An Experiential Project Examining the Development, Organization, Implementation, and Supervision of Summer Activity Programs

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AN EXPERIENTIAL PROJECT EXAMINING THE
DEVELOPMENT, ORGANIZATION, IMPLEMENTATION, AND SUPERVISION
OF SUMMER ACTIVITY PROGRAMS

by

Thomas R. Weaver

A Project Report
Submitted to the
Faculty of the Graduate College
in partial fulfillment of the
requirements for the
Degree of Specialist in Education
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Western Michigan University
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AN EXPERIENTIAL PROJECT EXAMINING THE
DEVELOPMENT, ORGANIZATION, IMPLEMENTATION, AND SUPERVISION
OF SUMMER ACTIVITY PROGRAMS

Thomas R. Weaver, Ed. S.
Western Michigan University, 1984

The objective of this experiential project was to examine the
function of an administrative position in a recreation department's
summer activities program.

Major areas that were studied were program offerings, personnel
management, task structure, and budgeting.

Examination of these areas revealed that program offerings are
basically determined by community demand since the Recreation Department
exists to serve the community. It was discovered that personnel manage­
ment is an important and ongoing process. It became evident that the
organizational aspect of recreation department work is the key to success­
fully run programs. Finally, it was learned that budgeting was done on
a "break-even" concept and was actually quite flexible.
ACKNOWLEDGEMENTS

During the course of my study and internship I received help and support from many different people. I would like to thank my advisor, Dr. Lawrence Schlack, for the many hours of dedicated instruction and for advice and encouragement throughout my entire program. I would thank Mr. Andrew De Vries, Director of the Georgetown Township Recreation Department, for offering me the position of Assistant Director and supervising my work during my internship. I would also like to thank Carol Hoekstra for typing the final manuscript. Finally, I would like to thank my wife and family for their support, understanding, and encouragement during the course of my study.

Thomas R. Weaver
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WESTERN MICHIGAN UNIVERSITY

ED.S. 1984
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SPECIALIST INTERNSHIP PROSPECTUS

Intern: Thomas R. Weaver

Sponsoring Organization: Georgetown Township

Field Supervisor: Mr. Andrew DeVries, Director, Georgetown Township Recreation Department

University Advisor: Dr. Lawrence B. Schlack, Western Michigan University

Focus of Experience: Assistant Director, Georgetown Township Recreation Department: Development, Organization, Implementation, and Supervision of Summer Activity Programs.

Duration: March 12, 1984 to August 10, 1984

Description: Georgetown Township is located in the eastern portion of Ottawa County and covers an area of approximately forty-two square miles. The township is largely suburban living, but does include a section of rural farm land. The Georgetown Township Recreation Department operates year round offering a wide variety of leisure-time classes, lessons, and sports leagues.

As assistant director my responsibilities will include planning, organizing, implementing, and supervising the summer programs offered by the recreation department. The summer activity schedule is by far the most demanding, and during this time the number of persons employed by the
recreation department swells to approximately 120 people working in various programs. Another part of my job will be to advertise, interview, and hire for positions open in the summer programs. Budgeting and fee determination for this year's programs have already been established, but my input at the end of the internship will be used to help determine changes and estimates for the following year. The position of assistant director should provide a very realistic experience in leadership covering the conceptual, human relations, and technical aspects of management.

Summer Programs and Responsibilities

Following is a short overview of the summer programs and activities offered and supervised by the Georgetown Township Recreation Department and my responsibilities pertaining to each.

**Adult Softball Leagues**

The summer adult softball program consists of approximately 90 teams in eleven leagues (8 men's and 3 women's leagues). My responsibilities will include team registration, player registration, scheduling, conducting rules meetings, protest committee formation, data collection, publishing results, and umpire assignments and payroll.

**Adult Soccer Leagues**

The summer adult soccer program consists of 16 teams in three leagues (2 men's leagues and 1 women's league). My responsibilities will include team registration, player registration, scheduling, conducting rules meetings, settling protests, data collection, publishing results, and
referee assignments and payroll.

**Youth Soccer Program**

The summer youth soccer program consists of soccer skills instruction and play for approximately 400 children aged 5 through 13. My responsibilities will include registration of players, team assignments, scheduling, hiring and supervision of instructors, and payroll.

**Tennis Lessons**

The summer tennis program consists of instruction and play for both children and adults. My responsibilities will include scheduling, hiring and supervision of instructors, and payroll.

**Sailboarding Lessons**

The sailboarding lessons consist of instruction in windsurfing at one of the local parks. My responsibilities will include scheduling, hiring certified instructors, payroll, and leasing equipment.

**Sailing Lessons**

The sailing lessons consist of beginning instruction in basic techniques of sailing. My responsibilities will include scheduling, hiring an instructor, payroll, and leasing equipment.

**Women's Golf**

The summer women's golf program consists of instruction and play for approximately 120 women. My responsibilities will include registration,
scheduling, instruction, tee-off supervision, and banquet organization.

**Youth Golf**

The summer youth golf program consists of instruction and play for about 180 children aged 10 through 17. My responsibilities will include registration, scheduling, instruction, tee-off supervision, and picnic and tournament organization.

**Summer Recreation Centers**

The summer recreation program consists of recreation activities and supervision based at seven elementary schools for a total of approximately 400 children aged 4 through 13. My responsibilities will include scheduling, bus and building reservation, hiring of four center directors, one arts and crafts coordinator, one special projects director, two 4 and 5 year old coordinators, and about forty high school and college aged counselors, program orientation for those hired, and payroll.

**Public Parks**

Georgetown Township funds two parks which offer swimming, playgrounds, and concessions. My responsibilities will include hiring and supervision of lifeguards and concession workers, and payroll.

**Maintenance**

Included in my job responsibilities will be the hiring and supervision of a maintenance crew to maintain and prepare the fields and grounds involved in the summer programs.
LOG OF EXPERIENCES

March 12, 1984

Number of hours: 1.5

Description of experience: This time was spent with the Director riding around the Georgetown Township area visiting the different locations at which activities are held. The Recreation Department supervises, controls the use of, or leases ten softball diamonds at five different locations, two parks which include swimming areas, two locations of tennis courts, four soccer fields at four different locations, seven elementary schools in the area, and one golf course.

Analysis: Being somewhat familiar with the Georgetown Township area helped in that I did not feel totally lost during the "tour." It will be necessary for me to become familiar with the area and location of activities in order to supervise and schedule throughout my time here.

March 14, 1984 and March 14, 1984

Number of hours: 3.5 (1.5 and 2)

Description of experience: The majority of this time was spent orientating myself with the softball program in which team registration is already underway. I began an organized list of managers which included team name, manager's name, address, and phone number, and amount of money paid. Incoming money must be brought to the
Township Offices and the amounts entered on our ledger and the receipts filed.

**Analysis:** Most of the actual work at this point has been clerical. It has been impressed upon me the need for accuracy in recording amounts on our ledger. The books must balance and figures are used to determine future budgeting.

**March 20, 1984 and March 22, 1984**

**Number of hours:** 3.25 (1.5 and 1.75)  
**Description of experience:** This time was spent continuing the team registration for softball and entering data on the list of managers and amounts on our ledger. Teams are now being assigned to leagues. This is determined by the team's application for a night of play and also by how the team fared in last year's play if they were part of our leagues.

**Analysis:** Assigning teams to leagues is not difficult if the right information on the teams is available. Having the previous year's standings and team rosters is great help. A good filing system is necessary.

**March 23, 1984**

**Number of hours:** 1.75  
**Description of experience:** Softball registration continues. The Director gave me the application file today. Many people are thinking about summer work, and we hire a good deal of high school and college
students. I spent time looking through applications familiarizing myself with the application form.

Analysis: It is obvious that some people fill out application forms better than others. It seems to me that a good application form might help in distinguishing applicants more easily. I believe the application form that is used by the Recreation Department could use some reworking.

March 27, 1984 and March 28, 1984

Number of hours: 2.75 (1.5 and 1.25)

Description of experience: Most of this time was spent cleaning and organizing my desk and the files of the Recreation Department. Some time was spent reviewing the information booklet mailed to the community that describes the Recreation Department’s activities and offerings.

Analysis: I feel that I am a very organized person. If I am to function adequately in my job as Assistant Director, I feel I must have a working control over my surroundings. I want to be able to locate information when I need it. Cleaning and organizing the filing has made me feel much more comfortable in knowing where things are. Also, by going through the files, I know what is and what is not available in terms of information and data.

March 30, 1984

Number of hours: 1.25

Description of experience: This time was spent reviewing the informa-
tion booklet and studying applications. The coming week is spring break, and the secretary has scheduled many of the applicants for interviews which I will be conducting.

Analysis: I have taken a personnel course and have just recently been through a seminar on interviews and interviewing. For this I am thankful. Being an interviewer for the first time, it is now very clear that preparations need to be made on both sides for the interview.

April 3, 1984 and April 4, 1984

Number of hours: 9 (6 and 3)

Description of experience: This time was spent interviewing applicants for summer work in the Recreation Department.

Analysis: I was probably more nervous than the applicant during the first few interviews. Being familiar with the applications helped tremendously. It is not fair to an applicant if the interviewer makes them feel unfamiliar and distant. As I became more relaxed with the interviewing process, I could sense that the applicants felt less threatened. The interviews continued to flow smoother to the point where I was enjoying myself and looking forward to doing more.

April 6, 1984

Number of hours: 1.5

Description of experience: This time was spent reviewing notes on the interviews I had conducted. We have many positions to fill for the
summer. It is necessary to determine which jobs should take priority in filling and which people might fit where.

Analysis: At this point I feel we have an adequate number of applicants to fill open positions, but not an over abundance. I feel that the option available is to place bodies in positions, instead of choosing the best person for each job. I feel more advertising needs to be done in the area to bring in more applications to allow for a better selection of personnel.

April 10, 1984 and April 11, 1984

Number of hours: 3 (1 and 2)

Description of experience: This time was spent in making schedules for the softball leagues. Registration is completed and teams have been assigned to leagues. We have 86 teams in eleven leagues which will be playing four nights each week.

Analysis: I love this type of organizational work. Making sure that each team plays every other team in their league, that each team is home and away an equal number of times, that teams have a close number of early and late games, that teams rotate the fields on which they play is a real challenge to me.

April 12, 1984 and April 13, 1984

Number of hours: 3.5 (2 and 1.5)

Description of experience: Most of this time was spent contacting applicants about their acceptance for a position with the Recreation
Department. Formal letters will be mailed informing them of acceptance, times of orientation, and program dates.

Analysis: People are happy when they hear they have a job. A harder part will be to inform those that we will not need. I am not looking forward to that part of the employment process.

April 17, 1984 and April 18, 1984

Number of hours: 3 (1 and 2)

Description of experience: This time was spent writing letters of acceptance for those I had contacted and a letter with information to be included with the mailing of softball schedules. The mailings were then organized and delivered to the Township Offices.

Analysis: I find writing informative letters enjoyable. I think this is part of my organizational nature to make sure information is accurate and adequate.

April 20, 1984

Number of hours: 3

Description of experience: This time was spent orientating the people that will be running concessions and working maintenance on our softball and soccer fields.

Analysis: I feel it is very important for a supervisor to know and understand the jobs of those under him. It would have been impossible for me to orientate these people had I not been familiar with the
hours, locations, responsibilities, and equipment involved in their jobs. I also feel that my contact with them and their knowledge that I am familiar with their jobs and responsibilities builds better working relationships and motivation in the Recreation Department.

April 24, 1984 and April 26, 1984

Number of hours: 4.5 (2 and 2.5)

Description of experience: Team rosters and individual player cards for softball teams are beginning to come in. Addresses of each player must be checked for residence in Georgetown Township. Non-residents are charged an extra $3.00 fee.

Analysis: Most of this work is clerical, but it must be done. Player eligibility, forfeits, and protests might be determined on the accuracy of our records.

May 1, 1984 and May 2, 1984

Number of hours: 3.5 (2 and 1.5)

Description of experience: Most of this time was again spent checking player cards and recording fees collected. Money is beginning to come in with registrations for a wide variety of programs. The secretary handles registration for almost all programs and gives me the money and numbers to record.

Analysis: A good secretary is priceless, and ours is excellent. Because she has the potential to make or break the programs of the Recreation Department, maintaining a good relationship is a priority.
May 3, 1984 and May 4, 1984

Number of hours: 4 (2 and 2)

Description of experience: A few major items were accomplished. I reached an agreement with a company for leasing a sailboat and four sailboards for our programs that will fit our budget. I also arranged for a local business to supply us with a certified instructor for our sailboarding classes. The instructor will stay on their payroll, and we will pay for his services. Shirts have also been ordered for our counselors and center directors in our recreation program held at the seven elementary schools in the area.

Analysis: I am realizing more and more that planning is the key to a successful program. Details and anticipation of deadlines and possible problems will make a smoother running program and create fewer conflicts and headaches.

May 7, 1984 and May 8, 1984

Number of hours: 6 (4 and 2)

Description of experience: As the deadline for player registration cards for softball draws near, the amount of paperwork is increasing. Some time was spent in organizing a list of managers for the soccer teams that have registered.

Analysis: I realize that working in a management position in a rather small department puts added responsibilities on the manager. I find that as Assistant Director I am doing many things that could
be done by almost anyone. I am becoming anxious for some of the programs to begin.

May 9, 1984

Number of hours: 2

Description of experience: This time was spent organizing and planning for the meeting of the women's softball managers to be held tomorrow evening.

Analysis: Planning is the key to a smooth meeting. I feel that we have all the information needed and available for the meeting. The agenda is set and typed with copies for those attending. Rules, explanations, and Recreation Department policies on softball will be distributed and discussed.

May 10, 1984

Number of hours: 5

Description of experience: This time was spent conducting the meeting of the women's softball managers and finishing registration of players and recording fees collected.

Analysis: The meeting went well. Without the preparation and anticipation of questions and problems, the meeting could have become turmoil. With over 25 teams represented at the meeting, long discussion or confusion over rules and policies could have resulted in a poor attitude and atmosphere toward the Recreation Department and the coming season.
May 14, 1984

Number of hours: 3

Description of experience: During the orientation of the maintenance crew, it became evident that certain items and equipment were missing or needed. I spent this time ordering and purchasing the items needed.

Analysis: I believe that a manager can not expect his workers to perform well if proper equipment is not provided for them to accomplish their job. If the fields are not properly maintained and cared for, the ultimate responsibility lies on the manager.

May 16, 1984 and May 17, 1984

Number of hours: 4 (2 and 2)

Description of experience: This time was spent planning and organizing for the meeting of the men's softball managers and conducting the meeting.

Analysis: This meeting went very well. Having gone through the process once before with the women teams' managers helped to plan and anticipate even more for possible questions or problems. It also helped to spend time thinking about options and solutions to problems rather than being confronted by a spur-of-the-moment decision.

May 21, 1984

Number of hours: 3
Description of experience: The softball leagues started play. I spent most of this time checking on the maintenance crew to see that diamond preparations were being done correctly and to find out if there were any problems with equipment.

Analysis: There were some questions and a few minor problems. Had I not gone to the diamonds, there may have been some problems. My presence seemed to ease the tension and frustration that may have occurred had the maintenance crew not been able to get help or have questions answered. Good communication will help develop a good working relationship here.

May 22, 1984

Number of hours: 3.5

Description of experience: It rained! This time was spent on the telephone. After checking the diamonds for playing conditions, it was evident games would have to be rescheduled. Sixteen games were scheduled. This meant that 32 teams had to be contacted, as well as umpires, to confirm cancellations and reschedule games.

Analysis: The importance of recording information accurately was impressed upon me. Two of the managers' telephone numbers were incorrect. Also, I believe that the human relations aspect of this job is important. Many managers expressed real appreciation at being called personally to confirm cancellation and rescheduling. Cancellations are broadcast on a local radio station, but a personal contact brings added confidence and trust in information.
May 23, 1984

Number of hours: 2

Description of experience: This time was spent completing the Amateur Softball Association (ASA) forms for all the teams in our leagues. These registrations provide a small amount of insurance for players and allow teams to register for state tournament play at the end of the season.

Analysis: This was strictly clerical work, but the importance of the human relations aspect cannot be overlooked. This is a service that the Recreation Department does for the teams, rather than letting each team take responsibility for their own form. Also, the Recreation Department pays for the registration fee for each team. It is minimal, but it is good public relations.

May 29, 1984 and May 30, 1984

Number of hours: 5.5 (3 and 2.5)

Description of experience: This time was spent planning and organizing the meeting for the soccer team managers and conducting the meeting.

Analysis: Organizational meetings of this type are becoming easier. This meeting also went well. Due to my extensive involvement in soccer, questions and problems were easy to anticipate and solve.

May 31, 1984

Number of hours: 2
Description of experience: Due to a protest filed from a softball game on the previous night, this time was spent forming a protest committee and reaching a decision. The Recreation Department works with other recreation departments in the area to resolve protests. Four Directors (or persons in charge of the softball leagues) from different recreation departments and the umpire assignment secretary from our leagues comprise the protest committee. Based on the facts that have been established, each votes on whether the protest should be upheld or denied. The committee members are contacted individually so that one does not influence another's decision. No team names or player names are given.

Analysis: In a protest situation it seems that someone will always be unhappy. It is impossible to please everyone. I believe the process we have established to resolve protests is a good one. Very rarely have we had a problem with a decision, and the situation here was not an exception.

June 1, 1984

Number of hours: 2.5

Description of experience: This time was spent contacting the managers involved in the protest and letting them know of the decision. Also time was spent compiling results and standings of the first two weeks of softball and figuring payroll for the umpires.

Analysis: Both managers seemed to understand and accept the decision
of the protest committee and were pleased with the quick reconciliation of the matter. I believe that conflict should be resolved as quickly as possible. This does not allow for a situation to fester and build into a matter that is worse than necessary.

June 4, 1984

Number of hours: 4.5

Description of experience: Most of this time was spent with the life-guards orientating them to the parks and their duties. All of our lifeguards are certified and all but one have a good deal of experience. I stressed the importance of their job and the high visibility and public relations aspect of their job. As a group they seem to be very reliable and professional.

Analysis: Some people don't need as much supervision and direction as others. I believe this group of people will function very nicely and adequately together without much direct supervision.

June 5, 1984

Number of hours: 4

Description of experience: Our women's golf registration is now complete. Most of this time was spent scheduling women into time slots with friends as close to the time they requested as possible and calling them to confirm registration, time slot, and starting dates.

Analysis: I still enjoy the organizational aspect of scheduling. Almost all of the women were pleased with the personal contact to con-
firm information. It feels good to please people.

June 7, 1984 and June 8, 1984

Number of hours: 7.5 (3.5 and 4)

Description of experience: This time was spent in a variety of activities. I finished contacting the women golfers. A new paint sprayer arrived. This will be used to paint lines on our soccer fields. (Some assembly required!) Standings of our softball leagues had to be compiled and brought to a local newspaper for printing in the sports section.

Analysis: I feel that more time could be spent on this job. There are so many things to do. Maybe this is a little anxiety due to the fact that so many programs I have been working on have not yet started. Next week will begin my full-time employment period. I am looking forward to that.

June 11, 1984

Number of hours: 9

Description of experience: The parks and concessions officially opened today. A good deal of my time was spent at the parks working with maintenance people preparing the soccer fields and checking on lifeguards and concession workers to see if there were any questions or problems.

Analysis: Everything seems to be going well. It is a relief to be
able to dedicate an entire day to this job, rather than a few hours here and there.

June 12, 1984

Number of hours: 8.5

Description of experience: Most of this time was spent preparing for the soccer programs which will begin in about two weeks. Time was spent at the fields with maintenance crew members. The majority of time was spent with the Youth Soccer Director organizing and scheduling over 400 children into teams and age groups. An inventory of soccer shirts was done and approximately 350 more were ordered in various colors and sizes.

Analysis: A lot of people are going to be affected by our work and planning. I think we have it under control.

June 13, 1984

Number of hours: 9

Description of experience: The morning hours were spent finishing the youth soccer program. Schedules and information were printed and organized. The mailing list was compiled and sent out. Most of the afternoon was spent making final preparations for the in-service for counselors and center directors to be held tomorrow afternoon.

Analysis: I feel that the planning that has been done has been done well, adequately and on time. I feel comfortable and confident that the programs will go well, but I am anxious for them to begin.
June 14, 1984

Number of hours: 9

Description of experience: The women's golf started today. My Thursday mornings for the next nine weeks will consist of golf instruction and tee-off supervision.

The in-service for counselors and center directors was held in the afternoon. Work permits and tax forms had to be filled out. I instructed counselors on policy and procedures for emergencies and their responsibilities. Each counselor received a folder that included rules and policies, a map indicating the seven elementary schools at which we hold recreation centers, a list of games with descriptions, schedules for the program which included swimming, movies, arts and crafts, special projects, field trips, and 4 and 5 Coordinators' schedules, and their group assignment and center. The center directors then met with their counselors going over their expectations of the counselors and specifics of their school buildings. The remainder of the session was dedicated to introducing counselors to different games and activities which they might use depending on their age group and the number of children. They were also given suggestions on how to handle certain situations that might arise during activities.

Analysis: The golf will be a relaxing break in the week. The league is basically an instructional league for beginners and the competition aspect is kept to a minimum although we do record scores and figure
handicaps.

The in-service for the counselors and center directors went well. Planning again was the key to success. The counselors are a group of intelligent, bright, and mature young people. The human relations factor of situational control seems to be very high.

**June 15, 1984**

**Number of hours:** 8.5

**Description of experience:** The youth golf program started today. About 180 golfers came for instruction and play over a four hour starting period. I spent time observing instruction and supervised tee-off on the first hole. The remainder of the afternoon was spent compiling softball standings and payroll for the umpires.

**Analysis:** Although the youth golf registration is handled through the Recreation Department, instructors have been arranged through the golf course. Most of these instructors are employed by the golf course, and a number of them are golf coaches at area high schools. Their rapport with the youth golfers is excellent, as well as their discipline and instruction. The golf course management does want a representative from the Recreation Department there on Friday mornings. I may be spending more time at the golf course than I planned!

**June 21, 1984**

**Number of hours:** 8.5

**Description of experience:** The morning was spent at the golf course
instructing and supervising tee-off for the women golfers. After arranging for an exceptionally long week-end, the afternoon was spent catching up on paper work and visiting the parks to check on activities or problems.

Analysis: Programs already underway are running smoothly. No problems arose during my short absence. I feel confidence in the people that are working for me and want to make a point of regular contact to keep relations good and problems to a minimum. Anticipation of trouble and "pro-acting" to a situation seems to be a better concept than waiting for something to occur and then reacting.

June 22, 1984

Number of hours: 9

Description of experience: Part of the morning was spent with an employee at the golf course who will supervise the tee-off for the youth golf and represent the Recreation Department there on Friday mornings.

One of the lifeguards informed me of some equipment that we should have available that at this point is not. A few other items were mentioned that would be appreciated. I checked the budget allowances and found that more than enough was available to purchase the necessary items as well as those that would be appreciated. All was ordered.

The remainder of the day was spent compiling softball standings and making final checks on programs that will begin on Monday.
Analysis: I feel that my time can be more valuably spent than supervising tee-off at the golf course for half a day. The employee willing to supervise was more than glad to get the extra hours and I feel is very competent to handle the job.

I feel a good relationship has developed between me and the lifeguards. I am impressed with their dedication and competence. I respect their judgment and feel that their suggestions and requests will improve conditions at our parks.

June 25, 1984

Number of hours: 9.5

Description of experience: The summer recreation program at the seven elementary schools began today as did the youth soccer program. My time was spent visiting the different locations to help with initial organization of age groups at the schools and teams at the soccer fields.

Analysis: The time we spent earlier in planning, mailing, and orientating the counselors has paid off. Staff members were on time, prepared, and generally in very good control of their situations. There were some questions, and the center directors and soccer instructors seemed pleased that I took time to visit each location to offer help even if it was not needed.

June 26, 1984

Number of hours: 3.5
Description of experience: This time was spent again visiting the recreation centers and soccer fields. A few of the centers needed supplies of one sort or another, and I brought these from the Recreation Department. The youth soccer players come every other day, and the groups that were scheduled today were there for the first time.

Analysis: Most of the participants in the recreation centers and youth soccer programs are not participating for the first time. The fact that they have been involved before and know generally what to expect has helped in getting the programs rolling. First-time programs usually need a while to smooth out rough spots and change problem areas. Many of our staff members also have worked for us before. I believe that the experience of both the staff and participants in our programs helps me tremendously in my job.

June 27, 1984

Number of hours: 8.5

Description of experience: The time today was spent in a wide variety of areas. I visited the parks to check with the sailboarding and sailing instructors and give them schedules of their lessons. The leased equipment has been delivered and is more than adequate for their needs. I also checked with the tennis instructor and brought her some needed equipment. I then met the Youth Soccer Director and did some maintenance work on the goalposts with him. The remainder of the day was spent contacting referees for our adult soccer leagues
and mailing contracts to them.

**Analysis:** I am thoroughly enjoying the supervision aspect of this job. I enjoy being a "jack-of-all-trades" and being able to set my own agenda. In a sense, I feel that my job is to work for the people I have hired. I feel the better I do this, the better they will work for me.

**June 28, 1984**

**Number of hours:** 8.5

**Description of experience:** The morning hours were spent at the golf course with the women's golf league.

The center directors, arts and crafts person, 4 and 5 coordinators, and special projects person have mutually agreed to meet on Thursday afternoons to discuss and confirm plans for the coming week. Everyone had a lot to talk about after the first week of the program. A few minor changes had to be made in some of the schedules.

**Analysis:** The weekly meeting was suggested by one of the center directors. I think this meeting will bring a bit more unity to our staff and cohesiveness to our program. Since the arts and crafts person visits each of the centers on a regular basis, being able to give information to all the center directors at one time can only help. The weekly meeting will also allow for suggestions to be shared with others as to the success or failure of certain activities. Good communication is needed for good relations among staff.
June 29, 1984

Number of hours: 7.5

Description of experience: Most of our programs run Monday through Thursday. I spent some time at the two parks checking on lifeguards and concession workers. The remainder of the time was spent catching up on paperwork, compiling standings, and doing payroll for umpires, referees, counselors, lifeguards, concession workers, and center directors.

Analysis: Fridays seem to be slow compared to earlier weekdays when all the programs are running. In a way I miss the contact with all the others that are around throughout the week. It is a good feeling to wrap up this week with no major problems occurring.

July 2, 1984

Number of hours: 8.5

Description of experience: Most of this time was spent visiting different locations where programs were underway. I observed the instructors involved in tennis, sailing, sailboarding, and youth soccer. I also visited four of the recreation centers and observed counselors and center directors.

Analysis: Since I will be involved in the evaluation of instructors, I feel it is important to be familiar with the programs as well as the instructors. At this point I feel the relationship between the instructors and myself is very good. They all seem to welcome my
July 3, 1984

Number of hours: 8.5

Description of experience: I spent most of the morning hours at the two parks with lifeguards doing maintenance work on the lifeguard stands and swimming area markers. The Red Cross approved first aid kits arrived, and I brought these along with me to the parks. I visited the three recreation centers that I did not get to yesterday during the afternoon.

Analysis: The importance of the lifeguards' jobs cannot be overemphasized. On warm days we often have over 500 people at our parks. Showing that I am concerned with their performance by helping them to be adequately prepared is maintaining our good relationship.

July 5, 1984

Number of hours: 9

Description of experience: The morning was spent at the golf course. The afternoon consisted of the weekly meeting of those involved in the recreation centers. Later I ordered trophies for our eleven softball leagues.

Analysis: The golf continues to be a very enjoyable time. The meeting of the center directors and others seems to be helping to create a sense of unity and camaraderie. It also has helped to avoid some
problems which may have occurred had we not met.

July 6, 1984

Number of hours: 5.5

Description of experience: This time was spent compiling standings for our softball and soccer leagues. One of the youth soccer instructors found a job with more hours and higher pay. I spent some time contacting possible replacements, and interviewed and hired a replacement.

Analysis: Due to the types of programs we run and the type of organization we are, it is not unusual to not receive a two-week notice from those that leave in mid-program. There are many young people looking for jobs, even on a part-time basis. Good replacements are not difficult to find, but this situation does cause some discontinuity in the program.

July 9, 1984

Number of hours: 8.5

Description of experience: Most of this time was spent in a meeting with Directors from all the recreation departments in what is classified as District IV. The purpose of the meeting is to classify all softball teams in the district that are registered with the Amateur Softball Association (A.S.A.). This classification will determine which tournament each team is allowed to enter in post-season play. Also, tournament sites are selected. Our Recreation Department will
host the men's class D slowpitch softball tournament for District IV.

Analysis: Some meetings are necessary. It was interesting to meet other people working in recreation departments and discuss ideas and problems. The meeting itself was not much fun. We reviewed hundreds of teams most of which very few were familiar with in the least.

July 10, 1984

Number of hours: 8

Description of experience: I wrote a letter including all necessary information that was mailed to all the class D teams in District IV that are eligible for tournament play. I was informed at the meeting yesterday that very few teams usually enter the class D tournament. There are 56 teams eligible.

The tennis instructor stopped in the office and informed me that she will not be able to teach the second session of youth tennis which begins next week Monday. I spent the remainder of the day making contacts in search of a possible replacement.

Analysis: There is a saying, "If you think everything is going well, you obviously don't know what is going on!" The youth tennis program is relatively small, and lessons are given only two mornings a week. Initial contacts indicate that a replacement may be difficult to find.
July 11, 1984

Number of hours: 9

Description of experience: I spent the earlier morning hours following leads on possible tennis instructors. The people I talked to were either not available or simply not interested. I visited two of the recreation centers mainly to get out of the office for a while. The center director at the second center told me her sister had just moved back home, was a very good tennis player, and might be interested in the instructor position. The center director said she would contact her sister and have her get in touch by afternoon.

I spent the next few hours working with maintenance crew members on the soccer fields and softball diamonds. We had received a few complaints recently about some rough spots on the fields. A load of stone dust had been ordered, and we spent some "hard time" spreading stone dust and filling holes.

When I returned to the office, the center director's sister had already called. I returned her call. She came in for an interview. This girl has worked for our Recreation Department before and has also given tennis lessons previously. I offered her the position, and she accepted.

Analysis: Sometimes a bit of luck resolves a problem. It certainly seems so in this situation when some more normal procedures were not leading to a solution. With as many people working for the Recreation Department as we have, perhaps the possible resources and contacts

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available are more than I estimated.

It was a beautiful day, and the time spent on maintenance was a pleasant change. It didn't hurt the human relations aspect of leadership either.

**July 12, 1984**

Number of hours: 8.5  
Description of experience: The morning hours were spent at the golf course. The people involved in the recreation centers held the meeting over lunch. I spent the afternoon compiling standings of the soccer and softball leagues and filing payroll for the last two weeks.

Analysis: The morning was pleasant. The meeting was short. Most of the conflicts in schedules have been taken care of, and there seems to be more communication between these people outside of these meetings. This has resulted in less to discuss at the meetings and a general sense of cooperation. Since most of our programs run Monday through Thursday, it is possible to do the majority of the payroll on Thursday afternoon. I plan on a long, relaxed, extended weekend.

**July 17, 1984**

Number of hours: 8.5  
Description of experience: After a long weekend I spent most of the day visiting the different locations of our programs. I spent some time in the afternoon with the special projects person reviewing plans
for the Track and Field Day that the seven recreation centers will have tomorrow. Everything seems in order.

**Analysis:** I feel good about the way things are going. I am very pleased with the way different people are taking responsibility for their programs and handling problems. Many people are making decisions on their own and sharing their ideas and plans with me for discussion and final approval.

*July 18, 1984*

**Number of hours:** 8.5  
**Description of experience:** Most of the day was spent at Track and Field Day. Four recreation centers participated in the morning and three centers in the afternoon. It was very well organized in everything from busing to event sign-up to counselor assignment.

**Analysis:** This year's Track and Field Day was one of the best we have had in recent years. The special projects person did an excellent job in preparation, information, and details. I made sure that he knew I was pleased and impressed with the outcome of what traditionally has been a hectic and disorganized day.

*July 19, 1984*

**Number of hours:** 8.5  
**Description of experience:** The morning was quite wet due to a light rain which contributed to a very small turn-out for golf. The women that came seemed to enjoy the somewhat undesirable conditions.
I met with those involved in the recreation centers. There was much discussion on the success of the previous day, and there were a few suggestions on next year's activities.

In the afternoon I mailed information on a soccer tournament and end-of-season softball tournaments that we will be holding.

**Analysis:** The people from the recreation centers are more excited than I have seen them before. The success and cooperation in one of the major events of the year has motivated them tremendously. They decided to hold a special meeting next Tuesday to do some extra work on the Button Carnival and the Lake Michigan Outing which are scheduled for the last week of the summer recreation centers program. Does success breed motivation? I think maybe it does.

July 20, 1984

**Number of hours:** 8.5

**Description of experience:** We had only three class D teams enter the District IV slowpitch softball tournament which we are hosting. I scheduled the tournament in a combination of round-robin and double elimination. I then mailed the schedule with all necessary information to the three managers.

I ordered trophies for the three adult soccer leagues, the women's golf league, the youth golf program, our end-of-season softball tournaments, and the District IV softball tournament.

The remainder of the day was spent on compiling standings in the softball and soccer leagues.
Analysis: Scheduling, ordering, and compiling are things in which I am getting a lot of practice.

July 23, 1984

Number of hours: 7

Description of experience: I spent most of the day visiting different programs. A few people informed me of equipment that needed replacing. Most of what was needed was readily available in our office and the remainder I purchased. Everything that was needed was to the program by afternoon.

Analysis: The longer I work in this position, the more I realize that people work for each other. Subordinates work for management, but management must work for subordinates in order to realize a successful program.

July 24, 1984

Number of hours: 7.5

Description of experience: A number of sailboarding classes had been cancelled due to too much wind. I spent a good deal of time making arrangements for make-up lessons that would be acceptable to both the students and instructor.

The recreation center people met in the afternoon. Final plans, assignments, and confirmations were made for both the Button Carnival and Lake Michigan Outing.

Analysis: People sign up for programs and lessons when they know that
it will fit their schedules. Cancellations can be very disruptive and irritating. For the most part the rescheduled lessons were worked out to mutual satisfaction. Refunds were mailed to those who couldn't fit make-up lessons into their schedule. We try to keep people happy. We exist to serve the community.

The arrangements for the Button Carnival and Lake Michigan Outing seem to be as carefully planned as were the plans for Track and Field Day. Everyone seems comfortable with the work and eager for those days.

July 25, 1984

Number of hours: 9.5

Description of experience: I spent most of the morning checking on programs and watching the weather. We have had some heavy rain. It stopped in time for the youth soccer program to be held in the afternoon. We had many calls from parents wondering if the program would be running, and many players showed up a bit late.

We had standing water on many of the softball diamonds. I contacted the maintenance crew members, and we spent the next several hours preparing the fields for the scheduled games.

Analysis: I have learned not to cancel programs or scheduled activities too early due to weather. Rescheduling is a major inconvenience for both the Recreation Department and participants.
July 26, 1984

Number of hours: 6.5

Description of experience: The morning was spent at the golf course after which I made final arrangements for the golf banquet to be held in two weeks. We held a short meeting of the recreation center people to review plans for the final week of the program.

Analysis: Some of the programs are very near the end, and I hope the remainder goes as smoothly as the past. I continue to check plans and details very carefully.

July 27, 1984

Number of hours: 8.5

Description of experience: I spent the morning making final arrangements for the youth golf tournament to be held in two weeks. Tee-off times, scorekeepers for each hole, and food have all been arranged and confirmed.

I spent the afternoon compiling standings and filing payroll.

Analysis: I continue to feel more and more confident and capable in planning large events. I don't think this feeling will leave me even after my work here is finished.

July 30, 1984

Number of hours: 8.5

Description of experience: I spent most of the day visiting different
programs. Our softball tournament entries were due, and I spent the remaining hours scheduling games.

Analysis: Visiting and checking programs on Mondays has become almost a regularly scheduled event. Most of the instructors and center directors plan on seeing me. They often have things for me to see or check or questions for me to answer. A number of them have told me how they appreciate the regular visits and contacts.

Our tournaments are separated into four classifications: "very good," "pretty good," "average," and "not so good." Determination of classification is based on which league a team participated in during the regular season and record at the season's end. Our arrangements guarantee that winners in three of the four categories will be teams that did not win trophies during the regular season. More people with trophies equals more happy people.

July 31, 1984

Number of hours: 8.5

Description of experience: Most of this day was again spent visiting programs. I spent some time on final standings of our softball leagues and a letter which will be mailed to all softball team managers.

Analysis: A number of the programs will be ending this week. I have made a point of seeing each program director or instructor and expressing my appreciation for the work they have done. Many have asked about when they should make contact with the Recreation Department.
for employment next summer. It feels good to know that people are eager to return.

August 1, 1984

Number of hours: 9.5

Description of experience: Four of the recreation centers had the Button Carnival in the morning, three of the centers in the afternoon. I arrived early to help set up booths, unload materials, and blow up helium balloons. I spent most of the morning at the carnival. During the lunch hour, all of the counselors and center directors met at the park where the Recreation Department supplied pizza and pop for everyone. I spent the afternoon at the carnival again helping with concessions and general control.

Analysis: I was very pleased with the way the Button Carnival went. Everyone seemed to have a clear understanding of exactly what their jobs and responsibilities were and carried them out nicely. An annual event, the pizza party is the Recreation Department's way of saying thank you and showing our appreciation for the work everyone has done throughout the summer.

August 2, 1984

Number of hours: 7.5

Description of experience: The Lake Michigan Outing is for all the 10 to 13 year-olds involved with our recreation centers. I spent this day on the beach, playing touch football, cooking hot dogs, super-
vising beach guards, climbing dunes, and swimming.

Analysis: As much fun as this day is, there still needs to be a lot of organizing. Transportation, food, and most importantly, constant supervision all must be pre-arranged. The day went well and is a very nice way to end the summer recreation center program for another season.

August 7, 1984

Number of hours: 9

Description of experience: I spent most of this day sorting through equipment and materials that had been returned at the end of programs. Some time was spent arranging a play-off for one of the adult soccer leagues which ended in a three-way tie. I also began to figure totals of money we had taken in and given out for the programs that are finished.

Analysis: Inventory of equipment is needed so that budgeting can be done for next year. Most of our programs are run on a "break-even" philosophy. Registration fees must cover equipment and personnel.

August 8, 1984

Number of hours: 8.5

Description of experience: Most of this day was spent on the ledger figuring totals. Some time was spent confirming arrangements for the women's golf banquet and the youth golf tournament.
Analysis: The budgeting for most of our programs is relatively simple. The number of registrations determines whether or not certain classes will be held. Fees must cover the cost of the instructor. The registration in other programs simply determines the amount or quality of equipment and trophies. Since all of the programs have been run many times before, very close estimates of costs and registration are easy.

August 9, 1984

Number of hours: 9

Description of experience: Most of this day was spent at the golf course. We had approximately 100 women play a round of 9 holes in a shotgun start. At the end of the round scores were tallied, and a banquet was catered to the course's banquet building. Trophies were awarded to first through third place in each of the eleven flights. Prizes were awarded to everyone present by drawing names from a hat.

Analysis: This was an extremely good time. The registration fees cover the cost of the banquet and prizes as well as the instruction. This way no one has to pay extra for the enjoyment. Again I see the concept of making everybody happy in the prize drawings. Many of the women have been playing in our instructional league for a number of years and claimed they were already looking forward to next year.

August 10, 1984

Number of hours: 8.5
Description of experience: Most of this day was spent at the golf course with the youth golf tournament. Trophies were awarded to 1st through 10th place in each age group. Hot dogs were available in unlimited numbers for all participants.

Analysis: This day was also very much fun. A large number of participants received trophies, and in general everyone had a good time. A sense of relief and accomplishment settled over me as I returned to the office and finished payroll for the last time.
EVALUATION

The internship I experienced was, in my opinion, a very worthwhile experience. The time and structure of the internship allowed me to work in an area in which I have spent some time over the past few summers. I had worked previously as a center director, but the job of Assistant Director gave me a very broadening experience in the management of all the summer programs of the Georgetown Township Recreation Department. Being acquainted and familiar with a number of people in the Recreation Department helped in developing a good working relationship throughout the internship.

Due to the fact that the Recreation Department Director had taken on new responsibilities, I was basically left with running the entire summer activities program. This allowed for me to experience first-hand all the aspects of a true leadership situation. This was invaluable to me as I continuously examined my own abilities and confidence. I feel that I have grown tremendously in the area of leadership and management skills as well as in the confidence I have in myself due to this experience.

In all areas of the programs I became acutely aware that a leader/manager must work for his subordinates in order to realize successful achievement of the organization's goals. The human relations aspect of leadership is by far the most important aspect in successful leadership.

Another area of importance that stood out was organization. Especially in recreation which involves large numbers of people and schedules, good
organization and planning is necessary. Structure is an important aspect to successful leadership.

The internship gave me an opportunity to observe and experience the human relations and task structure aspects of leadership in greater detail and intensity than ever before. My confidence has grown not only in my capabilities as a leader, but also in my ability to analyze leadership situations. It was a chance to lead and learn.