A STUDY OF THE PURPOSES AND PROBLEMS OF INDUSTRIAL
RECREATION CHAPTERS OF THE NATIONAL
INDUSTRIAL RECREATION ASSOCIATION

THESIS

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ABSTRACT


The National Industrial Recreation Association has recently created local Chapters to facilitate the needs of recreation professionals at the local level. The purpose of this study was twofold: first, to describe characteristics of the existing Chapters and compare their operational procedures; secondly, to determine problems and assess means for overcoming these problems in the establishment of Chapters. The data collection methodology chosen for this study was a questionnaire.

Results were tabulated in six question areas dealing with the operational procedures of Chapters and the barriers prohibiting the establishment of new Chapters. Through participation in Chapters, recreators can fulfill many of their own needs as well as contribute to the advancement of the industrial recreation profession.
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CHAPTER I

INTRODUCTION

The recreation profession can be compared symbolically to the structure of a tree. Below the surface lie the roots, a complex network of theories and philosophies providing a foundation on which to build practice. Extending outward from the trunk are branches, representing the varied divisions of the recreation field, e.g., municipal recreation, therapeutic recreation, and industrial recreation. The leaves attached to the branches signify the people involved in the recreation field. Small buds mature with the proper nutrients into fully grown leaves, just as students develop into recreation professionals with the acquisition of knowledge and experience.

The recreation profession is still in the seedling stage and, unfortunately, has not yet fully blossomed and matured in the eyes of many people. Although the recreation field is coming to be recognized as a unique profession in the academic world, many members of the public still view the recreation field as merely an occupation of fun and games and athletics and have thus not taken it seriously. Several writers in the field have also expressed concerns about the professional status of recreation. For example, Wilson, et. al., in 1980 said, "Though there have been gains
in the recent years, the field of recreation as a genre has not yet achieved widespread recognition as a serious, respectable professional field of employment." (6, p. 24)

What distinguishes an occupation from a profession? According to Wilson, a profession, to gain public recognition and acceptance, must conform to a distinct set of standards and characteristics.

1. There is a standard of success related more to the service of society than to personal gain.
2. There is a body of erudite specialized knowledge which is essential to the occupation.
3. There is a recognized set of attributes and ethical standards for the application of the specialized knowledge.
4. There is an emphasis upon life-long growth in knowledge, skills, and in the ability to be of service.
5. There is an association of practitioners, dedicated to the advances of the profession, the welfare of the public, as it is affected by the profession and to the maintenance of professional standards.
6. There are standards that govern admission to the practice of the profession." (6, pp. 3-4)

Unfortunately, individuals in a given field do not always agree about professional standards. Consequently, the need for a professional organization is essential.

"Ultimately, the professional association's function is to protect the autonomy of the profession, it develops reasonably strong forms of self-government by setting rules or standards for the profession." (2, p. 9)

Such nationally established organizations like the National Recreation and Parks Association (NRPA), the National Intramural and Recreational Sports Association
(NIRSA), and the National Industrial Recreation Association (NIRA), provide the recreation practitioner with the opportunities for personal and professional growth that are mandatory for keeping pace with the public demands for excellence and accountability.

National organizations unite professional recreators from all across the nation to work as a team in the advancement and development of the recreation profession. The struggle for the recreation professional to be recognized, understood, and accepted in today's society becomes a common goal that jointly can be achieved, instead of being fought on an individual basis. Besides unifying on behalf of the recreation profession itself, recreators have greater opportunities to pursue their own individual goals and objectives and fulfill their agencies needs by being a member of a national organization.

One example of a recreation organization that is trying to unite industrial recreation professionals and has achieved widespread recognition is the National Industrial Recreation Association. Industrial recreation has recently been acknowledged in the recreation movement and has captured the interest of many business enterprises due to the significant role it plays in increasing employee satisfaction, improving employee relations, raising morale, and promoting more effective, efficient business operations (5, p. 4).
John Spears states, "The need for recreation, like the need to work is basic." In the industrial setting, "it increases employee goodwill for the employer and brings workers and managers together in a relaxed setting." (3, p. 14) Progressive employers must address both needs if they are to obtain satisfaction and productivity from their employees. If the employees participating in industrial recreation programs benefit by achieving improved self-concept, the purpose of these programs become twofold. By increasing their feelings of selfworth, and by satisfying their needs, positive feelings toward the company can be increased. Thus, industrial recreation becomes a unifying force between the needs and goals of business, labor, and members of the community.

Another key responsibility of industrial recreation is to bridge the communication gap through programming and maintaining good relationships between employees. Industrial recreation is also seen as "a nonadversarial relationship between employees and employer; which contributes to the welfare of both and to the community at large." (7, p. 176)

The National Industrial Recreation Association (NIRA) is only forty years old, (1941), but its members involvement in and commitment to the field has been increasing steadily. Consequently, there has been a significant spread of industrial recreation programs to additional business enterprises.
"No one expects industrial recreation to bring about a millennium, but the enlightened believers see that industrial recreation is a program of social significance." (6, p. 25)

NIRA grew out of the old National Recreation Association. Many directors of industrial recreation programs felt that their needs were not adequately being satisfied by such a general association. In 1939, at the annual National Recreation Association's meeting in Baltimore, several prominent industrial leaders decided to form a new organization that would concentrate in the area of industrial recreation. NIRA began as a management assistance and guidance organization; its members consisted largely of personnel administrators and staff members of industry, educational institutions, and the personnel offices of government agencies.

As NIRA matured and expanded, so did its interests, membership, and services. NIRA provides an extensive variety of services and benefits to its members. The following is a list of services to and benefits of NIRA membership that appeared in the 1979 Membership Directory:

- program manuals
- reference library
- awards programs
- periodicals
- certificate of membership
- special meetings
- research reports
- right to vote
- discounts from associate members
- consulting services
- certification program
national and regional contests
conferences and workshops
employment services
right to hold office
merchandise discounts

Recently, the expansion of NIRA's membership became too unwieldy to conduct all programs and activities from the head office in Chicago, so regional divisions were created. There are nine regional divisions in existence today, seven in the United States, one in Canada, and the ninth is "International" consisting of mainly Mexican institutions as well as representatives from El Salvador. These regions conduct their own conferences and workshops in addition to the annual National NIRA conference.

As the national organization grew, it became more complex in its structure, responsibilities, memberships, and services; thus the regional divisions have become a definite asset in providing additional benefits on a smaller scale.

These regional divisions, unfortunately are also absorbed in numerous responsibilities and are unable to provide all of the direct input and support needed at the local level. This is why National Industrial Recreation Chapters (NIRA Chapters) have begun to be essential organizational bodies. NIRA Chapters are non-profit service organizations and deal with the recreation leaders from employee groups of industrial, commercial, public, and private business organizations at the local level where they can communicate directly with each other.
The potential benefits derived from a local NIRA Chapter are numerous. The Chapter members represent both large and small businesses and industries, bringing together similar organizational managements for comparison and evaluation of employee services and benefit programs. Many companies are too small to have their own industrial recreation program, and the existence of these Chapters provides them with the opportunity to become involved and have a medium through which they can exchange ideas, and share experiences.

The affiliation of Industrial Recreation Chapters with NIRA provides dual organizational benefits at the local and national level. Through guidance, consultation, communication, research, and information, NIRA Chapters place its members in a position to keep in tune with the current national trends of employee recreation. Industrial Recreation Chapters operate on an individual basis, depending on the needs of the participating companies as well as the areas they are serving. NIRA Chapters are dedicated to the advancement of employee services and recreational programs for the purposes of improved employee relations, high morale, and increased effective business operations (4, p. 3).

Little is systematically known, however, about NIRA Chapter's goals, structure, accomplishments, problems, and potential to meet local professional needs of the National Industrial Recreation Association members. Therefore, the
purposes of this study are twofold:

1. To describe various characteristics of the twenty existing NIRA Chapters nationwide; and compare which types of organizational structure, operational procedures, membership policies, and funding patterns are the most useful in meeting stated NIRA Chapter goals;

2. To determine major problems and assess means for overcoming these problems to facilitate establishing Chapters in communities where they do not currently exist.

The results of this study will be beneficial to NIRA, to existing NIRA Chapters, and to the Non-Chapter communities. It will enable NIRA to see how they can play a more significant role in the creation and development of local Industrial Recreation Chapters. The results will also provide NIRA with the most successful methods of organizational structure for the operation of Chapters. The existing Chapters will be able to see the various areas of their organizational structure that are strong and weak, and aid in correcting any existing problems. This study will help to determine the major barriers that are prohibiting the establishment of local Chapters in selected communities and offer possible solutions for overcoming these barriers.

Specifically, this study attempted to answer the following questions:

Goals:

- What are the primary goals of local Chapters?
- What are the benefits of companies joining a NIRA Chapter?
- Do the goals of NIRA Chapters parallel the needs of the companies involved?
### Structure
- What is the organizational structure of NIRA Chapters?

### Activities
- What specific activities and services are offered by NIRA Chapters?
- What activities and services provided by NIRA Chapters generate the most participation?

### Financing
- What is the funding pattern and dues structure of NIRA Chapters?

### Problems
- What are the problems that prohibit Non-Chapter communities from creating these Chapters?
- What methods can be taken to overcome these problems?

### Future
- What role will NIRA Chapters play in the development of industrial recreation in the future?
- How can NIRA better help Chapters in the future?

### Definition of Terms

**National Industrial Recreation Association** - (NIRA)
A non-profit organization dedicated to the principle that employee recreation, fitness and service programs are essential to effective personnel management. Founded in 1941, the head office is in Chicago, Illinois. There are nine regional divisions.

**Industrial Recreation Chapters** - (NIRA Chapters)
A non-profit association, affiliated with NIRA, consisting of representatives from businesses, education and government organizations, and other enterprises uniting for the advancement of employee services and recreational programs.

### Limitations
This study was conducted by mailing questionnaires to representatives selected by NIRA. There were no face to face interviews.
Delimitations

The questionnaire was not sent to all existing and potential Chapters. A list was provided by NIRA of the key communities to be contacted.
CHAPTER BIBLIOGRAPHY


5. Toledo Industrial Recreation Employee Services, "Employee Identification and Membership Benefit Cards," publication No. 4, September, 1977.


CHAPTER II

REVIEW OF LITERATURE

The purpose of this chapter is to present a review of literature related to the investigation of the value, purpose, and need for Industrial Recreation Chapters. The review is divided into five sections:

1. Industrial recreation
2. Professionalism
3. Professional organizations
4. The National Industrial Recreation Association
5. Local Industrial Recreation Chapters

Industrial Recreation

Industrial recreation has been slowly emerging as a recognizable entity within the recreation and leisure profession. The struggle to become visible in the public eye has been difficult, but those that have observed this new growth, respect and appreciate the many benefits that can be derived from its emergence. Industrial recreation has been growing substantially in acceptance and interest due to its focus on fulfilling the needs of people in corporate enterprises. "The principal objective of any industrial recreation program, no matter how large or small it may be— is to create the opportunity for people to achieve
meaningful involvement and interactions with people." (18, p. 26)

Through participation in industrial recreation programs, employees not only can release many of their anxieties and frustrations, but can also satisfy many of their own personal needs. These positive feelings of satisfaction and fulfillment yield increases in work efficiency and productivity, thus directly benefiting the sponsoring company. Industrial recreation programs have also recently enlarged their scope encompassing the employee as well as the employee families (13, p. 24).

Besides the employee and their families benefiting from industrial recreation programs, the companies sponsoring these types of programs are deriving distinct and beneficial gains in improved employee morale, greater efficiency of production and better employee relationships. "The job of industrial recreation is to serve the employee in a way that is consistent with their needs and wants--as well as consistent with the company's objectives and purposes." (9, p. 18)

If corporate enterprises are to obtain maximum, efficient productivity from their employees, they must be sensitive to the needs and attitudes of their constituents and provide them with the adequate services and programs to keep them satisfied. Jackson Anderson recognizes that, in order to achieve maximum productive, efficiency, employees
must be happy. Once the needs and desires of employees have been identified by the sponsoring company, necessary steps must be taken to provide wherever possible, the necessary employee services (1, p. 27).

Industrial recreation programs also provide a recognizable link between employees and administrators. Jose Amores states that, "Collaboration with the worker and the development of his leisure time is a matter of attitudes and economics." (2, p. 26) Dealing with a person who is physically stable, involved with his family in his leisure time, and capable of learning, produces a more pleasant and harmonious working environment. The employee who combines recreation with his work is more productive to himself, to others and to his company. An ideal medium for mutual understanding and cooperation between labor and management is established. In addition, many opportunities are provided for workers and members of management to play together in an atmosphere of give and take (1, p. 27). Ultimately, industrial recreation attempts to integrate employee needs with corporate needs through the creation and implementation of selected recreational programs.

As industrial recreation has grown, there has been an increasing need to professionalize the provision of industrial recreation services. The next section discusses professionalism and the criteria for considering oneself a professional.
Professionalism

Many people have different interpretations of what constitutes a professional. Wilson, et al., have suggested that a professional 1) must perform a special, significant expertise; and 2) the activity that is being performed is important enough to derive full-time attention (20, p. 174). Donald Henkel presents another point of view, saying that a professional must have a high regard for standards and regulations to abide by (14, p. 8). Ewen Byrden has defined six basic needs that he feels must be met if one is to be considered a professional in the field of recreation and leisure. They are as follows:

1. Need for a strong belief in the field of recreation.
2. Need for professional standards and certification within the profession.
3. Need for the development and evaluation of program objectives.
4. Need for communication within the profession.
5. Need for communication between the educator and practitioner.

There is a strong desire for recognition and status that exists within all occupational groups. This holds true especially in the recreation and leisure field due to the intangible context of its nature and the abundance of people not taking the profession seriously. "People in most occupations including recreation, are engaged in a continuous struggle to gain authority and control over their work and to elevate the status of their occupation within the
hierarchy of society. "The ultimate symbol of prestige for any occupation is that of unquestioned acceptance of it as a profession." (7, p. 22)

According to Daniel Archibald, "The recreation professional has an obligation to his profession and to its development that is based on the individual recreator's behavior, actions, and results." (3, p. 29) The recreation professional has an obligation to himself and to the people he is serving. Without communication between other colleagues, he is not only limiting the intake of new innovative ideas, but neglecting to respond to the wealth of information and knowledge that is available and act upon the changing trends that exist. In order to accomplish the goal of professionalizing recreation, concerned individuals need to unite in professional organizations. These associations allow individuals with a genuine concern for the advancement and development of their respective field, an opportunity to join under a common organizational structure and work together as a strong cohesive team.

Professional Organizations

There are numerous professional organizations currently in existence serving many different facets of the recreation field (15, p. 4). These professional organizations exist on the national, regional, and local level. Professional organizations provide the recreation professional
with boundless opportunities for personal growth and advancement as well as establishing a distinct set of standards and ethics to follow. "Professional organizations establish a set of ethics or standards that govern the relationships that exist between the professional and those he serves (12, p. 55).

Edgar Schein states that "professionals in professional organizations, not only formulate a distinct set of educational standards and ethics, but define criteria for admission into the profession, provide licensing or other formal entry examinations, establish career lines with the profession." (19, p. 8) Professional organizations establish basic guidelines and criteria for the professional to follow. This is both beneficial and necessary to the recreation professional due to the monopolistic nature and autonomy of professional practice (12, p. 56). The necessity to have a vibrant and strong national organization to govern over the recreation profession is mandatory (11, p. 78). These organizations not only protect the autonomy of the profession, but unite recreators from various occupational settings in the development, improvement, and advancement of the recreation and leisure profession.

The National Industrial Recreation Association

The National Industrial Recreation Association is the professional association representing the specialized
branch of the recreation profession known as industrial recreation. NIRA has proven, in the past forty years, to be a successful association whose primary objective is to provide a common medium where management and employees can unite and work together in the area of industrial recreation. Currently there are over 1,800 companies who have memberships with NIRA. Thus, this association aims to upgrade the caliber of employee recreation programs in the corporate setting (17, p. 163).

The following are several of the original objectives established by NIRA. These have acted as a foundation for its growth and development.

1. To acquaint management with the importance of industrial recreation as part of sound industrial relations.
2. Emphasize industrial recreation in periods of national emergency, to achieve industrial unity, improved morale, skill, and production.
3. Develop industrial recreation as a benefit to the community and improvement of industrial, labor, and government understanding.
4. Study methods of improving industrial recreation.
5. Provide a clearinghouse for ideas and dissemination of information on industrial recreation programs through bulletins and other media.
6. Aid members in the solution of recreation programs.
7. Encourage further study and research of industrial recreation.
8. Function in a manner that is beneficial to the industrial recreation movement (4, p. 1075).

Through the success of NIRA and the delineation of their desired objectives, there has been a plea by present members to expand, and reach more people in the local level. "The local council or agency is the most logical choice for
the role of addressing these expressed needs and interests of local businesses.\textsuperscript{(5, p. 24)} "Thus, there have been established many regional offices or areawide councils, below the national level from which local corporations can receive assistance, and technical advice.\textsuperscript{(21, p. 85)}"

Local Industrial Recreation Chapters

To facilitate the demands of local organizations for increased participation and involvement, NIRA has created what they have called NIRA Chapters. These Chapters are established by local businesses, education, and government enterprises and operate independently of one another. This allows each Chapter to focus directly on the needs, problems, and concerns of their community. "The majority of these intercompany chapters have developed out of a felt need on the part of the local community \textsuperscript{(1, p. 232)}."

Local Industrial Recreation Chapters provide individuals with the opportunity to have greater input in the role and responsibility of meeting the concerns and needs of industrial recreators in their respective communities. According to Richard Brown, NIRA Chapters enable companies to expand and extend their programs while offering recreators a local forum for continuing education and upgrading professionalism \textsuperscript{(6, p. 23)}. Many industrial recreation chapters have already been established in many cities and metropolitan areas to work out the best methods for
effectively providing people with recreation services. Industrial Recreation Chapters also gear and dedicate their services to helping companies large and small develop well-rounded employee service programs (9, p. 24).

Although specific organizational objectives may vary from Chapter to Chapter, intercompany associations revolve around the following basic purposes:

1. To lead, instruct, and to act in a coordinating and judicial capacity;
2. To bring together industrial, merchantile and organizations conducting amateur sports and athletics, and other recreational activities;
3. To develop health, physical fitness, and recreation in industrial concerns;
4. To assist industry in promotion among its employees and families;
5. To stimulate interest in all phases of industrial recreation;
6. To help promote industrial recreation conferences, forums and other meetings;
7. To serve as a clearinghouse and a source of information (1, p. 233).

The existing Industrial Recreation Chapters have been successful due to the many valuable benefits that recreators and the employees they serve derive from their membership. These Chapters have been able to identify the needs of members and create specialized programs and/or services to meet these desired requests. The following are three examples of existing NIRA Chapters that have been successful in their communities. Each Chapter has developed its own method for reaching the expressed needs of its members.

The Bridgeport Chapter recognizes that the need for a recreational program to fit the needs of men and women
retiring from industrial enterprises. Thus, after recognizing the need, a meeting was held and a club program was formulated. Currently, the club has grown to over four hundred men and women as active members and "provides a fine social, educational, and recreational program" (10, p. 4).

The Greater Los Angeles Area Industrial Recreation Council (GLAAIRC) began several years ago and operates on a "program-sharing" system. Members in this Chapter can share with the planning of other companies and pull from the pool of events only those they want to provide for their employees (8, p. 24). In 1976, GLAAIRC offered only four leisure-time programs. In 1978, this program expanded and now there are ninety-four programs offered to members of this chapter.

The Houston-Galveston Area Industrial Recreation Council (HGAIRC) places a strong emphasis on sports programs. They have executed an unusual system that has increased participation. A handicapping system is used to allow smaller companies to compete with the larger ones. Points are awarded for participation, games won, and many other categories. This allows companies of different sizes to participate. One Chapter member reflected on last year's competition stating that "we had companies with only one hundred and twenty-four employees competing against larger companies with up to three thousand employees" (16, p. 23).

However, simply joining a local Industrial Recreation Chapter is not the answer to providing a well-rounded
employee service program. "Participation is the key word" (8, p. 26). Without concerned and dedicated individuals to advance new programs, the local chapter system cannot function or exist. The need for these local Industrial Recreation Chapters is apparent and are necessary for the recreator who has a sincere interest for his profession and the accomplishment of his own personal and professional goals.

The recreation professional has an obligation to himself and to his field to join a professional organization. Through involvement in the services and/or programs that professional organizations offer, the recreator can fulfill many of his own personal goals as well as the goals of the agency he is affiliated with. The recreator through his membership and participation in an organization, is assisting in the advancement and development of his profession.

The local Industrial Recreation Chapter offers many of the same services and programs that national organizations do, except on a much smaller scale. This allows increased input from recreators on a level where they can more readily fulfill their needs as well as their agencies. Many communities have already established chapters in their areas. However, there are still numerous communities without any form of chapter or agency present.

Industrial Recreation Chapters are important to the development of the industrial recreation movement. However,
little is systematically known about their operating procedures. Therefore, the current study was geared to investigating the functions, benefits, problems, and restrictions of NIRA Chapters and help these local organizations run more effectively in the future. This study has also attempted to pinpoint what barriers exist prohibiting Non-Chapter communities from being established and what methods will work most effectively in overcoming these barriers. The next chapter outlines the methods that were used in conducting this study.
CHAPTER BIBLIOGRAPHY


CHAPTER III

PROCEDURES FOR COLLECTION OF DATA

The purpose of this chapter is to discuss the sample to be studied and the methods which were used to conduct the study. The overall purpose of the study was twofold: 1) to describe and compare various characteristics of the twenty existing NIRA Chapters nationwide, and 2) to determine the major problems and ways of overcoming these problems for establishing NIRA Chapters in communities where they do not currently exist.

The Sample

To accomplish the study, two groups of subjects were selected:

Group 1 - Twenty existing NIRA Chapters located throughout the United States. The representative from each Chapter was selected by Pat Stinson, Executive Director of the National Industrial Recreation Association. All necessary addresses were provided by NIRA.

Group 2 - One individual from each of twenty-five different communities in the United States without a NIRA Chapter in their community. Pat Stinson, Executive Director of the National Industrial Recreation Association selected an individual as a representative from each Non-Chapter community. All necessary addresses were provided by NIRA.
The criteria for selection of both groups one and two were the following:

1. Representative must be a NIRA member.
2. There must be ten or more potential NIRA members present in the community.
3. Community must have at least one hundred thousand people.

Methods

The data collection methodology chosen for this study were two questionnaires, one for the existing NIRA Chapters, and the other for potential NIRA Chapter communities (See Appendix A and B).

Preliminary questionnaires were constructed and sent to the following people affiliated with the National Industrial Recreation Association for their comments and criticisms:

Pat Stinson - Executive Director of NIRA
Mike Brown - Director of Marketing of NIRA
Dr. Richard Brown - Former NIRA President, Texas Instruments Industrial Recreation Director
Mel Byers - Director of the Toledo Industrial Recreation Employee Services Council

Based on the above comments, the preliminary questionnaires were revised and final versions developed.

Data Collection Procedures

This study was conducted by mailing out a copy of the questionnaire along with a cover letter (endorsed by NIRA) (See Appendix C) to each of the twenty NIRA Chapter
representatives and to the twenty-five Non-Chapter representatives previously designated. By having NIRA endorse the study, it was felt that there would be a higher response rate from participants. For those individuals who did not respond to the first questionnaire, a reminder letter was mailed ten days after the first initial mailing. (See Appendix D). One week later, a new cover letter (See Appendix E) with another copy of the questionnaire was mailed to the non-respondents. For those who still had not responded after the last mailing, personal phone calls were made, requesting a return of the completed questionnaire.

Data Analysis Procedures

The results were tabulated and frequency counts, cross-tabulations, percentages, and means and standard deviations were calculated where appropriate. The study is basically exploratory and due to the small sample size, no calculations of correlations or differences between means were undertaken.
CHAPTER IV

RESULTS

The purpose of this chapter is to present the collected data for this study. The overall purpose of this study was to

1. Describe various characteristics of the existing NIRA Chapters and compare which types of organizational structure, operational procedures, membership policies, funding patterns are the most prevalent for the responding chapters;
2. Determine major problems which prohibit the establishment of NIRA Chapters in communities where they do not currently exist and assess means for overcoming these problems.

Presentation of the data is organized by the question areas originally identified in Chapter One:

1. Goals of NIRA Chapters
2. Organizational structure of NIRA Chapters
3. Activities and services that NIRA Chapters provide
4. Finances and funding patterns of NIRA Chapters
5. Problems confronting existing Chapters and the problems prohibiting Non-Chapter communities from creating local chapters
6. Future trends in the growth of industrial recreation that NIRA Chapters will encounter

The data was separated into two groups according to whether a community currently did or did not have a NIRA Chapter. Results were tabulated for each question, and where appropriate, compared between Chapter and Non-Chapter communities. The data analysis for Chapter communities will be referred to by the question number followed by the
letter "A". Non-Chapter communities will be referred to by the question number followed by the letter "B".

There were sixteen respondents out of twenty (eighty per cent) from the existing NIRA Chapters and nineteen respondents out of a possible twenty-five (seventy-six per cent) from the Non-Chapter communities. All thirty-five respondents chosen to represent the various communities studied were currently members of NIRA with a range in membership from three months to thirty-seven years. The median length of membership was twelve years.

Goals

The primary goals and objectives of NIRA Chapters identified by the sixteen chapter communities respondents were as follows: (question 9-A)

1. To unite representatives from businesses and employee associations for the purposes of organizing, promoting, and administering employee services, and recreational activities for employees of representative organizations.

2. To advance the principles of sound employees recreational practices and furnish a medium through which those responsible for and/or are engaged in the administration of employee recreation may exchange ideas and experiences, fostering personal growth;

3. To provide activities for employees and retirees that could not be offered by individual companies due to their size;

4. To act as a catalyst for implementation of various activities, special events, and discounts that would be beneficial and economical to employees of member organizations;

5. To foster new and uniform recreational programs;

6. To enable admittance and participation privileges in all scheduled functions of the council;

7. To provide highly competitive athletic leagues;
8. To improve employee/employer communication and relations.
9. To increase and improve communication between recreation professionals.

The most important benefits that local organizations derive from belonging to a Chapter were identified as follows by the sixteen existing Chapter respondents:

(question 10-A)

1. Exchange of ideas, knowledge and expertise in order to help solve problems that are unique to geographic communities and private sectors as a whole;
2. Interaction with other recreation leaders thus providing access into local and national program resources;
3. Training and assistance in planning and executing leisure time activities and services;
4. Volume purchasing power providing better discounts for merchandise and travel;
5. Creation of intercompany athletic leagues;
6. Benefits of affiliation with a national, professional organization.

The sixteen Chapter respondents felt that it was beneficial for Chapter member organizations to belong to their local NIRA Chapter for the following reasons:

(question 11-A)

1. Unity of recreation leaders providing a network of professional competence and the opportunity for personal growth,
2. Develop and implement new and better recreational programs;
3. Educational exchange of ideas and resources for employees and employers;
4. Provide activities and services to a broad range of companies who may or may not have facilities;
5. Combined purchasing power enabling better discount programs for merchandise and traveling;
6. Affiliation with a national organization promoting professionalism and offering additional benefits.
Organizational Structure

The following table represents the total number of recreational organizations that are members of the sixteen local Chapters. (question 3-A)

TABLE I

NUMBER OF RECREATIONAL ORGANIZATIONS THAT ARE MEMBERS IN LOCAL CHAPTERS

<table>
<thead>
<tr>
<th>Number of Recreational Organizations</th>
<th>Chapter Communities</th>
<th>Percentage of Chapter Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 or less</td>
<td>1</td>
<td>6%</td>
</tr>
<tr>
<td>11 - 40</td>
<td>5</td>
<td>31%</td>
</tr>
<tr>
<td>41 - 80</td>
<td>4</td>
<td>25%</td>
</tr>
<tr>
<td>81 - 120</td>
<td>4</td>
<td>25%</td>
</tr>
<tr>
<td>more than 120</td>
<td>2</td>
<td>13%</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>100%</td>
</tr>
</tbody>
</table>

According to the sixteen Chapter respondents, fifty per cent of the Chapter communities sampled have been in existence for more than ten years. Thirty-eight per cent have been in existence three to ten years and thirteen per cent have been in existence for one to three years. (question 4-A)

The table below represents the types of different membership categories in Chapter communities. (question 5-A)
TABLE II
MEMBERSHIP CATEGORIES

<table>
<thead>
<tr>
<th>Membership Categories</th>
<th>Percentage of Responding Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprises with industrial recreation programs</td>
<td>94%</td>
</tr>
<tr>
<td>Enterprises without industrial recreation programs</td>
<td>81%</td>
</tr>
<tr>
<td>Private organizations</td>
<td></td>
</tr>
<tr>
<td>Government organizations</td>
<td>88%</td>
</tr>
<tr>
<td>Public organizations</td>
<td>56%</td>
</tr>
<tr>
<td>Other responses</td>
<td>38%</td>
</tr>
</tbody>
</table>

Table II shows the percentage of different membership categories used for the promotion and advertising of the existing Chapters. (question 6-A)

TABLE III
METHODS OF PROMOTION AND ADVERTISING

<table>
<thead>
<tr>
<th>Method of Promotion and/or Advertising</th>
<th>Percentage of Chapters Using Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through NIRA publications</td>
<td>50%</td>
</tr>
<tr>
<td>Through other professional organizations</td>
<td>38%</td>
</tr>
<tr>
<td>Local newspapers</td>
<td>19%</td>
</tr>
<tr>
<td>Flyers or brochures</td>
<td>44%</td>
</tr>
<tr>
<td>Through Chapter members</td>
<td>81%</td>
</tr>
<tr>
<td>Unknown</td>
<td>0%</td>
</tr>
<tr>
<td>Other responses (see following list)</td>
<td>62%</td>
</tr>
</tbody>
</table>

The major responses in the "other" category for methods of membership are as follows:

1. Word of mouth
2. Through Associate members
3. Workshops and regional/national conferences
4. Direct mailings to companies/newsletters
5. Through other organizations, such as travel organizations

Fifteen of the sixteen Chapters sampled (ninety-four per cent) meet on a monthly basis. The other Chapter respondent (six per cent) meets every other month.

(questio8 7-A)

The following table shows the types of program functions that occur at Chapter meetings. (question 8-A)

**TABLE IV**

**PROGRAM FUNCTIONS THAT OCCUR AT CHAPTER MEETINGS**

<table>
<thead>
<tr>
<th>Type of Meeting Function</th>
<th>Percentage of Chapters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter business held at meeting</td>
<td>75%</td>
</tr>
<tr>
<td>Speaker at meeting</td>
<td>81%</td>
</tr>
<tr>
<td>Social function</td>
<td>63%</td>
</tr>
<tr>
<td>Lunch served at meeting</td>
<td>31%</td>
</tr>
<tr>
<td>Dinner served at meeting</td>
<td>44%</td>
</tr>
<tr>
<td>Other functions at meeting, including: films, demonstrations and workshops</td>
<td>31%</td>
</tr>
</tbody>
</table>

The organizational structure of one hundred per cent of the sixteen Chapter communities sampled consisted of some form of Board of Directors, varying in size from four to ten people serving on the board. The median size of the board was nine. (question 12-A)

Table V. lists the respondents rating of the quality of currently existing organizational structure of their Chapters. (question 13-A)
TABLE V
RATINGS OF THE QUALITY OF THE ORGANIZATIONAL
STRUCTURE IN CHAPTER COMMUNITIES

<table>
<thead>
<tr>
<th>Rating of Organizational Structure</th>
<th>Percentage of Responding Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than adequate structure</td>
<td>56%</td>
</tr>
<tr>
<td>Adequate structure</td>
<td>38%</td>
</tr>
<tr>
<td>Less than adequate structure</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

Several of the respondents commented on their responses in the following ways.

1. The organizational structure of our Chapter provides a balance of membership, direction, and continuity, allowing for professional leadership and providing ties to regional and national organizations.
2. There is a need for more committees to be formed to develop plans and programming.
3. New enthusiasm and interest need to be generated in Chapter members.
4. The organizational structure in Chapters could be better with a total commitment from members; all members are volunteers with full time jobs and responsibilities.

Table VI. shows the rating by Chapter members of the amount of input they have in determining the services and programs that are offered by their local Chapter. (question 14-A)

Several of these respondents commented on their answers.

1. All programs pass through the executive board who hear directly from members.
2. The Board of Directors has prime responsibility for the decisions made; membership input is channeled through the Chapter chairman.
3. All members are encouraged to active participation.
4. A round-table is provided at the end of the meeting to survey the needs and interests of members.

**TABLE VI**

**RATING OF THE AMOUNT OF INPUT CHAPTER MEMBERS HAVE IN DETERMINING THE SERVICES/PROGRAMS TO BE OFFERED**

<table>
<thead>
<tr>
<th>Rating of the Amount of Input by Chapter Members</th>
<th>Percentage of Responding Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Considerable input by members</td>
<td>75%</td>
</tr>
<tr>
<td>Some input by members</td>
<td>19%</td>
</tr>
<tr>
<td>Little input by members</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table VII. shows the rating by responding communities of the amount of involvement that Chapters members have in decision-making. (question 15-A)

**TABLE VII**

**RATING OF THE AMOUNT OF INVOLVEMENT THAT CHAPTER MEMBERS HAVE IN DECISION MAKING**

<table>
<thead>
<tr>
<th>Amount of Involvement of Chapter Members in Decision Making</th>
<th>Percentage of Responding Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Considerable involvement</td>
<td>69%</td>
</tr>
<tr>
<td>Some involvement</td>
<td>12%</td>
</tr>
<tr>
<td>Little involvement</td>
<td>19%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

The sixty-nine per cent who said members in their Chapter have a considerable amount of involvement in decision making commented on their responses in the following ways.

1. All members are given the opportunity to present
their views and opinions.

2. The Board of Directors has the final approval of major decisions, based on membership participation.

3. The Board recommends the By-Laws for the Chapters which are approved by Chapter members.

There were two additional comments by Chapter respondents who felt their members have some involvement in decision making.

1. There is a need for more active committees to develop plans and policies for the Chapter.
2. There is restricted input due to the lack of subject knowledge of Chapter members.

Activities

Table VIII. is divided into two columns. The first column shows the percentage of responding Chapters that are currently offering particular activities and services. The second column shows the percentage of Chapters currently not offering particular activities and services, but that plan to do so in the future. (question 16-A)

**TABLE VIII**

**ACTIVITIES AND SERVICES OF CHAPTER COMMUNITIES**

<table>
<thead>
<tr>
<th>Activity and Service of Chapter</th>
<th>Percentage Currently Offering</th>
<th>Percentage Needing to Offer in the Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational programs</td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>Consultation and resource service</td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>Conferences and workshops</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>Reference library</td>
<td>64%</td>
<td>16%</td>
</tr>
<tr>
<td>Discount tickets and merchandise</td>
<td>85%</td>
<td>14%</td>
</tr>
<tr>
<td>Group travel programs</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>Athletic leagues and tournaments</td>
<td>82%</td>
<td>18%</td>
</tr>
<tr>
<td>Social events</td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>Communication</td>
<td>67%</td>
<td>33%</td>
</tr>
</tbody>
</table>
Table IX shows the average ranking of the benefits of the services that are offered to Chapter members by their local Chapters. One is the highest ranking. (question 17-A)

TABLE IX
RANKING OF THE BENEFITS OF SERVICES RENDERED

<table>
<thead>
<tr>
<th>Average Rank</th>
<th>Converted Rank</th>
<th>Service Rendered by Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.8</td>
<td>1</td>
<td>Educational programs</td>
</tr>
<tr>
<td>2.9</td>
<td>2</td>
<td>Consultation and resource service</td>
</tr>
<tr>
<td>3.0</td>
<td>3</td>
<td>Discount tickets and merchandise</td>
</tr>
<tr>
<td>3.1</td>
<td>4</td>
<td>Reference library</td>
</tr>
<tr>
<td>3.7</td>
<td>5</td>
<td>Communication</td>
</tr>
<tr>
<td>4.2</td>
<td>6</td>
<td>Social events</td>
</tr>
<tr>
<td>4.4</td>
<td>7</td>
<td>Conferences and/or workshops</td>
</tr>
<tr>
<td>5.2</td>
<td>8</td>
<td>Athletic leagues and tournaments</td>
</tr>
</tbody>
</table>

The following table shows the average ranking of the services and programs that generate the highest participation from Chapter members. (question 18-A)

TABLE X
RANKING OF THE PARTICIPATION IN SERVICES OFFERED BY CHAPTERS

<table>
<thead>
<tr>
<th>Average Rank</th>
<th>Converted Rank</th>
<th>Service and/or Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.9</td>
<td>1</td>
<td>Educational programs</td>
</tr>
<tr>
<td>3.7</td>
<td>2</td>
<td>Communications</td>
</tr>
<tr>
<td>4.1</td>
<td>3</td>
<td>Social events</td>
</tr>
<tr>
<td>4.6</td>
<td>4</td>
<td>Group travel programs</td>
</tr>
<tr>
<td>4.8</td>
<td>4</td>
<td>Athletic leagues and tournaments</td>
</tr>
<tr>
<td>5.1</td>
<td>7</td>
<td>Consultation and resource services</td>
</tr>
<tr>
<td>5.5</td>
<td>8</td>
<td>Reference library</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conferences and workshops</td>
</tr>
</tbody>
</table>
Finances

The annual dues of the sixteen Chapters sampled are broken down into the following membership categories listed in Table XI. (question 5-A, question 19-A)

**TABLE XI**

**MEMBERSHIP CATEGORIES IN CHAPTERS**

<table>
<thead>
<tr>
<th>Number of Chapters</th>
<th>Type of Membership</th>
<th>Annual Amount of Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Student</td>
<td>$20</td>
</tr>
<tr>
<td>10</td>
<td>Regular membership</td>
<td>$20 - 50</td>
</tr>
<tr>
<td>8</td>
<td>Associate membership</td>
<td>$40 - 75</td>
</tr>
<tr>
<td>2</td>
<td>Non-NIRA membership</td>
<td>$40 - 60</td>
</tr>
<tr>
<td>2</td>
<td>Size of participating company</td>
<td>$40 - 65</td>
</tr>
</tbody>
</table>

Each Chapter has different combinations of membership categories depending upon the location and population that it is serving in their respective community.

Sixty-seven per cent of the Chapters do not receive funds from outside sources. The thirty-three per cent who do receive funds, acquire them in one or more of the following ways: (question 21-A)

1. Discount ticket sales
2. Rebates from programs
3. Profits from special events

The most important activities, services, or functions that Chapter dues are used for in Chapter communities were identified as follows by Chapter respondents: (question 22-A)

1. Educational programs
2. Postage and brochures, office expenses and
operational costs of the Chapter
3. Dues to NIRA
4. Conferences and workshops
5. Special events, programs, community service

Problems

Seventeen out of nineteen (ninety per cent) respondents from Non-Chapter communities felt there was a need for some form of unifying organizational structure among recreators from business enterprises at the local level within their communities. One respondent felt there was not a need to unify at the local level, and one respondent did not comment. (question 4-B)

Some of the respondents who saw a need for a Chapter at the local level commented on their responses.

1. A local Chapter would bring about an extensive amount of exchange of ideas and interaction.
2. A Chapter would increase participation of industrial recreation companies.
3. A Chapter would decrease duplication of efforts in recreational programming through unification.

The respondent who felt that there was not a need for a local Chapter felt that there were inadequate people in his community to form a Chapter.

Table XII. represents the average ranking of the perceived needs of local industrial recreation enterprises that a NIRA Chapter might satisfy at the local level as viewed by Non-Chapter respondents. (question 5-B)
TABLE XII
RANKING OF THE PERCEIVED NEEDS OF LOCAL INDUSTRIAL RECREATION ENTERPRISES

<table>
<thead>
<tr>
<th>Average Rank</th>
<th>Converted Rank</th>
<th>Perceived Needs of Local Enterprises</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>1</td>
<td>Sharing of ideas</td>
</tr>
<tr>
<td>2.4</td>
<td>2</td>
<td>Help with industrial recreation problems</td>
</tr>
<tr>
<td>3.1</td>
<td>3</td>
<td>Communication</td>
</tr>
<tr>
<td>3.3</td>
<td>4</td>
<td>Unification of professionals</td>
</tr>
<tr>
<td>3.9</td>
<td>5</td>
<td>Meeting new people</td>
</tr>
</tbody>
</table>

The data in Table XIII suggests that Non-Chapters members are more interested in the business aspect of a NIRA Chapter (i.e., sharing ideas) than the social aspects of the Chapter (i.e., meeting new people).

The responses were somewhat evenly split among Non-Chapter respondents when asked if there has been any interest generated among local industrial recreation professionals in creating a local Chapter in their respective communities. Fifty-two per cent of these respondents showed an interest in creating a local Chapter, while forty-eight per cent showed a lack of interest in creating a local Chapter. (question 6-B)

Table XIII represents the average ranking of the perceived problems that exist prohibiting a local Chapter from being created in Non-Chapter communities. (question 7-B)
TABLE XIII

PERCEIVED PROBLEMS PROHIBITING THE ESTABLISHMENT

<table>
<thead>
<tr>
<th>Average Rank</th>
<th>Converted Rank</th>
<th>Perceived Problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.7</td>
<td>1</td>
<td>Lack of time to create a Chapter</td>
</tr>
<tr>
<td>2.8</td>
<td>2</td>
<td>Unaware of Chapters existance</td>
</tr>
<tr>
<td>3.1</td>
<td>3</td>
<td>Lack of interest in a Chapter</td>
</tr>
<tr>
<td>4.1</td>
<td>4</td>
<td>Unaware of how to create a Chapter</td>
</tr>
<tr>
<td>4.8</td>
<td>5</td>
<td>Do not see a need for a Chapter</td>
</tr>
<tr>
<td>5.4</td>
<td>6</td>
<td>Expense of creating a Chapter</td>
</tr>
</tbody>
</table>

Table XIV represents several suggested solutions for overcoming the perceived problems for the creation of NIRA Chapters in communities where they do not exist.

(question 8-B)

TABLE XIV

SUGGESTED SOLUTIONS FOR OVERCOMING PERCEIVED PROBLEMS

<table>
<thead>
<tr>
<th>Average Rank</th>
<th>Converted Rank</th>
<th>Suggested Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.7</td>
<td>1</td>
<td>Additional information about a Chapter</td>
</tr>
<tr>
<td>2.8</td>
<td>2</td>
<td>Assistance from Chapter members</td>
</tr>
<tr>
<td>3.3</td>
<td>3</td>
<td>More information about how to organize a Chapter</td>
</tr>
<tr>
<td>3.3</td>
<td>3</td>
<td>Financial assistance from NIRA</td>
</tr>
</tbody>
</table>

The following table shows the percentage of perceived problems that current Chapter members view as prohibiting additional business enterprises or individuals from joining their existing local Chapter. (question 23-A)
TABLE XV
PERCEIVED PROBLEMS PROHIBITING NEW MEMBERS FROM JOINING EXISTING CHAPTERS

<table>
<thead>
<tr>
<th>Perceived Problem</th>
<th>Percentage of Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of time to participate</td>
<td>81%</td>
</tr>
<tr>
<td>Unaware of Chapters existence</td>
<td>63%</td>
</tr>
<tr>
<td>Expense of membership</td>
<td>38%</td>
</tr>
<tr>
<td>Lack of value of membership</td>
<td>6%</td>
</tr>
</tbody>
</table>

Table XVII shows the methods that would be most successful in increasing participation from Non-Chapter members as viewed by current Chapter members.

(question 24-A)

TABLE XVI
METHODS FOR INCREASING PARTICIPATION FROM NON-CHAPTER MEMBERS

<table>
<thead>
<tr>
<th>Method of Increasing Participation</th>
<th>Percentage of Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional personal contact from Chapter members</td>
<td>40%</td>
</tr>
<tr>
<td>Additional publicity/advertisement</td>
<td>30%</td>
</tr>
<tr>
<td>Other responses</td>
<td>23%</td>
</tr>
<tr>
<td>Lower dues</td>
<td>7%</td>
</tr>
</tbody>
</table>

The other responses by Chapter members included:

1. Need for a full-time person to recruit new members and advise members.
2. Increase promotion and advertising for new and stronger membership within Chapters.

Future Trends

According to the existing NIRA Chapter respondents, ninety-four per cent feel that local NIRA Chapters will play a significant role in the advancement of industrial
recreation/employee services in the future. Six per cent felt that local Chapters will not be significant in the future due to the lack of appropriate companies in the area to participate, and also due to the complacent attitudes of many individuals not willing to take the initiative to join or create a local Chapter. Respondents felt that local Chapters will be significant for the following reasons (question 25-A).

1. Local Chapters are the only organization devoted to developing a positive link between various levels of management and employees.
2. Local Chapters are the most effective way to advance the profession, and provide opportunities for professionals to exchange ideas and develop higher caliber programs.
3. Many companies are searching for the best ways to provide services at lower costs, a Chapter can satisfy this need.
4. More companies are implementing employee service programs, and they need additional guidance and the benefits and services that local Chapters can provide.
5. Local participation is the hub of NIRA.

Twelve out of sixteen (seventy-five per cent) of the Non-Chapter respondents felt that NIRA Chapters would play a significant role in the development of industrial recreation/employee services in the future. Two out of sixteen (thirteen per cent) of the Non-Chapter respondents felt that NIRA Chapters would not play a significant role in the future of industrial recreation. Several respondents who felt that NIRA Chapters will play a significant role in the future commented in the following ways: (question 10-B)

1. Chapters will offer local professionals assistance
which will allow for ideas and information to be shared.

2. Chapters will provide companies with a broader scope of programs and services to participate in.

3. Chapters will unite employee service companies and foster greater participation in NIRA.

The following were major ways that existing NIRA Chapter respondents identified that NIRA could be more of assistance to local Chapters (question 25-A).

1. Provide programs at conferences and workshops geared directly to Chapter participants by addressing their needs and problems.

2. Provide updated resource material in Recreation Management, (Professional publication of NIRA) dealing with more indepth functions and services of Chapters.

3. Help existing Chapters implement new membership drives and develop techniques to aid in the creation of new Chapters in other areas.

4. Keep a high communication level with the local Chapters, keeping them informed of new information, programs, and services.

5. Increase the number of workshops sponsored at the local level.

6. Provide a statement of the desired objectives and purposes of Chapters.

The following were major ways identified by Non-Chapter respondents of how NIRA can be of assistance in aiding communities in the process of formulation of a Chapter (question 10-B).

1. Provide the manpower to direct and organize a local Chapter.

2. Provide information about how to most effectively finance the Chapter.

3. Provide more information and guidelines about how to create a Chapter.

4. Provide more information about the most effective method(s) to recruit new members.

5. Provide a statement of the advantages and the need for communities to create a local Chapter.

6. Provide the Chapter with programming and service ideas.
Chapter Four contained a presentation of the collected data from this study. The data was presented in sections according to the question areas presented originally in the first chapter of this study. The following chapter will provide an overall summary of this study along with interpretations of the collected data and recommendations for the future developments of Industrial Recreation Chapters.
CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

The purposes of this chapter are to

1. Present an overall summary of the contents of the question areas dealing with NIRA Chapters that were presented in Chapter One,
2. Discuss and interpret the collected data,
3. Suggest recommendations for the improvement of the existing NIRA Chapters and to discuss the factors that are prohibiting the creation of NIRA Chapters in communities where they do not currently exist.

There were six question areas presented in Chapter One with data summarized in Chapter Four:

1. Goals and benefits of NIRA Chapters
2. Organizational structure of NIRA Chapters
3. Activities and services that NIRA Chapters provide
4. Finances and funding patterns of NIRA Chapters
5. Problems that existing Chapters are confronted with and the problems prohibiting Non-Chapter communities from creating local Chapters.
6. Future trends that NIRA Chapters will play in the growth of industrial recreation/employee services

The following are conclusions based on the collected data.

Goals

Existing Chapter members delineated several major goals that their NIRA Chapters were attempting to satisfy. NIRA Chapters are primarily in existence to unite local recreation leaders for the purposes of promoting and administering sound employee recreation practices and provide a central forum where recreation professionals can
exchange ideas and experiences. Through these programs Chapters hope to foster personal growth, thus leading to a higher caliber of recreation programming in employee service-industrial recreation program delivery. Local Chapters also supply many special services and programs that provide members with a greater variety of activities in which to participate.

The existing Chapter members identified several important benefits of belonging to a NIRA Chapter. As a whole, membership in a local Chapter is beneficial because the potential amount of interaction with other recreation leaders provides assistance through the exchange of ideas and expertise for solving recreation problems and providing a high caliber of recreation programs for employee service associations. Through Chapter membership, participating associations also receive affiliation with NIRA, the national organization which provides many other professional benefits.

Organizational Structure

Fifty per cent of the current NIRA Chapters sampled have been in existence for over ten years. An additional thirty-eight per cent of the Chapters have been in existence for three to ten years. Sixty-three per cent of the Chapters have over forty organizations as members of their communities. Thus, Chapters serve a wide variety of business organizations.
The existing NIRA Chapters have a wide variety of types of organizations that can join their local Chapter. The different membership categories are listed below in order according to the popularity of type of membership offered in the Chapters sampled:

1. Enterprises with industrial recreation programs
2a. Government organizations
2b. Private organizations
4. Enterprises without industrial recreation programs
5. Public organizations

The responding Chapters have various methods for promoting and/or advertising their Chapter's existence. The most popular method of promoting and/or advertising a Chapter was through existing members in each Chapter. Through personal involvement and public relations with other enterprises and individuals it was felt that individual members play a very significant role in the advancement and growth of each Chapter. Professional organizations (specifically NIRA) provide Chapters with the opportunity to publicize their existence at conferences and workshops that are sponsored at the national, regional, and local level. Professional publications also provide a successful medium through which Chapters can advertise and promote their existence and importance.

The organizational structure of all the Chapters sampled consisted of some type of advisory board or an executive committee of four to ten members. Fifty-six percent of the existing Chapters felt that this type of
organizational structure in their Chapter was more than adequate because an advisory board provides the professional leadership and guidance needed for continuity and direction to tie all the different types of organizational enterprises together. Thirty-eight per cent felt that their Chapters' organizational structure was adequate emphasizing that all the Chapter's members are volunteers with full time job commitments and cannot participate as much as they would ideally like to.

Chapters seem to meet on a regular and frequent basis. Fifteen of the sixteen existing Chapters that were sampled met on a monthly basis.

The meetings that these Chapters have are primarily for the purposes of discussing the professional issues related to job performance rather than merely being a social gathering. However, the meetings are usually held with a lunch or dinner preceding the meeting. Guest speakers are also often present at these meetings.

Most Chapter members have a considerable amount of input in the decision making process and in determining the types of programs and services that their Chapter will offer. It was stated by Chapter respondents that all programs must pass through their advisory board but, all members are encouraged to participate and have the opportunity to express their own personal ideas for program content. Those respondents who felt they did not have
adequate input in the decisions made in their Chapters and in program/service selection, felt that there is a need for more active involvement of committees in developing policies for their Chapter.

Activities and Services

NIRA Chapters offer a wide variety of services and programs to their members. The following is a list of the services offered by the majority of the Chapters sampled in order of importance:

1. Discount tickets and merchandise
2. Athletic leagues and tournaments
3. Educational programs
4a. Social events
4b. Consultation and resource service
5a. Conferences and workshops
5b. Communication
5c. Group travel programs
9. Reference library

The existing NIRA Chapters ranked the following activities and services in the order that they were most beneficial to their Chapter members:

1. Educational programs
2. Consultation and resource service
3. Discount tickets and merchandise services
4. Reference library
5. Communication
6. Social events
7. Conferences and workshops
8. Athletic leagues and tournaments

The existing Chapter members rated the services and programs that they felt generated the highest participation level among Chapter members. They are as follows:

1. Educational programs
2. Communication
3. Social events
4a. Group travel programs
4b. Athletic leagues and tournaments
6. Consultation and resource service
7. Reference library
8. Conferences and workshops

Chapter respondents have ranked the activities and services that their Chapter offers in three different categories. Educational programs and communication between recreational professionals were ranked high in all three of the above categories indicating that Chapter members have a strong interest in the professional rationale for a Chapter to exist rather than just for the social-benefit programs that a Chapter could provide. Thus, Chapters are organized mainly to increase the ability of Chapter members to undertake their professional responsibilities.

Finances

Each Chapter provides a financial dues structure system that is appropriately designed to meet the needs of their local Chapter. All Chapters provide different membership categories for their members including the following:

Regular NIRA membership
Associate membership
Non-NIRA membership
Student membership
Membership dependent upon the number of people in the participating company

Annual Chapter dues range in amount from twenty dollars for student and regular NIRA membership to seventy five dollars for associate memberships.
Most NIRA Chapters do not receive any additional funding beyond dues. However, the Chapters that do receive additional funding receive their funds from discount ticket sales and rebates from programs that they offer.

The annual dues from members are used for many services and activities of the Chapter. The following list ranks in order the most important services and activities that annual Chapter dues are used for:

1. Educational programs
2. Postage, brochures, and office supplies, and operational costs of the Chapter
3. Dues to NIRA
4. Conferences and workshops
5. Special events

The annual dues from the existing Chapters are used to sponsor a variety of services and activities to Chapter members. According to Chapter members, the most important of these services that dues are used for are educational programs. These types of educational programs focus on many aspects of the industrial recreation/employee service field and help members to implement new programs and services within their own employee associations. This is consistent with the primacy of this type of service listed in the previous sections. The annual Chapter dues are also essential in covering the overall operational expenses of the Chapter; (i.e., finances for publicity, correspondence, meeting expenses, office supplies and equipment, and additional dues for membership with NIRA).
Problems Encountered

Almost all of the Non-Chapter communities felt that there was a need for some form of unifying organizational Chapter in their community to

1. Increase participation of industrial recreation companies fostering the exchange of ideas and expertise in the recreation profession.
2. Decrease duplication of efforts in recreational programming.

The Non-Chapter respondents sampled ranked the perceived needs of local recreational enterprises that a NIRA Chapter might satisfy. These were

1. Sharing of ideas
2. Helping with industrial recreation problems
3. Offering new services and programs
4. Communication
5. Unification of professionals

Over one half of the Non-Chapter respondents said that there have been previous attempts made to create a local Chapter in their community. Forty-eight per cent said that there have been no attempts in the creation of a local Chapter in their communities.

Non-Chapter respondents identified several perceived problems that they feel are prohibiting a local Chapter from being created in their communities. They are as follows:

1. Lack of time in creating a Chapter
2. Unaware of the Chapters existence
3. Lack of interest in a Chapter
4. Unaware of how to create a Chapter
5. Do not see a need for a Chapter
6. Expense of creating a Chapter
The Non-Chapter respondents identified several suggested solutions for overcoming the perceived problems prohibiting a local Chapter from being created in their community:

1. Additional information about services, programs, and functions of Chapters.
2. Assistance from experienced Chapter representatives.
3a. More information about how to organize a Chapter.
3b. Financial assistance from NIRA to create a Chapter.

Existing Chapter members identified the perceived problems that exist prohibiting additional business enterprises or individuals from joining their Chapter as follows:

1. Lack of time to create a Chapter
2. Unaware of Chapters existence in community
3. Expense of membership
4. Lack of value of membership in a Chapter

Chapter members identified several methods that they feel would be successful in increasing participation from Non-Chapter members. They are as follows:

1. Additional personal contact from current Chapter members
2. Additional publicity and advertisement
3. Lower dues

Both the Chapter and Non-Chapter respondents in this study identified the problems they feel exist prohibiting the formation of new Chapters and/or the barriers prohibiting additional enterprises from joining their local Chapter. It is evident that with the commitments and
responsibilities that members have with their full time jobs, there is not adequate time to effectively create and operate a Chapter. Several possible solutions were identified that would rectify this situation. In both cases, the need for additional assistance from current Chapter members was suggested. This would allow experienced representatives to provide the most effective methods to foster new Chapter growth. In addition, increased publicity of the value and need for local Chapters could be a way of overcoming lack of involvement. Many business enterprises simply do not know that Chapters are presently in existence at the local level to help satisfy many of their needs and problems.

Future Trends

In both the Chapter and Non-Chapter communities the majority of respondents felt that local NIRA Chapters will play a significant role in the future of industrial recreation/employee services for the following reasons:

1. Local Chapters are formulated at the local level for the purposes of creating a link between local recreation leaders and employee associations. Through Chapter membership recreation leaders can work together toward common goals and implement programs, services, and functions that will benefit their community at large.

2. Local Chapters are devoted to advance the principles of sound recreation programming focusing directly upon the needs of the members and their community.

3. Local membership in Chapters also increase the potential for more and better participation in NIRA, which will foster new, innovative ideas, leading
to the growth and advancement of the industrial recreation profession.

Local NIRA Chapters have been created in communities because they provide the recreation professional with a central organizational meeting place where they can focus directly on the problems and needs of their employee associations. Chapter and Non-Chapter respondents both felt this type of local participation will play a significant role in the growth and development of the industrial recreation/employee service profession.

Recommendations

The Chapter network is a fairly new part of the overall NIRA structure. It was felt by the existing Chapter respondents additional guidance and assistance from NIRA was needed in the following areas:

1. Provide programs at conferences and workshops geared to Chapter participants by addressing their specific needs and problems.
2. Provide updated resource material in *Recreation Management* (NIRA publication) dealing with in-depth articles about specific functions and services that Chapters provide.
3. Through strong communication between NIRA and the Chapter system, participants will be aware of updated information about new programs and ideas for increasing new and stronger membership in their Chapter.
4. Provide a statement of the desired goals, objectives, and purposes of the Chapters.

The Non-Chapter respondents felt that for the creation of new local Chapters, NIRA would be of assistance in the
following ways:

1. Provide the necessary manpower to establish a local Chapter.
2. Provide the necessary information and guidelines to most effectively create, finance, and program for a local Chapter.
3. Define the advantages and purposes of local Chapters.

Chapter and Non-Chapter respondents felt that NIRA could foster new Chapter growth by increased information through conferences and workshops, and/or publications in *Recreation Management* about how to most effectively operate and program for a local Chapter. The creation of a special NIRA committee may be helpful in providing the necessary expertise and direction needed to address these expressed needs.

**Summary**

Chapter Five provided a summary of the six question areas dealing with the goals, organizational structure, activities and services, finances, problems, and future trends of local NIRA Chapters. The collected data from Chapter Four was interpreted, and conclusions and recommendations to NIRA were based on the data collected from this study.

The benefits that a recreation professional can derive from belonging to a national, professional organization are numerous. Through active involvement, a recreator can unite with other individuals with the same interests and
goals and work toward improving their profession and making it one that will be recognized and respected by people it is intended to serve. Professional organizations offer the opportunity for recreators to have active involvement in the advancement and development of their profession. The local Chapter network is a very specialized branch of the National Industrial Recreation Association. Local Chapters allow professionals to help one another with local problems and provide services and activities to their employees and to their communities that would be impossible to implement without this unifying organizational structure. Given the results of this study, NIRA should devote considerable energy to promoting the benefits to be derived through local Chapter formation and support of existing Chapters.
APPENDIX A

QUESTIONNAIRE FOR EXISTING CHAPTER COMMUNITIES
February 28, 1981

Dear Representative;

I am conducting a study in cooperation with the National Industrial Recreation Association (NIRA) investigating the value, purposes, and problems of Industrial Recreation Chapters. Your name was provided by Pat Stinson, Executive Director of NIRA as an appropriate person to complete the enclosed questionnaire. The purpose of this study is twofold:

1. To describe and compare various characteristics of the existing Chapters nationwide and determine which types of organizational structure, operational procedures, membership policies, and funding patterns are most useful in stated Chapter goals.

2. To determine major problems and ways of overcoming these problems for establishing Chapters in communities where they do not currently exist.

The following brief explanation of Industrial Recreation Chapters may be beneficial to you in completing this questionnaire.

NIRA Chapters are non-profit associations affiliated with NIRA consisting of representatives from businesses, education, and government organizations, and other enterprises uniting for the advancement of employee services and recreational programs.

Upon completion of this study, I will be sending you the results and conclusions which were tabulated. Please return the enclosed questionnaire by March 24th. If you have any questions, please feel free to contact me. Thank you for your cooperation.

Cordially,

Lisa G. Shonberg
(817) 788-2246
(817) 382-4125
A Study of NIRA Chapters

Questionnaire for Existing NIRA Chapters

The purpose of this questionnaire is to study characteristics of existing NIRA Chapters (formally known as Industrial Recreation Councils) and determine their operating methods and procedures. This study is also attempting to identify the problems that Chapters are faced with in meeting their stated goals and means for most effectively overcoming these problems.

Instructions:

Please complete all questions in this questionnaire to the best of your knowledge. For the sake of consistency, this questionnaire should be filled out by the person to whom it is addressed. Names of specific representatives were supplied by the National Industrial Recreation Association.

1. What is the name of your NIRA Chapter?

2. What is the name of the organization you are representing as a member of your local Chapter?

3. How many recreational organizations are members of your local Chapter? (Check one)

   ( ) 10 or less
   ( ) 11 - 40
   ( ) 41 - 80
   ( ) 81 - 120
   ( ) more than 120

4. How long has your local Chapter been in existence?

   ( ) 1 year or less
   ( ) 1 - 3 years
   ( ) 3 - 10 years
   ( ) more than 10 years
5. Who can join your NIRA Chapter? (Check all that apply)

( ) Enterprises with industrial recreation programs
( ) Enterprises without industrial recreation programs
( ) Private organizations
( ) Government organizations
( ) Other (specify)______________________________

6. How does your Chapter go about promoting/advertising its existence? (May check more than one)

( ) Through NIRA publications
( ) Through other professional organizations and publications
( ) Newspapers (local)
( ) Flyers and brochures (please enclose copy)
( ) Unknown
( ) Other (specify)______________________________

7. How often does your Chapter meet?

( ) Weekly
( ) Bimonthly
( ) Monthly
( ) Semi-annually
( ) Other (specify)______________________________

8. What type of program is held at your Chapter meeting? (Check all that apply)

( ) Business only
( ) Speaker
( ) Social
( ) Lunch
( ) Dinner
( ) Other (specify)

9. What are the three primary goals and objectives of your Chapter? *PLEASE ATTACH YOUR CHAPTER'S STATEMENT OF GOALS AND OBJECTIVES. IF THIS IS NOT AVAILABLE, PLEASE LIST THEM.

1. __________________________________________
2. __________________________________________
3. __________________________________________

10. What are the three most important benefits to local organizations that join your Chapter?

1. __________________________________________
2. __________________________________________
3. __________________________________________
11. List three reasons why you feel the items listed in question #10 are beneficial to member organizations.

1. ________________________________
2. ________________________________
3. ________________________________

12. What is the organizational structure of your Chapter? (example: Board of Directors)
*PLEASE ATTACH A COPY OF YOUR CHAPTER’S ORGANIZATIONAL STRUCTURE, IF THIS IS UNAVAILABLE, PLEASE DRAW A DIAGRAM.

13. Do you feel that your Chapter's organizational structure is

- excellent
- adequate
- poor

Please comment on your response.

14. Do members have considerable, some, little input in determining the services/programs that are offered by your Chapter.

Please comment on your response.

15. Do Chapter members have considerable, some, little involvement in decision making.

Please comment on your response.
16. What services are currently being offered by your Chapter? Which do you feel need to be offered in the future?

Place a (√) mark for each item in one of the designated columns below.

<table>
<thead>
<tr>
<th>Currently Offering</th>
<th>Need to Offer in the Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational programs</td>
<td></td>
</tr>
<tr>
<td>Consultation and resource services</td>
<td></td>
</tr>
<tr>
<td>Reference library</td>
<td></td>
</tr>
<tr>
<td>Discount tickets and merchandise</td>
<td></td>
</tr>
<tr>
<td>Group travel programs</td>
<td></td>
</tr>
<tr>
<td>Athletic leagues and tournaments</td>
<td></td>
</tr>
<tr>
<td>Social events</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td>Other (specify)</td>
<td></td>
</tr>
</tbody>
</table>

17. Rank from 1 to 10 the following services in the order that they are most beneficial to Chapter members.
(1 is the most beneficial)

( ) Educational programs
( ) Consultation and resource service
( ) Conferences and workshops
( ) Reference library
( ) Discount tickets and merchandise
( ) Athletic leagues and tournaments
( ) Social events
( ) Communication
( ) Other (specify)

18. Rank from 1 to 10 the services/programs that generate the highest participation from Chapter members.
(1 is the highest)

( ) Educational programs
( ) Consultation and resource service
( ) Reference library
( ) Discount tickets and merchandise
( ) Group travel programs
( ) Athletic leagues and tournaments
( ) Social events
( ) Communication
( ) Other (specify)
19. How much are your annual Chapter dues?

( ) under $25
( ) $25 - $34
( ) $35 - $44
( ) $45 - $54
( ) $55 and over

20. Does your Chapter receive funds from any other source besides membership dues?

( ) Yes
( ) No

If Yes, how much comes from outside sources?_______
Where do these funds come from?________________________

21. What is your dues structure? (i.e., list membership categories)

22. What are the three most important activities, services, or functions that dues are used for?

1. ______________________________
2. ______________________________
3. ______________________________

23. What problem(s) do you feel prohibit additional business enterprises or individuals from joining your Chapter? (You may check more than one.)

( ) Lack of value of membership
( ) Expense
( ) Unaware of its existence
( ) Lack of time
( ) Other (specify)____________________

24. What method(s) do you feel would be most successful in increasing participation from Non-Chapter members? (You may check more than one.)

( ) Additional publicity/advertisement
( ) Lower dues
( ) Additional personal contact from current members
( ) Other (specify)____________________
25. Do you feel that NIRA Chapters will play a significant role in the advancement of industrial recreation/employee services in the future?

( ) Yes
( ) No

If Yes, how?

If No, why not?

26. Please list three ways that NIRA can be more assistance to your local Chapter.

1. __________________________________________
2. __________________________________________
3. __________________________________________

Please enclose the completed questionnaire in the envelope provided and send it to the following address by March 24th.

In addition, attach any information distributed to you as a member of your Chapter and any other information requested in this questionnaire.

Lisa Shonberg
Division of Recreation and Leisure Studies
North Texas State University
Denton, TX. 76203

Thank you very much for your cooperation.
APPENDIX B

QUESTIONNAIRE FOR NON-CHAPTER COMMUNITIES
A Study of NIRA Chapters

Questionnaire for Non-Chapter Communities

The purpose of this questionnaire is:

A) To determine the major problems prohibiting the establishment of NIRA Chapters (formally known as Industrial Recreation Councils) in communities where they do not currently exist.

B) To determine the reasons for these problems and

C) To provide possible solutions for overcoming these problems.

Instructions:

Please complete all questions in the questionnaire to the best of your knowledge. For the sake of consistency, this questionnaire should be filled out by the person to whom it is addressed. Specific names of representatives were supplied by the National Industrial Recreation Association.

1. To the best of your knowledge, there is no local NIRA Chapter in your community. Is this true?
   
   ( ) There is no Chapter in my community.
   ( ) There is a recreation Chapter in my community. (If you checked this item please stop, mail back, and we will send you a different questionnaire.)

2. What is the name of the organization you are representing?

   ___________________________________________________

3. Are you presently a member of the National Industrial Recreation Association?
   
   ( ) Yes
   ( ) No

   If Yes, how long have you been a member?___________________
4. Do you feel there is a need for some form of unifying organizational structure among recreators from business enterprises at the local level in your community?

( ) Yes, Please proceed to question #5
( ) No, Please proceed to question #6

In the space provided, please comment on your response.

5. Please rank from 1 to 7 the following perceived needs of local industrial recreation enterprises that a NIRA Chapter can satisfy in your community. (1 is the highest)

( ) Sharing of ideas
( ) Unification of professionals
( ) Communication
( ) Meeting new people
( ) Offer new services/programs
( ) Help with industrial recreation problems
( ) Other (specify)__________________________

6. To the best of your recollection, has there been any interest generated among industrial recreation professionals in creating a local Chapter in your community?

( ) Yes
( ) No

If Yes, why haven't these interests led to the establishment of a NIRA Chapter?

7. Please rank from 1 to 7 the problems that you think exist prohibiting a local NIRA Chapter from being created in your community.

( ) Lack of interest
( ) Unaware of their existance
( ) Lack of time in creating a Chapter
( ) Expense of creating a Chapter
( ) Unaware of how to create a Chapter
( ) Do not see a need for a Chapter
( ) Other (specify)__________________________
8. Please rank from 1 to 6 the following suggested solutions for overcoming the perceived problems for the creation of a NIRA Chapter in your community. (1 is the highest)

( ) More information about how to organize a NIRA Chapter
( ) Assistance from experienced NIRA representatives
( ) Additional information about the services, programs, and functions of NIRA Chapters
( ) Financial assistance from NIRA
( ) Other (specify) ________________________________

9. List three ways that NIRA could be of assistance to your community in the process of beginning a Chapter.

1. ____________________________________________
2. ____________________________________________
3. ____________________________________________

10. Do you think a local Chapter would play a significant role in the development of industrial recreation/employee services in the future?

( ) Yes
( ) No

If Yes, how?

If No, why not?

Please enclose the completed questionnaire in the envelope provided and send to the following address by March 24th.

Lisa Shonberg
Division of Recreation and Leisure Studies
North Texas State University
Denton, TX. 76203

Thank you very much for your cooperation.
Dear NIRA Member:

As you are probably aware, the Chapter network within NIRA is becoming more and more prevalent. Their development and membership growth has meant much to NIRA in these same areas.

Recently, a survey was sent to our existing Chapters by the Regional Management Committee. These results gave us a clearer picture of the stages of development our Chapters are in.

Enclosed you will find a survey by graduate student Lisa Shonberg from North Texas State University. We feel this survey will give us more information regarding our Chapters so that we may continue to improve servicing your needs.

Please take a few minutes to answer the enclosed questions. With your help, we will be able to keep abreast of NIRA's Chapter network.

Thank you for your cooperation in this matter.

Respectfully,

Patrick B. Stinson
Executive Director

PBS/kss

Enclosure
March 24, 1981

Dear Representative:

Recently I sent you a questionnaire concerning NIRA Chapters. If you have not already done so, I would appreciate it very much if you would fill the questionnaire out and return it to me as soon as possible.

If for any reason you have irrevocably put it aside, please return this letter with your name and address and I will send you another questionnaire.

Cordially,

Lisa G. Shonberg
Research Assistant

Peter Witt, Ph. D.
Associate Professor
APPENDIX E

FOLLOW-UP COVER LETTER
FOR QUESTIONNAIRE
April 2, 1981

Dear Representative;

Enclosed is a duplicate copy of a questionnaire that was previously sent to you a few weeks ago dealing with Industrial Recreation Chapters.

If you have not already done so, please complete the enclosed questionnaire, and return it to me by April 13th. In order to accurately complete this study, a response is needed from all participants due to the small, selective sample of representatives chosen for this study. Thank you for your cooperation.

Cordially,

Lisa G. Shonberg
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