised technically trained personnel from the fields of horticulture and landscape architecture than from the fields of civil engineering and forestry.

11. Recommendation.--The municipal recreation director should have the capacity for cooperating with and interpreting recreation and parks to related public, voluntary, and private organizations, and the public.

The data revealed that twenty-eight directors (82 per cent) had contacted, within the past year, organizations in their communities concerning a cooperative effort in reaching recreation goals for the community.

Thirty directors (88 per cent) had delivered one or more speeches to local organizations during the past year. These groups included P.T.A. and school related groups, civic clubs, garden clubs, church groups, and chambers of commerce.

This seems to indicate that a majority of the directors had spoken to related public, voluntary, and private organizations during the past year about recreation and parks.
12. Recommendation.—The municipal recreation director should possess skill in communication through writing.

An investigation of the data revealed that twenty-four directors (71 per cent) had written goals for recreation in their communities. Twenty directors (59 per cent) had written articles for their state recreation association publications, local newspapers, and for the National Recreation and Park Association publications.

There is an indication that a majority of the directors have demonstrated skill in writing in their local communities, for state associations, and for the national association.

13. Recommendation.—The municipal recreation director should possess executive capacity for decision-making and implementation of policy.

The data revealed that six directors (18 per cent) indicated they set the policies for the department while twenty-eight directors (82 per cent) indicated the policies were set by the Park and Recreation Commission or Board, or by the City Council.

This seems to indicate that most of the policies of the departments were set by the Park and Recreation Commission or Board, or the City Council.

14. Recommendation.—The municipal recreation director should possess initiative, creativity, and perseverance.

In respect to creativity, initiative, and perseverance it was discovered that thirty-four directors (100 per cent)
indicated they had tried new ideas and methods in their community recreation programs and twenty-four directors (71 per cent) indicated they had initiated major innovations into their community recreation programs during the past year. These innovations ranged from the design of unique areas and facilities, to the inclusion of unique activities in their community recreation programs.

There is an indication that a majority of the directors possess creativity, initiative, and perseverance. The perseverance is evident in that the directors stayed with the job until they had the finished product.

Summary of the Findings

A summary of the findings indicates that 24 per cent of the directors have a degree in recreation, park administration, or related field. Most of the directors holding a bachelor's degree had a major in physical education. Four directors with a major in recreation had supervised field work in undergraduate professional preparation.

A minority of the municipal recreation directors have completed graduate courses in recreation, park administration, or related field. Of the directors holding a master's degree, 18 per cent had not taken a single course in recreation or park administration.

Thirty-one directors (91 per cent) had at least three years experience in a supervisory or executive capacity in recreation work.
The majority of the directors have a definite philosophy of recreation and have stated this philosophy in written form.

Thirty-two directors (94 per cent) indicated their recreation programs were based on the needs of the community. The majority of these directors indicated the needs of the community were determined by a combination of a survey by a professional person and the subjective judgment of city leaders.

One-half of the directors had been instrumental in setting up the organizational structure of the department, for the other one-half the organization of the department was set up prior to their arrival in the department. All of the directors indicated they had introduced new ideas in the operation of areas and facilities in their community recreation programs.

The majority of the directors had planned in-service training for personnel, and had written criteria for the recruitment and selection of personnel.

A variety of activities were offered in most of the community recreation programs. These activities included: games, sports, arts and crafts, drama, music, hobbies, dance, outdoor recreation, social and special events. These activities were offered to all age groups from preschool to senior citizens.
Twenty-eight directors (82 per cent) had designed park or recreation facilities in their careers while 94 per cent of the directors had been instrumental in the acquisition and building of new park and recreation areas and facilities.

Fifty-three per cent of the directors had supervised personnel from the fields of horticulture and landscape architecture. Thirty-five per cent had supervised personnel from the fields of civil engineering and forestry.

A majority of the directors (88 per cent) had delivered one or more speeches to local organizations in the past year concerning their community recreation programs. These groups included P.T.A. and school related groups, civic clubs, garden clubs, church groups, and chambers of commerce.

Seventy-one per cent of the directors have written goals for recreation in their communities. Fifty-nine per cent of the directors had written articles for their local newspapers, state recreation association publications, or national association publications.

The majority of the directors (82 per cent) indicated the policies for their department were set by the Park and Recreation Commission or Board, or by the City Council.

All of the directors indicated they try new ideas and methods in their community recreation programs and 71 per cent indicated they had initiated major innovations into their community recreation programs during the past year.
Discussion of the Findings

The small number of directors who had a degree with a major in recreation or park administration may be due to the fact that recreation and park administration is a relatively new profession and a limited number of colleges and universities offer degrees in these fields.

The small number of directors who had a degree with a major in recreation or park administration that included supervised field work may be due to the fact that, until recently, the colleges and universities offering a degree in these fields did not require supervised field work as part of their curriculum. Therefore, unless the director was a recent graduate, he may not have had supervised field work in his undergraduate work.

Most of the directors indicated the policies of their department were set by the Park and Recreation Commission or Board, or by the City Council. While the municipal recreation director may not have the sole authority to set the policies of his department, he serves as an advisor to the Park and Recreation Commission or Board, or the City Council. As an advisor, he is involved in the establishment of policies and the use of these policies in the administration of the recreation department. Therefore, the municipal recreation director does have a voice in the policies that govern the recreation department.
CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This study investigated the educational background, experience, and special qualifications of the certified municipal recreation directors in the Southwest District of the United States. Certification requirements were determined by the various states and a list of such persons was secured from the office of the Recreation and Park Association or Society in each of the states. The Southwest District is comprised of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas. There were no certified municipal recreation directors in Arkansas and attempts to secure information concerning certified municipal recreation directors in New Mexico were unsuccessful. This initial investigation revealed that there were eight certified municipal recreation directors in Louisiana, seven in Oklahoma, and thirty-four in Texas.

A questionnaire was devised as the instrument to collect data for the study. The test instrument was submitted to the forty-nine municipal recreation directors in Louisiana, Oklahoma, and Texas: thirty-four responded. This constituted a return of 69 per cent. Information was secured concerning educational background, experience in recreation,
community recreation programs, personnel, areas and facilities, administration, supervision, and philosophy. The data were organized in such a manner that comparisons could be made between the qualification of the certified municipal directors in the Southwest District of the United States and standards recommended by the National Recreation and Park Association.

Conclusions

After a survey of the findings, the following conclusions are made.

1. In the main, the certified municipal recreation directors do not meet the educational standards recommended by the National Recreation and Park Association.

2. A majority of the certified municipal recreation directors do meet the experience standards recommended by the National Recreation and Park Association.

3. Most of the certified municipal recreation directors are aware of the recreation needs of their communities and have planned programs and activities to meet these needs.

4. Most of the certified municipal recreation directors have experience in the organization, development and maintenance of a comprehensive community recreation program; have been involved in the acquisition, design, construction, and operation of areas and facilities; and in the recruitment, selection, training and supervision of personnel as recommended by the National Recreation and Park Association.
5. As a whole, most of the certified municipal recreation directors are creative, persevering, and have the initiative to try new ideas and methods in their community recreation programs as recommended by the National Recreation and Park Association.

From data collected during the study it would seem reasonable to conclude that most of the certified municipal recreation directors in the Southwest District of the United States do meet the standards recommended by the National Recreation and Park Association concerning experience and special qualifications; however, they do not meet the standards concerning education background.

Recommendations

As a result of the findings of the study, the following recommendations are made:

1. Municipalities should use the criteria recommended by the National Recreation and Park Association in the selection and employment of a director of recreation.

2. Municipal recreation directors should strive to meet the recommendations of the National Recreation and Park Association in regard to education, experience, and special qualifications.

3. More colleges and universities in the Southwest United States should offer a degree with a major in recreation leadership, municipal recreation, or park administration.
Suggestions for future study are:

1. A study should be undertaken to determine the criteria utilized by municipalities in filling the position of municipal recreation director.

2. A study should be undertaken to determine why certain municipalities establish recreation departments and others do not.
October 24, 1967

Dear Sir:

As a graduate student in recreation at North Texas State University, I am conducting a survey of all the Certified Municipal Recreation Directors and/or Superintendents in Southwest for my thesis.

Since you have been certified as a professional in the municipal recreation field, your reactions are essential to the success of the study. Will you contribute to the study by completing the enclosed questionnaire?

I assure you that your reply will be kept in complete confidence. If you should like a summary of the findings, please write your name and address on the questionnaire.

Your participation and prompt reply will be greatly appreciated.

Thank you.

Sincerely,

Barry M. Birkhead
Apt. 137 University City
Denton, Texas, 76201
APPENDIX B

Survey of Educational and Work Experiences
of Municipal Recreation Directors
in the Southwest

I. Educational Background:

1. Highest Degree Earned: Major: Minor: Institution:
   A. Doctorate _______ _______ _______ 
   B. Master’s _______ _______ _______ 
   C. Bachelor’s _______ _______ _______ 
   D. Junior College _______ _______ _______ 
   E. High School _______ _______ _______ 
   F. (Other) _______ _______ _______ 

2. Did your work at the undergraduate level include a supervised field work program?
   Yes _______ No _______ 

3. Did your work at the graduate level include a supervised field work program?
   Yes _______ No _______ 

4. Indicate the course titles and number of hours credit in graduate work:
   A. Recreation:
      1. __________________________________________ _______ Hrs. 
      2. __________________________________________ _______ Hrs. 
      3. __________________________________________ _______ Hrs. 
      4. __________________________________________ _______ Hrs. 
   B. Park Administration:
      1. __________________________________________ _______ Hrs. 
      2. __________________________________________ _______ Hrs. 
      3. __________________________________________ _______ Hrs. 
      4. __________________________________________ _______ Hrs. 
      5. __________________________________________ _______ Hrs. 

II. Experience Background:

Please give information concerning positions you have held in the area of municipal recreation.
1. Title: ____________________________
   Duties: ____________________________
   Dates: From ____________________ to ____________________
   Size of community the department served: ____________________

2. Title: ____________________________
   Duties: ____________________________
   Dates: From ____________________ to ____________________
   Size of community the department served: ____________________

3. Title: ____________________________
   Duties: ____________________________
   Dates: From ____________________ to ____________________
   Size of community the department served: ____________________

4. Title: ____________________________
   Duties: ____________________________
   Dates: From ____________________ to ____________________
   Size of community the department served: ____________________

III. General Information:

1a. Do you have a definite philosophy of recreation?
   Yes_______  No_______  Undecided_______

1b. Have you stated this philosophy in written form?
   Yes_______  No_______

2a. Is the present program in your community based on
   the needs of the people it serves?
   Yes_______  No_______  Unknown_______

2b. How were these needs determined?
   A. Survey of community by professional person_______
   B. Subjective judgment of city leaders_______
   C. Established by preceding administrator, I am
      following up a program started before I assumed
      my present position_______
   D. Combination of the above_______
3a. The present organization of the department was set up:
   A. Prior to my coming to the department
   B. Under my direction

3b. Have you introduced new ideas in the operation of areas and facilities in your community recreation program?

   Yes________ No________

3c. Do you have written criteria or standards that you use in recruitment and selection of personnel?

   Yes________ No________

3d. Do you have a planned in-service training or training institute program for personnel?

   Yes________ No________

4a. Which of the following activities are included in your community recreation program?

   A. Games, sports, and athletics
   B. Drama
   C. Music
   D. Hobbies
   E. Dance
   F. Outdoor recreation
   G. Arts and crafts
   H. Social events
   I. Special events

4b. Do you have programs and activities set up for these age groups?

   A. Preschool (ages 0-5 yrs.) Yes____ No_____
   B. Grade School (ages 6-11 yrs.) Yes____ No_____
   C. Junior High (ages 12-15 yrs.) Yes____ No_____
   D. High School (ages 16-18 yrs.) Yes____ No_____
   E. College (ages 18-22 yrs.) Yes____ No_____
   F. Young Adults (ages 23-35 yrs.) Yes____ No_____
   G. Adults (ages 36-65 yrs.) Yes____ No_____
   H. Senior Citizens (65 and over) Yes____ No_____
5a. Have you designed any park or recreation area or facility in your career? If yes, please explain briefly.

5b. Have new areas or facilities been built since you have been director of the department?

Yes_______  No_______

5c. Have you acquired any new playground or park areas?

Yes_______  No_______

6a. In the planning and operation of park and recreation areas and facilities, have you supervised personnel from the following areas:

A. Landscape Architecture Yes_______ No_______
B. Civil Engineering Yes_______ No_______
C. Forestry Yes_______ No_______
D. Horticulture Yes_______ No_______

7a. Do you have written goals for recreation for your community?

Yes_______  No_______

7b. Have you contacted organizations in your community concerning a cooperative effort in reaching these goals?

Yes_______  No_______

8a. List the local organizations that you have spoken to this year concerning your community recreation program (civic clubs, service clubs, P.T.A., etc.)

A.
B.
C.
D.
E.
8b. List the title of the article, name of the newsletter or magazine that has published articles you have written during the past year:

A. 
B. 
C. 
D. 
E. 

Indicate any regular column that you may write:


9a. Who sets the policies for your department?

A. Director of Recreation
B. Park and Recreation Commission or Board
C. Other

10a. Do you often try new ideas and methods in your community recreation program?

Yes ______ No ______

10b. What major innovation have you initiated into your community recreation program during the past year?

________________________________________________________________________
________________________________________________________________________

PLEASE SIGN YOUR NAME AND ADDRESS IF YOU WOULD LIKE A SUMMARY OF THIS STUDY

______________________________________________

______________________________________________
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