A Career With Meaning

Recreation, Parks, Sport Management, Hospitality, and Tourism

second edition

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This complete revision of Kraus’s *Career Perspectives* text would not have been possible without the collaborative efforts of many individuals. We started the project determined to produce a book that would introduce students to careers in recreation, parks, sports management, hospitality, and tourism by helping them link their passions to career possibilities. Like most major projects, this one required more time, creativity, and collaborative effort than initially anticipated.

Thanks go first to the editorial team: Emilyn Sheffield, who ignited everyone’s passion for the project by sharing her creative vision; Larry Allen, who proved adept at recruiting qualified authors and getting chapters completed; Jim Murphy, who provided necessary, ongoing mentoring, editorial, and visionary guidance.

Second, this book would not be what it is without retired park ranger and contributing author Tony Sisto’s vision for the passions, pay and perks, preparation, and possibilities model, which he created in his first draft of the Outdoor Recreation chapter. It took a practitioner to show us (the academics) how to communicate clearly and concisely with our future recreation professionals.

We were committed to providing an edited book that was current, consistent in format, and aligned with our audience’s needs. Toward this end, a meeting was held at NRPA in 2008, during which Larry Allen, Bob Barcelona, and Doug Kennedy provided valuable input that shaped the final format. Jim Murphy collaborated with Cheryl to produce the “Leisure Service Delivery System: Evolving Structure” model. The model is important because it allows us to place recreation-related careers on a continuum, which honors an emerging future where organizations have flexible boundaries. In Chapter 15, Jim Murphy and Dan Dustin graciously share their vision for forces shaping the future of recreation, parks, sport management, hospitality, and tourism.

Special thanks go to Dan Dustin, who came up with the “Career With Meaning” title concept; Craig Ross, who shared his expertise on career preparation; and Richard Williams, who allowed Cheryl to practice editing skills with him. All of the contributors deserve special recognition for their time and patience with multiple revisions. Last, but not least, *A Career With Meaning* would not be what it is without all of the recreation, parks, sport management, hospitality, and tourism professionals who took the time to provide informational interviews, break-out box material, and quotes to make the book useful, informative, and interesting to read. We are both grateful to our family and friends, especially Doug Lamont, who supported Cheryl throughout the four-year process to complete the first edition, and to James Shell, who encouraged Keri throughout the second edition revisions. She is also appreciative of the support, guidance, and feedback from the entire editorial team: to Emilyn for her attention to details, to Larry for rounding up authors, to Cheryl for helping to expand many key concepts, and to Jim for sharing and expanding on his vision of a flourishing field.

Our hope is that this text will help move the recreation-related profession toward a new status among undergraduate students: that of intended major rather than discovery major. Too many of our best alumni did not discover this major until they had been in college a while, changing from major to major, searching for the right fit. Eventually, someone pointed them in the right direction, and they “discovered” recreation, parks, sport management, hospitality, or tourism. Every day we hear, “Why didn’t someone tell me sooner that I could have a career where I get paid to do this?”

Many thanks to all who contributed to *A Career With Meaning*, which we believe will help resolve this problem by helping students match their passions to the right possibilities earlier in their educational and career planning processes.

—Keri A. Schwab  
*Second edition lead editor and contributing author*

—Cheryl L. Stevens  
*First edition lead editor and contributing author*
Preface

You probably find yourself reading this book because you are enrolled in an educational program related to recreation, parks, sport, hospitality, and/or tourism. You likely are in this program of study because you personally enjoy the same activities and have decided you want a career doing something you love. Who wouldn’t want a job where they get up every day wanting to go to work? Plus, you probably have questions such as the following: What kind of a job could I get? How much would it pay? What kind of education and experience will I need to meet my career goals? Perhaps the most important question you have is, would I really love it as much as I think?

The purpose of this book is to connect you with top professionals in all aspects of recreation, parks, sport management, hospitality, and tourism careers so they can help you find the answers you need. Professionals in recreation-related careers tend to have passion for one or more of the following:

• Being outdoors and caring for the environment
• Working to improve quality of life for others
• Playing games and sports
• Creating exciting events
• Entrepreneurism and being your own boss

There are few things we can say that apply to all careers in recreation, parks, tourism, and leisure because so many opportunities are available. As these careers cover many settings, skill sets, and populations, interests and experiences will vary from person to person. However, if you find some (or all) of these qualities apply to you, keep reading:

• You think recreation is fun and exciting
• You want to make a difference
• You enjoy working with people
• You enjoy a challenge
• You’re a problem solver and enjoy finding creative solutions
• You like being hands-on and involved in the action
• Sitting at a desk all day doesn’t suit you
• You like doing different things and being in different places
• Being passionate about your career is important to you
• You are open-minded when it comes to people—their varied backgrounds, likes and dislikes, and needs and wants
• You can think on your feet without going off the deep end
• You can be both a leader and a team player, depending on the situation
• You do not mind flexible work hours and you are willing to work when other people want to recreate, such as during holidays and vacations
• You believe everyone in a community has the right to play and recreate
• You like the idea of helping to create and implement sustainable, eco-sensitive solutions for communities and the environment
• You would be thrilled to enter a career in which your knowledge and skills are transferable across many fields in recreation, parks, sport management, hospitality, and tourism, providing continual prospects for personal and professional growth

We, the editors and contributing authors, promise that a variety of fulfilling career opportunities exist—careers with pay and perks such as having a job you love, experiencing challenge and personal
growth, satisfaction, and benefits. What it takes to find and prepare for these jobs is a little time and effort into your personal career exploration.

This revised second edition offers you new perspectives on the field and updates on trends and research related to each career area. Of note is the renewed emphasis in our field, and thus on understanding the role recreation and leisure play in promoting health and wellness, sustainability, and social justice. Examples of these concepts are woven throughout each chapter and brought to life via anecdotes, quotes, and photos from professionals working in the field. In addition, second edition authors used examples from current research to link each career area to the many benefits that park, recreation, sport, tourism, and leisure services may provide. Finally, each chapter ends with an opportunity for you to actively engage in a little detective work and self-reflection to figure out which aspects of recreation, parks, sport management, hospitality, and tourism may be right for you. Once you figure out your specific interests, the chapter on career preparation will help you create a plan to gain the education and work experiences needed to build your ideal career.

As you read this book, you will discover possibilities you have never dreamed of, or perhaps, if you have thought of them, you were unsure how someone could get a job doing “that.” All of the authors and editors are passionate about what they do, and if one of their career areas is right for you, they would love to have you join their team!
Editors

Keri A. Schwab, PhD
Assistant Professor
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Dr. Schwab is passionate about community recreation and the positive impact recreation may have on youth, families, and communities. She teaches core undergraduate courses including Introduction to RPTA, Evaluation and Assessment Methods, and Programming and Leadership. Dr. Schwab holds a BA degree in media arts/journalism from James Madison University, holds an MS degree in parks, recreation, and tourism from the University of Utah, and earned her doctoral degree in the same department. Her MS and PhD studies focused on positive youth development and family leisure. While earning her degrees, Dr. Schwab continued to use her journalism degree and writing experience to coauthor several articles related to the role recreation plays in positive youth development and individual, community, and environmental health. She also coedited *Just Leisure: Things That We Believe In*, a book of essays on social and environmental justice in parks, recreation, and tourism.

Dr. Schwab’s professional experiences in the field include work in several youth and family-focused programs such as after school recreation, early childhood dance/movement, and home-based early intervention and as a grant writer for Head Start. Prior to her work in parks, recreation, and tourism, Dr. Schwab worked as a newspaper reporter and freelance writer and continues to use those skills on projects such as *A Career With Meaning.*

Cheryl L. Stevens, PhD
Professor, Retired
Department of Recreation and Leisure Studies
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Dr. Stevens is a committed recreation educator who facilitated student-centered learning in recreation and outdoor leadership for over 25 years. She taught undergraduate and graduate classes in leisure philosophy, foundations, programming, and outdoor recreation. The recipient of six teaching awards, she continuously developed and advocated for ways to improve student learning in park and recreation education. In addition to serving as lead editor for the first edition of *A Career With Meaning,* she wrote *Service Learning for Health, Physical Education, and Recreation: A Step-by-Step Guide* and numerous articles related to teaching and learning.

In addition to teaching and scholarship, Dr. Stevens served as a member of the Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPT), cochair of the Symposium of Experiential Education Research (SEER), board member of the Society of Park and Recreation Education (SPRE), and editor of the Research Update column in *Parks and Recreation* magazine.

James F. Murphy, PhD
Professor Emeritus
Department of Recreation, Parks, and Tourism
San Francisco State University

Dr. Murphy received his BA in recreation from San Francisco State University (1966), MS with honors in recreation and park administration from Indiana University (1967), and PhD from Oregon State University (1972).
He has authored, coauthored, edited, and coedited eight textbooks including *Concepts of Leisure, Leisure Service Delivery System, Recreation and Leisure Service for the Disadvantaged, and Leisure Systems*. He has written many professional and juried articles and conducted numerous workshops and made many presentations at state, regional, national, and international conferences. He served six years on the SPRE Board of Directors, including one term as president. He was president of the Academy of Leisure Sciences (2008–2009) as well as a charter fellow of the Academy of Leisure Sciences (1980). In 2002, Dr. Murphy received the National Literary Award from the National Recreation and Park Association and, in 2008, he received the Distinguished Colleague Award of the Society of Park and Recreation Educators, NRPA.

**Lawrence R. Allen, PhD**  
Dean  
College of Health, Education, and Human Development  
Clemson University

In May 2003, Dr. Lawrence R. Allen became dean of the College of Health, Education, and Human Development at Clemson University. From August 2001 to May 2003, he served as interim dean. He received his PhD from the University of Maryland in recreation with a specialty area in counseling and his undergraduate degree in education from West Chester University of Pennsylvania.

Dr. Allen has been active professionally for the past 34 years with memberships in several professional organizations. In 1987, he was elected to the Academy of Leisure Sciences, and in 1995, he served as the president of the Academy. In 1996, he was elected to the American Academy of Park and Recreation Administration. He has a strong commitment to professional practice in leisure and tourism services and has served on various boards of directors and state and national committees.

Dr. Allen has written extensively with his primary interest being the impact of recreation and other out-of-school experiences on individual and community well-being. Along with colleagues at Clemson University, he has authored several articles and manuals revolving around the development and implementation of an outcome-based model (Benefits-Based Programming) of youth program delivery that enhances the youth’s ability to overcome and cope with the stress and pressures they face in today’s social environment. He has been instrumental in the development of a master’s degree in youth development leadership at Clemson University, and he is interested in the integration of free-choice learning experiences with the more traditional educational systems employed within the United States and throughout the world.

**Emilyn A. Sheffield, PhD**  
Professor  
Department of Recreation and Parks Management  
California State University, Chico

Dr. Sheffield loves every aspect of parks and recreation! She has worked in and taught about tourism, community recreation, fitness, special events, and conference planning in California, Texas, and Missouri. Working with industry sponsors, she develops service learning field schools around themes of national parks, community-based stewardship, hospitality, and conference management. Dr. Sheffield’s interdisciplinary team of faculty, students, and field-based professionals complete destination projects for trails, heritage tourism, and scenic byways. The National Park Service, the USDA Forest Service, the Bureau of Land Management, the U.S. Army Corps of Engineers, the U.S. Fish and Wildlife Service are recent project sponsors and partners. She is the past president of the Association of Partners for Public Lands Board of Directors and currently serves on the Executive Committee of the California Roundtable on Recreation, Parks, and Tourism.

Contributors

**Tina M. Aldrich** was an assistant professor in the Department of Recreation and Leisure Studies at Virginia Wesleyan College. Tragically, she passed away shortly after completing her work for this text and after a brief fight with cancer. Her experience of over 20 years in the field seasoned her in government recreation, campus recreation, administration, and outdoor leadership. She was the past chair of the Recreation Leisure Section of Virginia Association of Health, Physical Education, Recreation, and Dance (VAHPERD) and made numerous presentations at state and national professional conferences. She received a BS in physical education from Keene State College, an MS in adult education from the University of Southern Maine, and an EdD in recreation from The University of Arkansas. She spent 12 years in Maine teaching and administering campus recreation, outdoor skills, leadership, and outdoor ethics at the University of Southern Maine, Outward Bound, and the L.L. Bean Outdoor Discovery School.

**Robert J. Barcelona** is an associate professor in the Youth Development Leadership Program and the Department of Parks, Recreation, and Tourism Management at Clemson University. Dr. Barcelona received his doctorate from Indiana University after working professionally in the field of athletics and campus recreation. He has worked with numerous recreation and sport organizations in both programming and research efforts. Dr. Barcelona has won awards for his teaching and research at Indiana University, the University of New Hampshire, and Clemson University, and he received a special citation award from the New Hampshire Recreation and Parks Association for his work with youth sports and coaching education. His research on sport and recreation management has been published in refereed journals, trade magazines, and textbooks. Dr. Barcelona is also the coauthor of the textbook *Leisure Services Management*.

**Token D. Barnthouse** has worked for US Navy MWR for more than 14 years. He currently serves as the MWR recreation director at NAS Fallon, Nevada. He completed a bachelor’s in recreation and park administration in 1997 and a master’s degree in recreation and park administration in 2004 from Indiana University. His MWR duty stations include NAS Keflavik, Iceland; CFA Sasebo, Japan; NSWC Crane, Indiana; Johnston Atoll, AFB, Hawaii; CFA Chinhae, Republic of South Korea; NSWC Indian Head, Maryland; Naval Base Guam, Marianas Islands; NAS Sigonella, Italy; and currently, NAS Fallon, Nevada. Barnthouse has supervised a diverse set of core and business operations for Navy MWR in varying capacities. He is also a course facilitator for several key managerial and leadership competency courses for Navy MWR professionals. His performance has garnered several managerial excellence awards and recognition.

**Polly Crabtree** has directed, or provided assistance with, hundreds of events for California State University, Chico in her role as associate director for the Office of Alumni and Parent Relations. These events have run the gamut from small, intimate affairs to events for more than 1,000 attendees. Crabtree started her post-college career with 17 years of retail management, which provided a good training ground for the fast-paced and chaotic lifestyle of an event planner. Her current position provides her the capability and unique resources to train university students who are interested in becoming event planning professionals.

**Daniel Dustin** is a professor and former chair of the Department of Parks, Recreation, and Tourism in the College of Health at the University of Utah. He served previously as Frost Professor and chair of the Department of Health, Physical Education, and Recreation in the College of

**Yao-Yi Fu** is an associate professor of the Department of Tourism, Conventions, and Event Management at Indiana University-Purdue University-Indianapolis (IUPUI). She received her PhD from the Pennsylvania State University in hotel, restaurant, and institutional management. Prior to her current appointment with IUPUI, she taught courses in resort and lodging management and hospitality management at all levels at the Pennsylvania State University and at California State University, Chico. She has work experience in hotel and restaurant businesses, special events planning, and theme park planning. Her teaching and research interests include service failure and service recovery in the tourism and hospitality industry, measurement of customer satisfaction and service quality, tourists’ travel decision making, tourist behavior, and tourism destination development and marketing.

**Morgan W. Geddie** is the department chair and a professor of resort and lodging management in the Department of Recreation, Hospitality, and Parks Management at California State University, Chico. He is also associate dean of the College of Communication and Education at California State University, Chico. Professor Geddie received his doctorate from Oklahoma State University in occupational and adult education with an emphasis in human resources development. He also has an MBA with an emphasis in marketing from the University of Central Oklahoma and a BS in hotel and restaurant management from Oklahoma State University. Before joining the faculty at Chico State, he taught at the University of Houston, Oklahoma State University, Eastern Illinois University, and Arkansas Tech University. He also has several years of hotel experience in the New York City, New York, and Charlotte, North Carolina, markets. Professor Geddie specializes in the areas of lodging and cruise line management. He has published in many journals, textbooks, and trade magazines as well as been a featured speaker at several conferences.

**Jim Greiner**, founder and president of Wildwater Ltd. Rafting and Starfish Exuma Adventure in the Bahamas, is passionate and committed to outdoor adventures. In addition to his entrepreneurial ventures, Greiner has over 30 years of experience in three cities as a parks and recreation director, and he has been honored with numerous awards in the fields of municipal parks and recreation, tourism, and ecotourism. His wrote *The Middle Atlantic Region Campers Guidebook* and has been involved in leadership roles with a variety of outdoor recreation and adventure organizations such as the Virginia Recreation and Parks Association, Eastern Professional River Outfitters Association, America Outdoors Association (25 years), and Commercial Recreation and Leisure Businesses. Receiving his bachelor’s degree in parks and recreation management from North Carolina State University and a master’s in leisure services management from Florida State University, Greiner’s real-world experience and academic background provide a unique perspective.
William Hendricks is a professor and head of the Recreation, Parks, and Tourism Administration Department at California Polytechnic State University, San Luis Obispo. Dr. Hendricks earned his doctorate at the University of Utah. His research interests in the human dimensions of natural resources and park and recreation management have been complemented by his experience in the field that spans nearly 30 years as a park ranger, employee in the ski industry, and educator. He is currently a member of the California Roundtable on Recreation, Parks, and Tourism and a trustee of the California Foundation for Parks and Recreation. Dr. Hendricks is a recipient of the USFS Rocky Mountain Region Partners in Action Award; the International Journal of Wilderness and USFS Excellence in Wilderness Management Research Award; the Honorary Lifetime Member and Professional Citation Awards of the Park Rangers Association of California; the Cal Poly College of Agriculture Dole Faculty Teaching Excellence Award; the Cal Poly Distinguished Faculty Service-Learning Award; the University of Utah, Department of Parks, Recreation, and Tourism Honored Alumnus Award; and the Cal Poly Distinguished Scholarship Award.

Doug Kennedy is a professor in the Department of Recreation and Leisure Studies at Virginia Wesleyan College. He has also served as the associate dean for campus recreation and oversaw aquatics, fitness, recreational sports, and outdoor activities. Prior to his arrival at Virginia Wesleyan College, he gained experience in environmental resources, employee and campus recreation, fitness, and military recreation while employed in the public and private sectors. He has earned degrees from the University of Delaware, Southern Illinois University, and Temple University. He has also served as the president of the Virginia Recreation and Park Society and chair of the Council on Accreditation. A three-time recipient of the Samuel Nelson Gray Distinguished Teaching Award, Virginia Recreation and Park Society’s Fellows Award, and YMCA’s Service to Youth Award, Dr. Kennedy has made over 100 presentations at professional events and led delegations to Uzbekistan to assist with recreation planning and democracy education.

Chang Lee is an assistant professor of resort and lodging management in the Department of Recreation, Hospitality, and Parks Management at California State University, Chico. Prior to joining California State University Chico, he taught hospitality and event management related courses at the University of Alabama, New Mexico State University, and Black Hills State University. He earned his PhD from Oklahoma State University in hospitality administrations, education specialist (EDS) degree in human services from University of Central Missouri, master’s in commercial aviation (MCA) from Delta State University, and bachelor of science (BS) in hospitality and tourism management from Black Hills State University. Dr. Lee has over 15 years of management experience in the hospitality and travel industry. He has worked in different segments of the industry including hotels, restaurants, resorts, tour companies, events, and clubs in different positions. His research involves the use and impact of diversified workforces in the hospitality and tourism industry. Dr. Lee published in scholarly journals and has made numerous presentations at national and international conferences. He is academically and professionally affiliated with various national and international associations.

Craig M. Ross is a professor in the Department of Recreation, Park, and Tourism Studies at Indiana University (IU) and specializes in sport management. He has been involved in recreation and sport programming and administration in a variety of work settings for over 40 years including municipal parks and recreation, high school athletics, and campus recreational sports. Since 1993, he has been on faculty at IU with teaching responsibilities in recreational sport management. His research activities have focused on collecting and examining data that contribute to the building of the infrastructure and body of knowledge of recreational sport management as well as envisioning the future for the profession. His research focuses on youth sport and physical activity, recreational sport management, and the scholarship of teaching and learning.
Vinod Sasidharan is an associate professor in the School of Hospitality and Tourism Management at San Diego State University. His national and international research and consultation expertise includes the application of sustainability indices for the evaluation of grassroots community development initiatives, implementation of local community participation in planning and decision making for sustainable tourism development, measurement of happiness (and well-being) and Millennium Development Goals (MDGs) accomplishments in community tourism settings, sustainability assessment of destination communities, and formulation of corporate social responsibility strategies in tourism. He holds a master's degree in tourism policy and management from the University of Birmingham, UK, and a doctorate in leisure studies from the Pennsylvania State University. Dr. Sasidharan is past president of the Great Western Travel and Tourism Research Association and the California Society of Park and Recreation Educators. He currently serves on the steering committee for The City of San Diego’s Balboa Park Water Sustainability initiative and the Sustainable Tourism Resource Council for Hostelling International. He has also served on the Destination Marketing Association International Student and Educator Advisory Council.

Greg Shaw is an associate professor and department chair of the Department of Recreation, Parks, and Tourism Administration at California State University, Sacramento. Dr. Shaw has served as a board member of the California Parks and Recreation Society Educators Section, the California Geographical Society, and the California State Fair Cultural Advisory Council. He is also on the editorial review board for the Journal of Tourism Insights and is the wine editor for Cuisine Noir magazine. Dr. Shaw’s interests and teaching focuses on wine tourism, architectural tourism, and open space in the urban landscape. Dr. Shaw holds a bachelor’s degree in architecture from Georgia Institute of Technology, a master’s in recreation administration from California State University, Sacramento, and a doctorate in geography (minor in landscape architecture) from the University of California, Davis.

Kindal Shores is an associate professor at East Carolina University in the Department of Recreation and Leisure Studies. She also serves as the faculty fellow for the Honors College at East Carolina University. Dr. Shores draws on her research experience in both exercise science and leisure studies to investigate the contribution of community parks and recreation for healthy, active living. She has worked on funded research projects linking parks and health for the National Recreation and Park Association, Robert Wood Johnson Foundation, the Association for Prevention and Teaching Research, Be Active North Carolina, the Be Active Appalachian Partnership, the Centers for Disease Control and Prevention, and numerous county commissioners. Dr. Shores is an associate editor for the academic journal Journal of Leisure Research and has been recognized with multiple university awards for teaching and scholarship.

Tony Sisto is a retired park ranger with over 32 years of experience in the National Park Service. He stays involved with park issues in his volunteer work with the U.S. Association of National Park Rangers and with the International Ranger Federation. When not traveling to world-protected areas, he lives in California.

Thom\n
Skalko, PhD, LRT/CTRS, FDRT, is a professor of recreational therapy at East Carolina University and an honorary professor, College of Health Sciences at the University of KwaZulu-Natal. Thom has been practicing recreational therapy since 1974 with roles in health care and human service delivery and education including creator of the therapeutic recreation program at the Middle Georgia Community Mental Health Center; director of recreational therapy, Department of Psychiatry, and director and developer of child life services, Department of Pediatrics, Walter Reed Army Medical Center; and director of the ECU Horizons Day Treatment Program. He has been engaged in higher education since 1981. Skalko is a founding member and a past president (1992–1993) of ATRA and has served on committees including ATRA Federal Public Policy; ATRA–WHO More about this book: http://www.sagamorepub.com/products/career-meaning-2nd-ed?src=fdpil
Asuncion T. Suren is a former assistant professor in the Department of Recreation, Parks, and Tourism at San Francisco State University. She also directed the campus-wide Youth and Human Services Nonprofit Certificate program. In these roles, she taught multiple courses on recreation and leisure and nonprofit administration. In addition to her years in higher education, Asuncion is considered a multifaceted professional with 15 years of recreation and consulting experience combined. She has facilitated numerous community service needs in the areas of assessment planning, program development, and evaluation. She attributes gaining these transferable skills to working in Armed Forces Recreation. Asuncion has served as a director and program director for community recreation centers both stateside and abroad. She directed the Youth Services Center for Edwards Air Force Base in the Mojave Desert and the 2-2-0 Recreation Center in Korea.

Paige P. Viren is an assistant professor in the Department of Recreation and Leisure Studies at East Carolina University and an affiliate faculty with ECU’s Center for Sustainable Tourism. Her research interests revolve around consumer behavior and tourism, with a special focus on adventure travel and sustainable community-based tourism in rural areas. Dr. Viren has worked closely with the Adventure Travel Trade Association examining adventure industry issues and trends and in eastern North Carolina with rural communities in developing sustainable community-based tourism as an alternative means of diversifying the rural economy. She has over 12 years of travel industry management experience, which offers her valuable insight and an understanding of the importance of translating research into practical application for the tourism industry. As a long-time participant and advocate of adventure travel, she believes these types of travel experiences promote cultural understanding, fulfill personal dreams, and encourage environmental sustainability.

Clifton Watts Jr. is an assistant professor in the Department of Recreation and Leisure Studies at East Carolina University. Dr. Watts’s research and scholarly interests are directed to (1) evaluating how and to what extent communities enact collaborative, interdisciplinary approaches to address the needs of youth; (2) understanding what contexts and transactions are linked to positive youth development; and (3) examining how parks and open spaces promote healthy behavior and environmental awareness in youth. He has an extensive background as an evaluator; assisting with the design and execution of studies for a range of prevention and intervention programs aimed at high-risk youth. He has worked with community-based programs emanating from municipal recreation and park departments, schools, hospitals, criminal justice, and other grassroots agencies. He is a member of the National Recreation and Park Association and serves as an associate editor for the academic journal *Leisure Sciences*.

Richard Williams is an associate professor in the Department of Recreation and Leisure Studies at East Carolina University in Greenville, NC. He teaches primarily in the recreational therapy curriculum but also teaches leisure theory and philosophy and research methods courses. His research interests are varied but are currently focused on the investigation of effectiveness of recreational therapy services for people with spinal cord injuries, stroke, and other disabilities.

Jo An M. Zimmermann, CPRP, has a BS in recreation and park administration from Western Illinois University, an MBA from Olivet Nazarene University, and a PhD in parks, recreation, and tourism management from Clemson University. She is currently an associate professor in the Department of Health and Human Performance at Texas State University. Her professional experience includes recreation program development/management and training and developing training materials.
while working for and consulting with recreation agencies in both nonprofit and community sectors. Dr. Zimmermann is a Certified Park and Recreation Professional, was named the Al Hattendorf Professional of the Year by the Illinois Park and Recreation Association in 1999, received a Special Recognition Award from the American Camp Association in 2002, and was named a Service Learning Fellow by Texas State University in 2011. Dr. Zimmermann has traveled extensively, allowing her to investigate many approaches to the delivery of recreation services and programs.
Recreation improves awareness, deepens understanding, stimulates appreciation, develops one’s powers, and enlarges the sources of enjoyment. It promotes individual fulfillment. It encourages self-discovery. It helps give meaning to live.

—David E. Gray, 1972
Focus Questions

Q: I understand that this book covers careers in recreation, parks, sport management, hospitality, and tourism, but why is leisure important?

A: If you think of leisure in a casual way, it has limited meaning to most people. As the word is used in everyday language, leisure refers to idle time or being lazy. If you only use these basic definitions, leisure will not seem important. However, once you consider the complex dimensions of leisure, you will learn how leisure experiences are when people feel free, present, and connected. During leisure, we connect to other people and the environment in many meaningful ways. So as you enrich your understanding of leisure, you will come to see how integral leisure is to quality of life.

Q: I heard someone say that recreation is associated with humanism. What does that mean?

A: Humanism, as a philosophical school of thought, attaches great importance to human dignity, concerns, and abilities. Social and environmental justice issues, such as services for often underserved groups (i.e., youth, elderly, minorities, and those who are economically disadvantaged), continue to be important. Also, since many North Americans experience stress because they feel rushed and harried, recreation and leisure have the potential to greatly enhance quality of life for all.

Q: What motivates a person to enter a recreation-related profession?

A: Recreation-related professions provide a great opportunity to align your life’s work with something you are really passionate about. Individuals attracted to careers in recreation, parks, sport management,
hospitality, and tourism all enjoy some aspect of recreation activities themselves, and they also have a strong commitment to one or more of the following motivations: improving quality of life for others, affinity for nature, love of play, and/or entrepreneurism.

**Q:** Why do people invest significant amounts of time and money in recreation and leisure experiences?

**A:** Research has documented numerous tangible (and some less tangible) benefits from recreation and leisure experiences including stress management, improved physical and mental health, personal growth, spirituality, reduced crime and social alienation, economic growth, and environmental stewardship. Perhaps even more important, recreation and leisure experiences add balance and meaning to life, improve quality of life, and lead to greater life satisfaction.

### Key Terms

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<tr>
<th>Leisure</th>
<th>Play</th>
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<tr>
<td>Time free from work</td>
<td>Humanism</td>
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<td>Discretionary time</td>
<td>Recreation-related profession</td>
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<td>Freedom from</td>
<td>Quality of life</td>
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<td>Freedom to</td>
<td>Affinity for nature</td>
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<td>State of mind</td>
<td>Love of play</td>
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<td>Recreational activity</td>
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<td>Tourism</td>
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### Inspirational Experiences

Stories of meaningful personal experiences are a great way to better understand why people are passionate about recreation, parks, sport management, hospitality, and tourism. Here are a few stories to show you how leisure experiences are important to quality of life and life satisfaction.

**A Senior Leisure Experience:** I currently live in a nursing home because I had a severe stroke about a year ago. I can honestly say the only reason I have not gone into a severe depression is our leisure encounter group. The recreational therapists are great and they keep me busy. It’s helped me make new friends, it’s tested my endurance, and it’s something I can look forward to every day.

—Female, Age 72

**What’s Great About Being a Camp Counselor:** Camp was a lot more than I expected because I learned so much about myself. I learned to take leadership for a group of teens and not be afraid of them and what they think of me. I got the chance to make connections with people from different countries and from all walks of life. I got to see the campers overcome their greatest fears, and that put a smile on my face. Some were afraid of horses, others didn’t know how to swim, and some didn’t want to try a new activity. I learned to gently push them to their limits without making...
them push back in the wrong way. Some mornings I didn’t want to get up, but I did. That says a lot about camp life and the positive state of mind you develop while in the company of your camp family.

—Female, 4-H Camp Counselor, Age 22

**Enjoy Work and It Becomes Leisure:** I love computers. I have a degree in computer engineering, and I really love spending hours in front of the computer screen. I asked my sister if I could put a computer inside her computer. She had no clue what I was talking about, but she let me do it. It took me hours—uploading, downloading different files and applications—but I had a blast. When I finished, I presented it to her with a smile on my face, and then I showed her how to work her two computers in one.

—Male, Age 27

**Competitive Sport:** I played women’s competitive softball for four years. I have so many great memories from the games. Nothing compares to sharing time with friends and others with a common interest; we laughed all the time. I’m very competitive, so that aspect of the game gave me both a release and a chance to show my skills. The tougher the game, the better I liked it. It was such an adrenaline rush. One thing I really miss now is the fitness—I could run, hit, throw, and exercise in a way that felt more like fun than work.

—Female, Age 50

**Framing the Discussion**

These personal stories show some of the benefits that recreation and leisure experiences have for individuals and the professionals who provide them. An important first step for you to take to learn about the career options covered in this book is to carefully consider the meaning behind terms used in the profession. Specifically, we will look in depth at the concepts of leisure, play, and humanism. You should also understand the meaning of each word in the book’s subtitle: recreation, parks, sport management, hospitality, and tourism. We will start by discussing leisure because it is the broadest term. Then, we will cover the other words and concepts in a way that helps you build your growing understanding into a coherent whole.

**What Do You Mean by Leisure?**

Do not be too hasty in dismissing leisure as unimportant. The word **leisure** can have a bad rap when it is equated with idle time, being lazy, or time left over when everything “important” is finished. Even though **discretionary time** is the most common view of leisure in North America, the meaning of the word **leisure** is richer and more complex than “time where you get to make a choice.” Thus, you should become familiar with the deeper meanings so you will truly know what “leisure services” are about.

Link, a leisure education consultant, said,

**Leisure** has many different definitions—some involving time, some relating to an activity being done, some relating to state of mind. Personally, I am most at leisure when I feel free, present, and integrated. I like this definition for myself, because it allows me to experience leisure at any moment, even in just a few minutes.¹

The following sections will introduce you to several historical views of leisure, and further explain leisure as experience and activity.
Leisure and Freedom

Leisure has been associated with **time free from work** since the days of ancient Greece, when the best life was seen as one where male citizens who did not have to labor then had time to pursue truth and self-understanding. The Greeks called this time *schole*—note this word’s close association with the English word for “school”—because the Greeks considered learning a privilege and considered having the time and opportunity to learn as part of having the best life possible. Because Greek males who had schole did not have to work, in the sense of physical labor, they were able to enjoy learning and thinking freely about interesting questions such as “How should we best live?” Schole was their leisure (and this view could put a different spin on your college educational experience!).

> Something will have gone out of us as a people if we ever let the remaining wilderness be destroyed; if we permit the last virgin forests to be turned into comic books and plastic cigarette cases; if we drive the few remaining members of the wild species into zoos or to extinction; if we pollute the last clean air and dirty the last clean streams and push our paved roads through the last of the silence, so that never again will Americans be free from noise, the exhausts, the stinks of human and automotive waste. And so that never again can we have the chance to see ourselves single, separate, vertical and individual in the world, part of the environment of trees and rocks and soil, brother to the other animals, part of the natural world and competent to belong in it.

We simply need that wild country available to us, even if we never do more than drive to its edge and look in. For it can be a means of reassuring ourselves of our sanity as creatures, a part of the geography of hope.

—Wallace Stegner

Today, however, we tend to associate school with work, or at least something required to earn a better paying job. In part, this change in viewpoints happened when the meaning of leisure shifted during Roman times when leisure started to be viewed as the opposite of work. Although ancient Roman thinkers helped spread many of the classical ideals in knowledge, arts, music, and literature across Europe, the majority of Roman authors viewed leisure as *otium*, which translates as rest and recreation. *Otium* (i.e., leisure) implied that leisure was a time of nonactivity useful only for recovering or restoring from work. Leisure was viewed as a well-earned rest and reward for a lifetime of hard work (*negotium*).

This work–leisure dichotomy that was introduced into Western civilization over 2,000 years ago is how most people in North America view leisure today; that is, work and leisure are seen as opposite concepts. The Romans believed a person needed to earn his right to rest and relaxation by first working hard. Today, people think about leisure only casually and continue to view leisure and work as opposites. The most commonly understood definition of leisure for people living in North America is time free from work. However, it is important to consider more complex understandings of leisure to understand the true value of leisure services.

Bregha expands our understanding of the connection between leisure and freedom when he urges us to consider that leisure can be both “freedom from” and “freedom to.” Freedom from is associated with time free from constraint, oppression, or manipulation. For example, if a person views her job as controlling time and choices, she will not have a leisure experience while working. However, if a person has a high-autonomy job and feels in control of and enjoys work (which can be creative and meaningful), then she may experience leisure and meaning during at least some of her work.

Pavelka, author of *It's Not About Time: Rediscovering Leisure in a Changing World*, noted that some people experience more meaning and satisfaction from their work time than their nonwork time.\(^5\) Hochschild, author of *The Time Bind*, explained, “Today’s managers have successfully engineered the workplace to serve as surrogate family, and while workers will state they value family more than work, they often find work more personally gratifying than home.”\(^6\) There are always internal and external forces that impact our lives, and those forces often place additional constraints on choices and time use. In these instances, an autonomous work environment can feel more like leisure than home life. For example, parents must care for their children all the time, and this limits their sense of “freedom from.” In other examples, a person’s personal choices may have resulted in a prison term, thus limiting freedom; a child is required to be in school; a person may feel personally guilty for not doing something society considers productive; an unemployed adult or an adult with a disability may feel he has no right to enjoy time not working because he has not earned that right. In sum, a person’s perception of “freedom from” constraints, which is necessary for leisure when viewed in the modern sense (which started during Roman times), is much more complicated than just being off of work.

From a different perspective, leisure as “freedom to” brings us closer to the deeper meaning of leisure implied by ancient Greek scholars, that is, freedom to engage in an activity meaningful, significant, and authentic to you. Dare, Welton, and Coe stated,

> To live life to its fullest is to live creatively and to understand the freedom which underlies human existence. To understand and accept this freedom is to be authentic. To live meaningful lives we must understand who we are—that is, we must have reflected on our lives and our projects.\(^7\)

Finding meaning in life is central to a person’s satisfaction. Frankl, a concentration camp survivor and author of the book *Man’s Search for Meaning*, concluded, “Life is not primarily a quest for pleasure … but a quest for meaning. The greatest task for any person is to find meaning in his or her life.”\(^8\) And leisure can be the context in which people connect with whatever is meaningful to them. Pavelka noted, “Leisure is not so much about time as it is the personal meaning of time.”\(^9\)

Bregha cautioned that embracing leisure as “freedom to” can be our greatest opportunity and our greatest challenge because it requires the self-knowledge and wisdom to know what we truly want. Many people have great difficulty responding to this challenge when given large amounts of time free from obligation. To embrace this type of freedom, we must be willing to consciously choose goals that will bring long-term happiness and affirm our authentic and unique character. This is not always easy in a world where most of us feel our discretionary time is scarce and subject to restrictions. Most people feel they are under a lot of time stress, so they never have (or make) time to really do the self-exploration necessary to answer the question, “If I was free from all obligations, what would I truly want to do or be?”

In sum, you may be tempted to think leisure is not important in society, but this is only true if you continue to equate leisure with laziness or idle time. As you continue to learn more about leisure, we urge you to remember how leisure as “freedom to” is associated with quality of life. Meaningful leisure has the potential to improve anyone’s quality of life because we are human beings, not human doings. Link hinted at the importance of leisure in a person’s quality of life, telling her clients, “Leisure can be experienced every day, even if we only have five minutes. Even small amounts can turn ‘surviving’ into ‘living.’”\(^10\) De Graaf drove this point home, stating that the well-being of people in North America is linked to far more than gross domestic product, and we would do well to ask, “What’s the economy for, anyway?”\(^11\) This line of questioning can help policy makers consider the importance and value of health, equality, savings, and sustainability. Thus, a person’s attitude toward leisure can make a tremendous difference in quality of life, and this is good news because personal attitude is something every individual can control.
Leisure as a State of Mind

The perspective of leisure as a **state of mind** provides an effective way to move past our tendency to view leisure and work as opposites. If a person enjoys meaningful work, her work becomes leisure for her because of her state of mind. Link described how leisure can be viewed subjectively as a state of mind:

> Leisure can happen when we are in various [mental] states: artistic or creative, physical, intellectual, social, spiritual, learning new things, volunteering, active, passive, or as a spectator or participant. One can be emotionally connected and engaged or not. And we can even have leisure at work and be more productive, healthy, and creative.”12

The essence of the “leisure as a state of mind” view is that leisure is a special attitude; in fact, time and activity are irrelevant because personal feelings are what matter.14 Therefore, if a person perceives an experience as leisure, then it is leisure for that individual. Viewing leisure as a state of mind is appealing because it gives value to the individual’s subjective feelings about an experience. If your state of mind tells you that “this experience is meaningful and I choose to do it because it has value to me,” no one can disagree because leisure depends on your perspective. One downside of viewing leisure as a state of mind is that researchers find it difficult to quantify how much leisure people have and what they are doing for leisure because leisure is unique to each person’s perspective.

Leisure as Recreational Activity

Another view of leisure is that of **recreational activity** people choose to do because they expect to enjoy it. Leisure activities may provide personal benefits, reduce stress, or restore peace of mind. Recreational leisure activities can be virtually anything—going for a drive, playing cards or computer games, cooking, or bird-watching. People choose different activities for various reasons, and expecting to have fun is just one. Other reasons may involve social or role obligations. For example, we may go to a movie because our friends or family ask us to go (i.e., social reasons), or sometimes we go to a “fun” event because it is expected of us, such as your boss inviting you to a Christmas party (i.e., role obligations). In reality, most people have multiple reasons for choosing a particular activity. For example, a trip to the gym may be motivated by a desire to lose weight, reduce stress, meet up with a friend, and the intrinsic joy of moving and feeling powerful.

One advantage to viewing leisure as activity is that researchers can count it by asking people to record activities in time diaries. In this way, researchers can find out how much leisure time people have and what activities they prefer. Time diaries are useful for research purposes, but they are less than perfect. The primary downside to viewing leisure as recreational activity is that people have different perspectives on the same activity (going back to the “state of mind” viewpoint we just discussed). For example, some people find running enjoyable and meaningful, yet others view it as work. The leisure as recreational activity view also excludes nonactive leisure experiences some people may choose for relaxation such as taking a nap or daydreaming.
Figure 1.1. Leisure’s multiple dimensions.

Now that you know more about the ways you can experience leisure (see Figure 1.1 for a visual representation), the next section provides an overview of common locations and settings for leisure experiences.

Recreation
The National Recreation and Park Association (NRPA) defines public recreation as activities that occur at a public park or facility, such as sports, physical activities, experiences in nature, or exposure to arts and culture, among other activities. Recreational activities can be passive or active and can be engaged in by visitors on their own time or they may be organized or conducted by employees of a recreation agency or business (see Chapter 3). DeGraaf, Jordan, and DeGraaf viewed recreation as any activity a person freely chooses that has the potential for achieving a desirable outcome.

These same authors defined recreation as “an activity that takes place during one’s free time, is enjoyable, freely chosen, and benefits the individual emotionally, socially, physically, cognitively, and spiritually.” Thus, although recreation and leisure are often used interchangeably, recreation is more easily linked to measurable benefits because it involves people engaging in activities with specific goals or outcomes in mind. We will discuss the benefits of recreational activities later in this chapter.

Parks
The NRPA defines a public park as any area, or portion of an area, dedicated by any federal, state, or local agency primarily for public recreational use. Therefore, parks include boardwalks, green spaces, or playgrounds close to people’s homes that they visit on a daily basis; metropolitan...
and state parks near urban areas where people may visit for a weekend; or large tracts of land such as national parks that have been reserved for all (see Chapter 6). Parks are important to quality of life even when we are not visiting them on a daily basis because we like knowing the park is there for our enjoyment and betterment, as well as that of future generations. Something about being outdoors can bring peace of mind and connect us with our sense of place in the universe. Carson noted, “Those who contemplate the beauty of the earth find reserves of strength that will endure as long as life lasts.”

Sport Management

Sport management is a term that is incredibly wide in scope, and can refer to any one of a number of professional careers that involve planning, organizing, leading, and controlling sporting events, programs, personnel, and facilities (see Chapter 9). McLean, Hurd, and Rogers stated that sport management is not restricted to any one sector, so it is important for individuals interested in a sport management-related career to think outside the box. Some career possibilities may come to mind immediately such as collegiate, semiprofessional, professional, and amateur sport, but jobs in these settings often require specialized skill sets or advanced degrees and are highly competitive. If you love sports and are thinking about a sport-related career, think broadly about career possibilities and include other areas of sport management such as sport marketing, guest services, and sport clubs; sport arenas, coliseums, and stadiums (see Chapter 10); intramural sport (see Chapter 8); community recreation youth athletic programs (see Chapter 3); youth sport programs in nonprofit agencies and religious organizations (see Chapter 4); sport programs in military morale, recreation, and welfare (see Chapter 5), and commercial businesses involving sport facilities and sporting goods (see Chapter 13). As you can tell from this extensive list, sport management-related careers can be found in a variety of settings that you probably have not considered yet.

Hospitality

Simply put, hospitality is the act of providing food, beverage, lodging accommodations, and entertainment (including recreational activities) to guests. The hospitality industry includes many businesses such as hotels, resorts, cruise ships, theme parks, clubs, and restaurants. Typically, hospitality is considered a component of the tourism industry since all travelers will need hospitality upon their arrival. Hospitality, however, has its own niche since dealing with guests face to face where they sleep and eat comes with its own special set of opportunities and challenges. Lodging must be available to meet the demands of all travelers, whether families, people with pets, people with special needs and interests, people who want luxury, or people traveling on a budget. In addition to food, beverage, lodging, and entertainment, recreation specialists also provide activities or programs for children and families at destination resorts, time-shares, and campgrounds. If you are interested in providing quality customer service and working in a fast-paced industry that advances people more quickly than many, consider a number of career options that fall under the umbrella of hospitality (see Chapter 11, 12, and 13).

Tourism

Tourism can be defined as travel that occurs for recreational, leisure, or business purposes. The World Tourism Organization (UNWTO) defines tourists as people who travel to and stay in places outside their usual environment for more than twenty-four (24) hours and not more than one consecutive year for leisure, business, and other purposes not related to the exercise of any activity remunerated from within the place visited.
Today, tourism is big business and is recognized as an expanding field within recreation and leisure services, and some in the field argue that it should be seen as a profession in its own right. However, most experts agree that it is a growth industry and is motivationally tied to a person's recreation behaviors and leisure interests. According to the UNWTO, in 2012 international tourism grew by 4% from 2011 to exceed 1 billion (1,035 million) international tourist visits for the first time ever. This tourism generated $1.075 billion in U.S. dollars worldwide in 2012, up from $1,042 billion in 2011. The travel organization predicts that by 2030, international tourist visits will reach 1.8 billion. Because tourism is a significant business today, and due to its obvious tie to recreation activities and leisure experiences, careers in tourism are addressed separately in Chapter 12 as well as in Chapter 10 and 11.

**Play**

Play is so integrally connected with having fun that our discussion about the meaning of recreation and leisure would be incomplete without it. All people know what play is from personal experience, and play occurs wherever people find it—play can happen anytime, anywhere. As the *Non-Sequitur* cartoon by Wiley Miller illustrates, children’s play today involves both virtual and in-nature experiences, but both types of activity are play.

Huizinga, author of one of the original studies of play and culture, listed seven defining elements of play:

1. All play is voluntary activity, and hence, play is linked to freedom.
2. Play is not ordinary or real life—it is only pretending for fun.
3. Play is limited within time and space in that it has a beginning and an ending.
4. Play creates order by bringing a temporary and limited perfection.
5. Play has an element of tension and uncertainty.
6. All play has rules that determine what “goes” in the temporary world of play.
7. Play surrounds itself with an air of secrecy; that is, “we are different and do things differently when we play.”

Play can involve participating in a game of pretend, playing soccer, or playing *World of Warcraft*, and it can occur anywhere—at home, at work, on vacation, and even in a prison—because it occurs in a temporary world that the players construct.

Questions about play have fascinated people for centuries. Why do people play? What benefit is there in play? Ellis, a recognized play expert, explained that people play for two reasons: (1) to have optimal experiences and (2) to gain a sense of competence and control. Consider, for example, a girl “playing” teacher with her dolls—she creates the rules of the pretend classroom and has fun handing out rewards and punishments to her “students.” She has placed herself in control (a role she cannot take in real life), and her play world affords her the opportunity to feel competent and effective, just as she perceives her teacher to be.
As to how people benefit from play, the common misconception is that play is only an activity of childhood. Bregha confirmed that is how it starts: “It is a generally accepted belief that, as children, we first discover freedom, its delights and dangers, in playing.” However, academic researchers and business managers are increasingly discovering that play is vitally important to adults, too. Adult partners who seek novelty and play together more often stay together. Play also fosters creativity during work by facilitating the cognitive, affective, motivational, and skill conditions of the creative process. For example, Google Inc. removes some of the artificial dichotomizations between work and play by expecting employees to spend 20% of their time on noncore projects, which they are expected to explore without considering profitability or marketability. Why grant people specific permission to play at work? Because companies are finding out that building play into the work culture adds to the bottom line by fostering greater satisfaction and sense of creativity among employees, who then generate more innovative products and ideas. Thus, play in the workplace is a win–win situation: Employees enjoy their work more and those companies who sanction play experience better bottom lines for it.

Clearly, play adds to a person’s life at any age. As playwright George Bernard Shaw once stated, “We don’t stop playing because we grow old; we grow old because we stop playing.” Play is important to quality of life at any age because all humans gain joy from having peak (optimal) experiences and feeling competent and effective, even if only for a moment.

Leisure, recreation, and play are clearly linked to optimal human experience. The next section will explain, from a philosophical perspective, what humanism means to recreation.

Leisure, Recreation, and Humanism

Humanism can be described as a philosophical perspective that attaches great importance to human dignity, concerns, and abilities. Humanism is a point of view about human nature that advocates for “joyous service for the greater good of all humanity in this natural world.” Humanists believe that, on a deep level, every person has good inside of them in the form of human spirit, or conscience. Whether a person is in touch with, or uses, his or her conscience is another matter (which we will not debate here), but suffice it to say that recreation and leisure service providers have a long history of striving to help people develop their most human qualities.
A humanistic approach to recreation and leisure services is important in today’s increasingly stressful and troubled world. De Graaf, coauthor of *What’s the Economy for, Anyway?*, pointed out our economic success can no longer be measured in only economic terms such as *gross domestic product*.26 We must also consider other values that constitute the greatest good (health, happiness, knowledge, kindness) for the greatest number (equality, access to opportunity) over the long run (in a healthy democracy and sustainable environment). Parks and recreation visionary Gray noted in 1972 that “America is turning inward. We are reexamining our thoughts, our ideas, our motives. Our method is introspection and our goal is self-discovery...the motive is a deeper participation in life.”27 Before you dismiss Gray’s commentary as potentially outdated, consider its keen relevance to today’s issues:

- Most North Americans believe they face too many demands on their time on any given day and feel rushed and overwhelmed.28
- For most of the final quarter of the 20th century, Europeans gained relative to Americans in almost every quality of life measure.29
- Many people face days filled with tension, boredom, feelings of powerlessness, monotony, and frustration and have increasing problems related to physical health (i.e., heart disease, obesity, diabetes) and emotional health (i.e., anxiety, depression, addiction, and alienation).
- Although technology and connectivity have increased work efficiencies, they are merely tools and will not solve problems with the human condition.

A humanistic ethic is important to the delivery of recreation, parks, sport management, hospitality, and tourism in today’s world. What this means, in a practical sense, is that we need to reconceptualize recreation from a humanistic perspective and think of health in a manner similar to that of the World Health Organization (WHO), which stated, “Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”30 For parks and recreation professionals, this means making it our business to promote health and well-being. It means keeping people well through a focus on preventive health versus treating and curing people after they are sick. It means helping people who are sick back to a path where quality of life is the highest priority. It means viewing recreation as offering psycho-social-emotional-physical benefits, in which the activity is the medium. From a humanistic perspective, recreation is the individual’s internal, pleasurable response to the activity. Gray aptly put it:

> Recreation is an emotional condition within an individual human being that flows from a feeling of well-being and self-satisfaction. It is characterized by feelings of mastery, achievement, exhilaration, acceptance, success, personal worth, and pleasure. It reinforces a positive self-image. Recreation is a response to esthetic experience, achievement of personal goals, or positive feedback from others. It is independent of activity, leisure, or social acceptance.31

A growing number of people in North America are seeking new ways to experience the fullest of what life has to offer. Grassroots movements and the self-help industry are burgeoning with advice to help people improve the quality of their lives by slowing down, focusing on health and well-being, establishing greater intimacy with others, and creating sustainable lifestyles. These approaches to the good life embrace the fulfillment of individuals’ inner experiences rather than the acquisition of things. This is ultimately the work of recreation, parks, sport management, hospitality, and tourism professionals. Humanistic values are not new to recreation; in fact, they have been with the profession since the beginning.

Next, we are going to take a brief historical tour so you can understand, in a general way, where the profession came from and where it is going. This overview illustrates how recreation
Recreation and leisure programs in North America had beginnings in social services and how the profession has expanded over time to meet the needs of many client groups. This expansion is great news for you because it has opened the door for many diverse career options within recreation, parks, sport management, hospitality, and tourism professions. Meeting humanistic needs is more important now than ever no matter what career focus interests you. Also, as a side note, we will explore a detailed history of each career area in Chapters 3 to 13 because we believe history is more interesting and relevant when studied in context.

**A Brief History of Recreation, Parks, Sport Management, Hospitality, and Tourism**

The notion of providing recreational activities and parks in the United States has its roots in social services and human needs. The profession was established during the late 1800s as the urban population doubled and the Industrial Revolution and immigration resulted in growing social welfare concerns. Early social reformers, who were mainly private philanthropists, saw play and recreation as antidotes to all nature of ills—physical health could be improved by fresh air and physical activity, and moral character and social skills could be learned through organized recreation and play. As you can see from the break-out box, Our Radical Roots, the need was great. Consider that in 1890, 350,000 children were living in New York City, and they had no organized places to play.32

Jane Addams and Joseph Lee are two examples of the profession’s prominent founders. Addams, the daughter of a wealthy man, helped organize support for immigrant settlers and poor laborers. A settlement house, called Hull House, opened in 1889 in the Chicago slums as a neighborhood center to provide multiple social, educational, and recreational services. Addams channeled her life’s energies into programs such as Hull House to create a more humanistic society.33 She touched the lives of many, including Lee, the father of the American playground movement. Like Addams, Lee came from a wealthy family. He was “appalled by the jailing of children for playing in the streets, [and] he established, at his own expense, an experimental playground in Boston.”34 Philosophically, Lee believed recreation should be an integral part of everyone’s life, both adults and children. He wrote an influential book called *Play and Education*, which describes the relationships among play, recreation, and the social problems facing our cities. Lee and Addams both served as officers in the Playground Association of America, which was founded in 1906 and is the forerunner to today’s NRPA.

In many ways, [our founders] were the radical counterparts of Eldridge Cleaver, Jane Fonda, Caesar Chavez, Gloria Steinem, and Ralph Nader. They continually fought city hall, organized labor strikes, marched in the streets, gave public speeches, and wrote award-winning articles deploring the living conditions of the poor. The issues and problems they faced were well defined: slavery, the aftermath of the Civil War, thousands of new immigrants, slums, child labor, disease, the suffrage movement, World War I, and a rapidly industrializing nation. America was striving to develop its abundant natural resources and was also enjoying a booming economy. The work ethic and the free-enterprise system flourished, thus creating a paradox of strong economic growth at the expense of human suffering and exploitation. Our founders faced these issues. They were not meek and mild, easily intimidated or swayed by local politicians. They worked in, around, and with the political system. The political battles they fought gave them the skills needed in order to establish the park, playground, and recreation services we enjoy today.

—Mary Duncan35

Table 1.1
Selected Benefits That Have Been Attributed to Leisure by One or More Scientific Studies

I. Personal Benefits
   1. Mental Health and Maintenance of such:
      • Holistic sense of wellness
      • Stress management
      • Prevention of and reduced depression, anxiety, and/or anger
      • Positive changes in mood and emotion
   2. Personal Growth and Development
      • Self-esteem
      • Self-confidence
      • Value clarification
      • Leadership ability
      • Teamwork/cooperation
      • Balanced living
      • Acceptance of one’s responsibility
      • Academic and other mental performance
   3. Personal Appreciation and Satisfaction from:
      • Sense of freedom
      • Self-actualization
      • Sense of adventure
      • Perceived quality of life/life satisfaction
      • Nature appreciation
      • Spirituality
   4. Psychophysiological
      • Cardiovascular benefits, including prevention of hypertension and strokes
      • Better muscle functioning and strength
      • Decreased obesity
      • Increased life expectancy
      • Improved perceived quality of life
      • Reduced need for medications

II. Social Cultural Benefits and Improvements
   • Community identity, satisfaction, and morale
   • Reduced social alienation
   • Reduced crime
   • Ethnic social integration
   • Family bonding/better life
   • Conflict resolution/harmony
   • Prevention of social problems by at-risk youth
   • Developmental benefits in children
   • Increased independence of older people
   • Increased longevity and quality of life

(cont.)
Other events that dramatically shaped the nature of the emerging park and recreation movement happened at about the same time as Lee and Hull’s work. Central Park in New York City was established in 1857 as the first major city park, Yellowstone was set aside as the first national park in 1872, and more than 80 cities initiated construction of their own parks and playgrounds between 1880 and 1900. Thus, the stage was set in North America for a peculiar and uniquely democratic vision that sanctioned the use of public funding to provide for recreational activities, facilities (e.g., playgrounds), and parks on a local and national scale. On a national scale, it was deemed that these activities, facilities, and parks should be available and accessible to the average citizen, not just the wealthy, because the parks and services provided were good and beneficial for individuals, society, and the United States as a whole. Accordingly, recreation agencies, facilities, and parks took on an accepted social role across the country as people came to gradually view recreation, parks, and leisure services as a valid social good, even a necessity, in a democratic society. Table 1.1 outlines selected personal, social, cultural, economic, and environmental benefits of parks and recreation services. We will explore the idea of benefits later in this chapter.

Table 1.1 (cont.)

<table>
<thead>
<tr>
<th>III. Economic Benefits</th>
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<tbody>
<tr>
<td>• Reduced health costs</td>
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<tr>
<td>• Increased productivity</td>
</tr>
<tr>
<td>• Less absenteeism</td>
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<tr>
<td>• Local and regional economic growth</td>
</tr>
<tr>
<td>• Local amenities help attract industry</td>
</tr>
<tr>
<td>• Employment opportunities</td>
</tr>
<tr>
<td>• Promotion of places to retire and associated economic growth</td>
</tr>
<tr>
<td>• Increased property values</td>
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</tbody>
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<table>
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<tr>
<th>IV. Environmental Benefits</th>
</tr>
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<tbody>
<tr>
<td>• Stewardship and preservation</td>
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<tr>
<td>• Improved air quality through urban forestry</td>
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<tr>
<td>• Understanding human dependency on the natural work</td>
</tr>
<tr>
<td>• Public involvement in environmental issues</td>
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<tr>
<td>• Environmental protection</td>
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<tr>
<td>• Ecosystem sustainability</td>
</tr>
<tr>
<td>• Preservation of particular natural sites/areas</td>
</tr>
<tr>
<td>• Promotion of ecotourism</td>
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</tbody>
</table>

Note. Adapted from Managing to Optimize the Beneficial Outcomes of Recreation (pp. 10–11), by B. L. Driver (Ed.), State College, PA: Venture.

As park and recreation professions matured and diversified, the general populace became more accepting of the idea that leisure was an end in itself to be enjoyed by all. Public recreation drifted away from a social welfare model (with the specific goal being to help those in need) toward a model where services were provided for everyone who wanted them.36 Hence, new recreation and leisure service providers, which targeted health and wellness benefits, emerged. These more specialized areas included armed forces, therapeutic, campus, and employee recreation. In addition, commercial recreation and leisure businesses such as retail sales of recreational vehicles, boats, and equipment and destinations such as Disneyland became increasingly popular in post-World War II prosperity and beyond. Of course, nonprofit agencies and public parks and recreation continued to operate as well.

As the United States, Canada, and other developed countries moved from manufacturing toward a service economy in the latter half of the 20th century, a more specialized class of recreation, parks, and leisure services began to emerge in response to continuing social service needs and people’s growing ability and desire to pay for recreation and leisure. The hospitality industry added value with organized recreation and leisure programs to attract and hold repeat visitor interest. Sport management evolved out of a growing interest in recreation and management opportunities in youth and professional sports. Meeting planning, conference services, and the entertainment industry provided a convergence for business and pleasure. Travel and tourism continued to grow on a national and international scale. Many of these specialized areas are considered professions in their own right, but they are also considered part of recreation-related professions.

In the 21st century, recreation and leisure-related professions face tremendous challenges and opportunities. The need for social services, the need for programs that support social justice, and the demand for leisure experiences at all points in the cost spectrum have never been greater. People from all walks of life are reexamining their priorities and consciously seeking out equal access to recreation services and higher quality leisure experiences. All recreation, parks, sport management, hospitality, and tourism organizations are challenged to operate ethically and sustainably and to respond to the needs of diverse populations.

Individuals attracted to careers in recreation, parks, sport management, hospitality, and tourism all love some aspect of recreation activities and also have a strong commitment and attraction to one or more of the following: improving quality of life for others, affinity for nature, a love of play (or playful attitude), and entrepreneurism. We will look closely at each of these motivators so we can better understand what drives recreation, parks, tourism, and leisure services professionals.

What Motivates Recreation, Parks, Sport Management, Hospitality, and Tourism Professionals?

Those who work in recreation-related professions are especially passionate about one or more aspects that give them great satisfaction in their chosen career. Many students searching for a major discover the recreation field and feel like they have landed in a gold mine because it is obvious to them that this degree will prepare them for a job where they can look forward to going to work every day! Recreation-related professions provide a great opportunity to align your work with something that corresponds with your authentic self. Thus, the recreation, parks, sport management, hospitality, and tourism professionals whose profiles you’ll read throughout this book did not arrive there because they were trying to get rich—that may be a secondary outcome—but their first love was something else.

First and foremost, recreation professionals have an intrinsic attraction to some activity or leisure experience that “turned them on” in their youth. What do you love? Maybe it is an activity such as soccer, baseball, backpacking, sailing, summer camp, travel, or kayaking. Or maybe it is an experience, such as an adrenaline rush, a sense of wonder, a competitive spirit, or insatiable curiosity. Mike Gamache, Director of the Oyster River Youth Association (ORYA), told us that his passion connects with his profession:

I played sports and was involved with sports all my life. I’ve always been interested in sports and fitness. I majored in recreation management with a focus in sport studies. I had a chance to interview with the former Executive Director following my internship, and he hired me. I wanted to be at ORYA because I believed that I would be able to make a difference in people’s lives, and learn a lot in the process.

Maybe you love many kinds of recreation and leisure. The possibilities are truly unlimited.
Career Motivation and the So-Importants

Many recreation professionals are driven by the desire to make a positive difference. Our society has many “so-importants,” or issues often based in social and environmental justice concerns that are “so important” to address via public, private, nonprofit, and for-profit programs, services, and organizations. Recreation, as you are coming to understand, is a crucial way to bring groups together to address these so-importants. For example, some so-important issues commonly addressed via recreation, parks, sport, hospitality, and tourism include

- offering youth safe and developmentally appropriate recreation opportunities as alternatives to unhealthy behaviors,
- providing opportunities for social involvement and active aging among seniors,
- ensuring resources are available so people with mental, physical, and emotional disabilities can enjoy recreation and leisure experiences in ways they may not in a clinical setting,
- providing recreational opportunities as a way for communities to build common bonds,
- providing sustainable or eco-friendly tourism practices from which communities worldwide can benefit, and
- creating an environment that can be enjoyed and preserved for future generations, when we recreate in a sustainable manner.

There are no limits to the so-important needs and opportunities that can be provided through recreation and leisure experiences. Addressing the so-importants is explored in greater detail via the benefits offered by recreation experiences, as discussed later in this chapter and in Table 1.1. We will lead you through a series of exercises in Chapter 2 to help you assess your passions, but first we would like you to start thinking about what drives your recreational career interests so you can see how your motivators can help you identify the best recreation-related career options for you. The remainder of this section will explore the four motivators that bring people to a career in the recreation field.

Improving Quality of Life

Recreation professionals are all about making a difference in people’s quality of life. That difference can be made by working directly with clients or offering opportunities to many people on a broader scale (inclusive service). Tom Carr, certified therapeutic recreation specialist (CTRS) and program coordinator for the Northeast Passage Athlete Development Center, talked to us about what it is like to provide direct service to others:

Helping to make a difference was a big thing for me. I like to be involved with beginners and see the instant gratification when they are introduced to a sport and get a positive experience. But I do a lot of my work with high level, competitive athletes. What is even more rewarding is seeing their long-term growth. Seeing them begin a sport, and then 10 years later, they are competing in the Paralympics on the national and international stage.

Sandy Dhuyvetter, founder, executive producer, and host of TravelTalk MEDIA, provides inclusive services that have a broader effect. She stated,

The greatest part about my job is to hear from guests about how we have added value to others’ lives. Travel positively affects people personally and socially, and our world benefits economically as well. Meeting people and connecting people from all over the world is pure joy.

As you can see from Sandy’s comment, some recreation professionals help others on a broad scale.

Matt Polstein, from the New England Outdoor Center in Maine, serves both directly and inclusively.

First, there is the satisfaction of seeing our guests have a really great time and feeling the enrichment they are receiving from the experience. The second is being a part of helping our community economically, socially, and environmentally by bringing in visitors who are eco-sensitive and sharing the beauty and wonder of this wilderness area with them. We do all this while creating jobs and revenue that support the community.

Affinity for Nature

Are you drawn to the great outdoors? When in nature, do you feel at peace? Those who love working in the outdoors have a strong bond with, attraction to, or empathy for the natural world. Some people would love nothing more than to work outdoors. They may be particularly interested in preservation and protection, providing positive outdoor experiences, or both. Maybe you can relate to this anonymous blogger who wrote, “I love taking long walks, collecting my thoughts as I enjoy the sights and sounds of nature. I like camping, looking up at the stars, breathing in fresh air. The beauty of nature is unmatched, and we should take the time to appreciate it.”

Ginny Alfriend, park specialist for the City of Eugene Parks and Open Space in Oregon, told us, “We are outside most every day of the year and time all of our activities to the weather and season. It is a real treat to have my ‘office’ share space with a Pileated Woodpecker!” So, if you love the outdoors in an extraordinary way, either being in the outdoors, preserving the environment, or both, recreation professions provide a number of ways you can work in, for, and with the natural environment.

Love of Play

Earlier in the chapter we discussed how play is a universal human experience. If you have kept your childlike passion for play as an adult, you may be motivated to share it with others. Jack Wise, CEO of Wildwater Rafting, talked to us about the value of having fun:

I would have to say that the most rewarding [thing about my job] is to have new and exciting experiences in a special environment. It’s also a bonus to be able to be involved in all these fun experiences myself.

Given that the desire to play hard and work hard is a widespread phenomenon in North American culture, we are not surprised that many people would love to have a job where they can do just that!

**Entrepreneurism**

An entrepreneur is a special type of person who is drawn to the challenge and excitement of combining innovation with risk taking to create and sustain a business venture. This person provides the leadership for the venture and assumes a significant amount of accountability for the risks and outcomes inherent in that enterprise. Phrases that describe entrepreneurs include innovator, creator, risk taker, problem solver, and catalyst for change. Starting and maintaining innovative business ventures is not for everybody, but entrepreneurial skills are increasingly needed in all sectors of the economy. That is, public, nonprofit, and for-profit enterprises increasingly rely on entrepreneurial skills because financial sustainability is no longer a given for any type of organization. Indeed, as we move to a more social economy (more on this concept in Chapters 2 and 15), an increasing number of professionals will be called on to blend their entrepreneurial abilities with their passion for making a difference.

John Hope-Johnstone, CEO of Corvallis Tourism, is one such entrepreneur in a recreation-related profession. Hope-Johnstone told us, “I started my tourism career as a travel agent, then as a tour wholesaler, then as a hotelier, then owned my own bed and breakfast in Hawaii, and now I am finishing my tourism career in destination marketing.” He went on to explain how innovation permeates what he does: “Travel and tourism always stays on the cutting edge. When the Internet search engines started to blossom as a marketing tool in the '90s, many of the first online e-commerce businesses were travel based.”

If you have entrepreneurial abilities, crave the excitement of solving problems, and crave being on the cutting edge of innovation, you will find a number of recreation-related careers that appeal to you, including sport management, the hospitality industry, travel and tourism, event management, and commercial recreation businesses. Depending on your unique abilities and interests, you may also find ways to combine your entrepreneurial aptitudes with other passions, such as becoming the head of a nonprofit organization dedicated to preserving and protecting open space.

Now that you have become familiar with motives for working in a recreation-related profession, we will look at what motivates clients to engage in recreation and leisure experiences. Understanding the benefits of recreation and leisure experiences will help you better understand how these experiences help people acquire knowledge, skills, and abilities that help them live more satisfying lives.

**Motivation for Recreation and Leisure Participation**

Generally speaking, people are motivated to engage in recreation and leisure experiences because of a mix of intrinsic and extrinsic motives. For example, I may attend my department’s softball game because it is expected of me as part of my work role (extrinsic motive—I feel I have to be there because my boss asked me to come), but I may also think it will be fun (intrinsic motive—I go because I want to enjoy myself). In most cases, people choose recreation experiences because they anticipate receiving one or more benefits.

According to Driver, the recognized expert on outcomes and benefits of recreation and leisure experiences, there are three benefits of which to be aware. First, there are benefits
associated with a change for the better, or an improved condition. This implies that a new state is viewed as more desirable than a previous state. These changes could occur within individuals, groups, or environmental or cultural resources. Examples include improved health, learning, social bonding, improved economic viability, and improvements in natural or man-made environments.

A second benefit is the maintenance of a desired condition, prevention of an undesired condition, or reduction of an undesired condition. An example is protecting natural resources to provide opportunities for visitors to maintain their physical and mental health. A third benefit is, quite simply, the realization of a satisfying recreation experience. It is important to place a high value on people having satisfying experiences regardless of whether any improved conditions can be easily discerned or measured. Estes and Henderson pointed out,

> Professionals shouldn’t forget...that the outcomes related to enjoyment are still at the core of what makes our profession unique and valuable among other human service areas—we facilitate fun and intrinsically motivating experiences. Although the values of our profession go beyond ‘fun and games,’ enjoyment is, at all times, central to our work.40

Driver classified benefits into four types: personal, social/cultural, economic, and environmental. See Table 1.1 for a complete outline of these potential positive benefits. As you continue to read this book, be on the lookout for ways in which each leisure setting, experience, or activity could potentially provide benefits. Also, take a moment to reflect on your own recreation experiences and the benefits you have accrued as a result.

Documentation of and research on benefits of recreation and leisure have only come about fairly recently primarily for a need to document impact and benefits, but also because benefits, being of a personal and subjective nature, are hard to measure. However, as you gain more education and experience in recreation, parks, sport management, hospitality, and tourism, you will have a better understanding of benefits and how they can be used to manage the best possible recreation and leisure experiences for your clients. Finally, although most people are motivated to engage in recreation and leisure experiences for positive benefits, you should also be aware of the darker side of recreation motivation.

**The Darker Side of Motivation**

Let’s face it—not everyone who engages in recreation and leisure experiences has moral, health-enhancing benefits in mind. Humans are driven to seek pleasure, and they are often hedonistic—that is, self-indulgent and reckless—in their choice of activities. In fact, our cultural belief system tells us that when we have worked hard for a long time, we have earned the right to play hard. In other words, we are prone to thinking, “Thank goodness that’s over. Now it’s time to go blow off some steam.” Left to our own devices (which means we are free to do what we want), we often choose experiences that are potentially harmful to self, others, or society.

Curtis believed that any recreation professional preparation program should include consideration of purple recreation. He coined the term purple recreation to refer to “those activities and interests indulged in by youth and adults during non-work, non-study free time that do not fall within the parameters of what society generally views as wholesome or good.”41 Curtis pointed out that many purple recreation activities are not starkly bad or evil, as they may be victimless crimes, such as a college students drinking too much after final exams (assuming they make it home safely). They have harmed no one but themselves, and the harm may be minimal in the form of a hangover. However, some purple recreation can be harmful even when the person did not intend harm. Consider drinking and driving, binge drinking, heavy drug use, dog fighting, compulsive gambling, pornography, prostitution, and so on.
Our intention here is not to engage in a lengthy discussion about hedonistic behavior, but rather to acknowledge its existence and explain why this knowledge is important for future recreation professionals. Dustin, McAvoy, and Shultz pointed out that the only virtuous act is one that is freely chosen. Therefore, our role (as recreation professionals) is not to force people to do only moral, beneficial activities. However, our job is to ensure that recreation and leisure experiences provided by our agencies are available to all who want or may need them and are as safe and beneficial as possible. In many instances, recreation, parks, sport management, hospitality, and tourism organizations will provide healthy activities that promote positive benefits and moral character development. In other cases, agencies may provide mild purple recreation activities—especially when the paying customer desires them. However, in these cases, it is important that we, as recreation professionals, always remain aware of the potential for harm, practice good judgment about what activities we willingly provide, and practice good risk management to minimize harm.

### Living Near Green Spaces Positively Influences Health

New evidence suggests that living near a green space can offer numerous health benefits. A study published in the *Journal of Epidemiology and Community Health* indicates that living near green spaces has quantifiable benefits to human health. The best health benefits come from living less than 1 km (three fifths of a mile) from a green space. The research shows that the impact is particularly noticeable in reducing rates of depression.

Other health indicators that benefit from proximity to green spaces include coronary heart disease; neck, shoulder, back, wrist, and hand complaints; depression and anxiety; diabetes; respiratory infections and asthma; migraine and vertigo; and stomach bugs and urinary tract infections.

Although people often report that time in nature reduces their stress and helps them feel better both physically and mentally, this is the first study to demonstrate that proximity to nature translates into fewer health problems.

Researchers looked at the health records of 195 family doctors and 350,000 individuals across the Netherlands and tracked how often patients were diagnosed with 24 disease types. Researchers mapped the amount of green space near each patient’s household by using postal codes and land use data.

### Conclusion

The recreation, parks, sport management, hospitality, and tourism professions are rich with meaning, history, and benefits. Many young professionals will find a career under this umbrella, will love their job, and will look forward to going to work every day. To a certain extent, all recreation professionals are leisure educators as well. This is a growing and diverse field, full of challenges and opportunities. A person’s desire to make a positive difference while doing a job he or she loves is a unique opportunity, and people in this profession can and should embrace opportunities to improve quality of life for all.

### For Further Investigation

#### For More Research

The seven website resources listed for this chapter will provide you with insight into how organizations or individuals are employing recreation, leisure, sport, and tourism to address the so-importants discussed in this chapter (i.e., issues of social or environmental justice). Some of these
groups may discuss ideas for policy change, and others may direct you to self-help information. In either case, reading about these organizations will help educate you as to what citizens are doing to improve life, health, and well-being for themselves and their communities. In every case, you will see that leisure plays a central role.

To continue to further your own education about recreation and leisure-related topics that interest you, browse the Internet and try to locate at least five recent articles or movements related to improving health and well-being via recreation, parks, sport, tourism, or hospitality. Many such movements call for public policy changes to create a real, measurable difference. Which public policy agenda items are most intriguing to you? What do you think about the grassroots movements you come across?

All Web links are also available via the resources section of Sagamore Publishing’s website (www.sagamorepub.com/resources) for quick access. Additional Web links specific to each career area are listed at the end of each chapter.

Resources

Take Back Your Time: www.timeday.org
The purpose of this U.S. and Canadian organization is to “challenge the epidemic of overwork, over-scheduling and time famine that now threatens our health, our families and relationships, our communities and our environment.”

Right2Vacation.org: www.timeday.org/right2vacation/default2.asp
The organization provides information on why vacation matters and advocates for a law mandating increases in paid vacation time.

Families and Work Institute: familiesandwork.org/site/about/main.html
Providing research on three main areas: the workforce/workplace, youth, and early childhood, this organization’s mission is to address emerging issues before they become more serious problems.

The City Project: www.cityprojectca.org
This group strives to make real change in the lives of residents of Los Angeles and the surrounding communities by employing parks and recreation to address issues of social and environmental justice.

Common Good: Restoring Common Sense to America: commongood.org
This organization believes that “people, not rules, make things happen” and has the mission to “restore common sense to all three branches of government...based on the principles of individual freedom, responsibility and accountability.”

The USA Affiliate of the International Play Association: Promoting the Child’s Right to Play: www.ipausa.org/index.html
The association’s purpose is to “protect, preserve, and promote play as a fundamental right for all humans.”

Authentic Happiness: www.authentichappiness.sas.upenn.edu
This website provides information on the research of Dr. Martin Seligman and his work to look at positive emotions, to build character strengths, and to improve health and happiness.

Active Investigation

Collect your own stories, or vignettes, about people enjoying recreation and leisure experiences. Ask one or more individuals to tell you about what recreation or leisure activities or services they
most enjoy and what benefits they feel they receive. Write a paragraph for each story, and identify the person by sex, age, and geographic location to provide context for the story. Classify the vignette into one of the following experiences:

- a eudaimonic-type leisure experience (i.e., an experience that involves good action and no goal other than enjoyment; the experience is an end in itself);
- a youth benefiting from a recreation program (i.e., after school, summer camp);
- a person with disabilities or an elderly person enjoying a recreation or leisure service or experience;
- a person benefiting from a general sport or play recreation experience;
- a person, or the environment, benefiting from an outdoor recreation experience, such as a park or green space;
- a person enjoying a commercial recreation or leisure experience (e.g., concert at an arena, Disneyland);
- a person or family enjoying a vacation at a resort or adventure travel experience;
- a person or group of people engaging in a virtual leisure experience (i.e., electronic game, social networking); or
- a person enjoying a potentially “purple leisure” experience (e.g., drinking alcohol, gambling).

References

7. Dare et al., 1998.

29 deGraaf, n.d.
31 Gray, 1972, p. 18.
32 McLean et al., 2008.
34 Ibid, p. 335.
36 deGraaf et al., 1999.