

MICHAEL A. MULVANEY

VITA

ADDRESSES AND PHONE

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EDUCATION

University of Illinois, Urbana-Champaign
Ph.D., Recreation, Sport & Tourism, August, 2006 GPA: 3.97/4.00
Course Concentration in Recreation Management
Dissertation title: Utilizing Different Instructional Formats in a Web-Based Distance Learning Program about Leisure Service Delivery

Eastern Illinois University, Charleston, Illinois
M.S., Physical Education, August 2000 GPA: 3.94/4.00
Course Concentration in Sport Administration

Millikin University, Decatur, Illinois
B.S., Physical Education and Sociology, May 1999 GPA: 3.50/4.00
Course Concentration in Sport Management

PROFESSIONAL EXPERIENCE

July 2024 – present Director of RST MS Online Programs & Teaching
Professor
Department of Recreation, Sport and Tourism
University of Illinois at Urbana-Champaign

Director for online MS graduate program and professional certificate programs for the Department. Primary responsibilities included the coordination, supervision, and support of academic and co-curricular aspects of the online graduate programs; teaching courses in the online program; student advising; student marketing and communication efforts; curriculum oversight, updates, & revisions; networking with alumni; student recruitment, and; strategic planning for program.

PROFESSIONAL EXPERIENCE (continued)

July 2023 – June 2024 Provost Fellow (2023 – present) & Professor (2020 - Present)
School of Kinesiology & Recreation
Illinois State University

Selected and appointed as a Provost Fellow with specific focus on data-based projects, including (HLC) university accreditation; curricular assessment and related initiatives; differential tuition and full-cost recovery models; academic program reviews & reporting, and; planning and instructional design of data literacy institute workshops (online – asynchronous & synchronous, hybrid, and in-person formats) and educational programming to support student success. Continued service as Professor with teaching, research, and service responsibilities. Teaching graduate and undergraduate courses in management, finance, marketing, human resource management, statistics, and foundations. Advising graduate students. Continued research within the area of public park and recreation management and engagement in national, state, and local service. University service involving the development and chairing of a department's first 5-year student recruitment plan; faculty performance review committee; assessment committee; and student scholarship committee.

August 2019 – August 2022 Recreation and Park Administration Program Director (2019 – 2022) & Professor (2020 - Present)
School of Kinesiology & Recreation
Illinois State University

Coordinator for a program of approximately 200 undergraduate students, 50 graduate students, and twelve full-time faculty. Primary responsibilities included the coordination, supervision, and support of academic and co-curricular programs and activities within the Recreation and Park Administration program; faculty teaching assignments & course scheduling; management of restricted gift (budget) account; support faculty recruitment & development efforts; curriculum oversight, updates, & revision; oversight of advisory board; student scholarship coordination; networking with alumni; student recruitment, and; strategic planning for program.

August 2016 – 2019 Associate Professor
School of Kinesiology & Recreation
Illinois State University

Instructor for courses dealing with human resource management, evaluation in parks and recreation, statistics in applied science and technology, management and planning, and leisure concepts. Maintain continuing line of research with focus on human resource management functions in public agencies, management and organization of public agencies, learning technologies in employee training, comprehensive program evaluation systems, and planning processes in community agencies. Engage in national, state, local, and university-level service.

PROFESSIONAL EXPERIENCE (continued)

January 2016 – June 2016 Interim Chair & Associate Professor
Department of Recreation Administration
Eastern Illinois University

Chief administrator for a department of approximately 100 undergraduate students, nine full-time and/or adjunct faculty, and one office manager. Primary responsibilities included fiscal, physical & human resource management; chief administrator for department's academic and co-curricular programs; development of a certificate program; development of online/hybrid cohort model; department marketing; advisory council oversight; external accreditation processes; student advising; student recruitment, and; development/leadership of department policies, procedures, and reporting.

August 2007 – December 2015 Assistant (2007-13) & Associate (2013 – 2015) Professor
Department of Recreation Administration
Eastern Illinois University

Instructor for courses dealing with: research & evaluation in leisure studies; volunteer & employee management in recreation; computers in leisure service agencies; operations of recreation facilities; finance in recreation; pre-internship; introduction to leisure service agencies; world leisure; senior seminar; organization & administration of sport & exercise science, and; finance in sport. Serve as undergraduate student advisor for students in Department of Recreation Administration as well part-time instructor in the Department of Kinesiology & Sport Studies. Serve on graduate theses committees and departmental, college and state committees. Maintain continuing line of research with focus on human resource management functions in public park and recreation agencies, management and organization of public park and recreation agencies, learning technologies in employee training, and planning processes in park and recreation agencies.

May 2010 – 2012 Adjunct Instructor (Part-Time)
Department of Recreation, Sport & Tourism
University of Illinois

Adjunct instructor for the 1-3 sections (per year) of the human resources in recreation, sport and tourism graduate course within the department's online MS program.

August 2006 – June 2007 Instructor (Annually Contracted Faculty)
Department of Recreation Administration
Eastern Illinois University

Instructor for courses dealing with: research & evaluation in leisure studies; computers in leisure service agencies; pre-internship; introduction to leisure service agencies; and world leisure. Served as undergraduate student advisor for students in Department of Recreation Administration. Service on departmental, college and state committees.

PROFESSIONAL EXPERIENCE (continued)

May 2006 – August 2006 Research Associate (Part-Time)
Department of Recreation, Sport & Tourism
University of Illinois at Urbana-Champaign

Research Associate for a funded project by the Illinois Association of Park Districts and the University of Illinois. The project examined citizen attitudes, perceptions, and experiences with local park districts programs, facilities and parks within the state of Illinois. Responsible for assisting with project implementation, annotated bibliography, questionnaire development, data coding and entry, and report writing.

January 2006 – May 2006 Teaching Graduate Assistantship
Department of Recreation, Sport & Tourism
University of Illinois at Urbana-Champaign

Served as assistant instructor for three undergraduate courses, Foundations of Tourism, Leisure Services Marketing, and Human Resource Management in Recreation, Sport and Tourism Organizations. Assisted with one graduate course, Personnel Administration for the Delivery of Leisure Services. Foundations of Tourism course covered the ways in which communities and individuals used planning, business, and marketing principles to make tourism work while emphasizing practical aspects of tourism decision-making. Leisure Services Marketing course covered the application of marketing principles to the leisure services industry, including issues such as market environment, market research, consumer behavior, segmentations, services marketing, sales, pricing and communication. Human Resource Management in Recreation, Sport and Tourism course covered the concepts, principles, and objectives of supervision; the nature of the supervisory relationship; supervisory functions and processes; identification and application of methods and techniques; organizational and operational patterns of supervision in recreation and park settings. Responsible for preparing and presenting lectures with supplementary work, providing guidance and tutorials for over 170 enrolled students, and grading of all assignments, weekly quizzes, student presentations, and exams.

August 2005 – December 2005 Lead Instructor Graduate Assistantship
Department of Recreation, Sport & Tourism
University of Illinois at Urbana-Champaign

Instructor for undergraduate course, Public Recreation. Course examined the public sector and its role in the provision of park and recreation services; philosophical foundations; organizational structure; policy-making process; and the administrative tasks of public recreation providers. Responsible for all facets of the class including the preparation and presentation of instructional materials and lectures, classroom management, and student evaluation.

PROFESSIONAL EXPERIENCE (continued)

May 2004 – August 2005 Research Graduate Assistantship
Office of Recreation and Tourism Development
Department of Recreation, Sport & Tourism
University of Illinois at Urbana-Champaign

Assisted in the development of three Office of Recreation and Tourism Development Web-based programs, Community Profile, Agency Profile, and Needs Assessment for Public Leisure Service Agencies, designed to assist suburban and rural communities in strategic master planning. Conducted two demonstration research projects with the Elmhurst Park District in preparing valid job descriptions, performance appraisal instruments, and a merit salary increase plan.

January 2004 – May 2004 Teaching Graduate Assistantship
Department of Leisure Studies
University of Illinois at Urbana-Champaign

Served as an assistant instructor for undergraduate course, Human Resource Management in Leisure Organizations. Course covered the concepts, principles, and objectives of supervision; the nature of the supervisory relationship; supervisory functions and processes; identification and application of methods and techniques; organizational and operational patterns of supervision in recreation and park settings. Responsible for preparing and presenting lectures with supplementary work, providing guidance and tutorials for 60 enrolled students, and grading of weekly quizzes, student presentations, mock interviews/resumes/cover letters, and exams.

August 2000 – August 2003 Assistant Manager, Decatur Indoor Sports Center
Decatur Park District
Decatur, Illinois

Programming of sports, camps, and special events for an 87,000 square foot building. Hired, trained, scheduled, and supervised over twenty staff (combination of exempt and non-exempt employees). Researched and assisted in the layout/design of the Sports Center facility. Served as chief supervisor of Decatur Park District's special recreation program for adults in district of over 80,000 residents. Coached Indoor Track & Field Club Team, implemented district-wide, employee health and wellness program. Assisted in development and programming of indoor soccer league, rock climbing lessons/classes, baseball clinics, and youth basketball classes. Assisted in the development of fitness center within the sports center. Served as chief supervisor for fitness center operations including; budget preparation, personnel, equipment upkeep, memberships, and programming. Prepared and presented financial budget for programming areas, facility memberships, and entire fitness center operations. Created large voluntary service program and structured and unstructured delivery of leisure services for youth, adults, seniors, and special populations. Extensive involvement and staff training of VSI Rec Trac computer software.

PROFESSIONAL EXPERIENCE (continued)

Summers 1999-2000 Director of Youth Sports and More Camp (Part-Time)
Decatur Park District
Decatur, Illinois

Utilized a HUD grant to provide opportunities for low-income families to attend summer-long program. Hired, trained, scheduled, supervised twelve staff. Established a weekly safety curriculum, initiated a morning youth running program, and established positive media attention for the program.

August 1999-May 2000 Graduate Assistant Track & Field Coach
Athletic Department
Eastern Illinois University, Charleston, Illinois

Created and implemented innovative pole vault and javelin workouts. Molded a non-scholarship athlete into an NCAA Division I All-Conference javelin thrower. Provided technical instruction to athletes in various events. Promoted and conducted three large track meets with over 700 athletes. Lectured and taught several class sessions of Track & Field Coaching class

August 1995-May 1999 Student Manager (Part-Time)
Griswold Physical Education Center
Millikin University, Decatur, Illinois.

Provided supervision for various events/activities within the Center. Trained staff for collegiate soccer games. Engaged in equipment management. Responsible for building/event security.

PROFESSIONAL AFFILIATIONS

Association for Institutional Research, Member, 2022 - present
Certified Park and Recreation Professional, 2008–present
Member, National Recreation and Park Association, 2004 – present
Illinois Association of Park Districts Research Advisory Board, 2006 - present
Central Illinois Recreation Directors Association, 2006 - present
Reviewer, *Public Personnel Management*, 2014 - present
Chair, National Recreation and Park Association, National Certification Board, 2019 –
2020
Chair-Elect, National Recreation and Park Association, National Certification Board, 2018 –
2019
National Recreation and Park Association, National Certification Board, 2016 - 2022
National Recreation and Park Association CPRP Examination Committee Chair, 2013-2014
National Recreation and Park Association CPRP Examination Committee, 2009 - 2015
IPRA Community “Unplug Illinois” Campaign Task Force, 2014 - 2016
Co-editor, *Schole: The Journal of Recreation and Leisure Studies Education*, 2010-2019
Special Issue (“HRM in Parks & Recreation”) Guest Editor, *Journal of Park & Recreation Administration*, 2013-2015

PROFESSIONAL AFFILIATIONS (continued)

Associate Editor, *Journal of Park and Recreation Administration*, 2012 - 2022
Reviewer, *International Journal of Public Administration*, 2015
Reviewer, *Encyclopedia of Public Administration and Public Policy*, 2015
Charleston Parks and Recreation Foundation Board, 2008 – 2016
Coles County Greenway Planning Committee, 2015 - 2016
Reviewer, *Journal of Community Engagement and Higher Education*, 2009
Reviewer, *Schole*, 2008
Illinois Parks and Recreation Association, 2000 – 2008
National Recreation and Park Association CPRP Committee, 2008-2009
Reviewer, *Leisure Program Planning and Delivery* textbook (Human Kinetics), 2007
University of Illinois Office of Recreation & Tourism Development, 2004 – 2005
Graduate Student Representative, Search Committee for Assistant Professor, 2004 - 2005
Reviewer, *Journal of Park and Recreation Administration*, 2004 - 2005
Reviewer, *Event Management*, 2005
Central Illinois Recreation Council for Leisure Experiences, 2000 - 2003
National Intramural-Recreation Sports Association, 2000 - 2001
Decatur Area Community Challenge Committee, 2001

HONORS & AWARDS

2019	Illinois State University CAST Presentation Travel Grant Recipient
2019	Illinois State University CAST Publication Incentive Program Recipient
2018	Illinois State University Research Grant (FY19)
2018	Illinois State University CAST Presentation Travel Grant Recipient
2017	Illinois State University Research Grant (FY18)
2017	Sandra Little Groves (Illinois State University) Recreation and Park Administration Faculty Development Endowment Fund
2016	Illinois State University CAST Presentation Travel Grant Recipient
2016	Illinois State University New Faculty Startup Award
2014	Eastern Illinois University Achievement & Contribution Award, Balanced Category
2013	Eastern Illinois University Faculty Laureate
2012	Eastern Illinois University Achievement & Contribution Award, Balanced Category

HONORS & AWARDS (continued)

- 2010 Eastern Illinois University Achievement & Contribution Award, Balanced Category
- 2010 Center for Academic Technology Support's Excellence in the Use of Teaching with Technology, Eastern Illinois University
- 2009 Best Research Article, *Illinois Parks & Recreation Magazine*
- 2009 Eastern Illinois University Council on Faculty Research Summer Research Grant Recipient
- 2008 Eastern Illinois University Achievement & Contribution Award, Balanced
- 2005 National Recreation & Park Association's Notable Graduate Student of the Year
- 2005 Ronald H. Dodd Scholarship Award Recipient, University of Illinois
- 2005 Chancellor's List, National Academic Affairs
- 2005 Illinois Park & Recreation Foundation's Graduate Student Scholarship
- 2002 Selected as one of Decatur's "40 Under 40" professionals, Herald & Review Newspaper
- 2000 Illinois Association of Health, Physical Education, Recreation and Dance Student-Mentor Research Award, Eastern Illinois University
- 1999 Cum Laude Graduate, Millikin University
- 1999 National Dean's List, Millikin University
- 1998 National Dean's List, Millikin University
- 1998-99 Don Shroyer Scholarship, Millikin University
- 1998 Peter Witt Scholarship, Millikin University
- 1997 Selected as United States Achievement Academy's All-American Scholar, Millikin University

ARTICLES

- Collins, A. & Mulvaney, M.A. (2024). Biophilia: Connecting participants and staff with nature. *Parks & Recreation*, 59(8), 22-23.
- Owens, M. H. & Mulvaney, M. A. (2024). A study of college students summer employment priorities. *Parks & Recreation*, 59(2), 10-11.
- Mulvaney, M. A. & Heaser, J. (2023). Executive-level performance appraisals in local government: Appraisal frequency and job attitudes of executives. *Public Organization Review*. pp. 1-28.
- Owens, M. H. & Mulvaney, M. A. (2023). Examining Gen Z emerging adult summer employment priorities. *American Camp Association Research Forum*, 1-3.
- Hoffman, J. & Mulvaney, M. A. (2022). Diversifying the outdoor recreation participation for your agency. *Parks and Recreation Business*, 1-5.
- Mulvaney, M. A. & Kianicka, M. (2022). Social context of performance appraisals in public parks and recreation: A statewide study. *Journal of Park and Recreation Administration*. 40(2), 40-59.
- Mulvaney, M.A. & Krug, S. (2021). Pandemic empowered: Creative solutions in a COVID-19 world. *Parks & Recreation*, 12, 10-11.
- Mulvaney, M.A. (2020). Help! Working from home is stressing me out! *NRPA Open Space*, 1-6.
- Mulvaney, M.A. (2020). Career and non-career bridge employment intentions of local government professionals. *Public Organization Review*. 20(3), 477-493.
- Mulvaney, M.A. (2020). A statewide study of performance appraisals: Role of employee participation & supervisor trust. *2020 National Recreation and Park Association Research Symposium Abstracts*.
- Mulvaney, M.A. (2020). Discussion groups and multi-formatted content delivery in an online module for sport management and recreation students: Effect on students' self-efficacy. *College Student Journal*. 54(1), 88-105.
- Mulvaney, M.A. & Sabbach, J. (2020). An altruistic vision: Smarts & courage lead the way. *Parks and Recreation Business*. 18(6), 40-43.
- Mulvaney, M.A. & Beggs, B. (2019). Examination of recruitment and selection methods for entry-level professionals. *2019 National Recreation and Park Association Research Symposium Abstracts*.

ARTICLES (continued)

- Mulvaney, M.A. (2019). A study of public park and recreation professionals' career bridge employment intentions. *Journal of Park and Recreation Administration*. 37(1), 1-22.
- Mulvaney, M.A. (2019). Examining the role of employee participation, process proximal social factors, and appraisal reactions for a pay-for-performance appraisal system. *Public Organization Review*. 19(2), 201-225.
- Mulvaney, M.A. (2018). Examination of bridge employment predictors of public recreation professionals. *2018 National Recreation and Park Association Research Symposium Abstracts*.
- Mulvaney, M.A., Clevenger, W., Buhr, R., & Gower, J. (2017). Thinking strategically about your agency's recreation programming: Completing a comprehensive programming performance evaluation. *Parks and Recreation: Research Update*
- Mulvaney, M.A. (2017). An examination of training design strategies in a pay-for performance appraisal system online workshop. *International Journal of Public Administration*. Advance online publication. doi:10.1080/01900692.2017.1390761
- Mulvaney, M.A. (2017). Performance appraisals in public parks and recreation: A study of employees' short and longer-term attitudes toward the appraisal system. *Journal of Park and Recreation Administration*, 35(2), 86-107.
- Mulvaney, M.A. (2016). Performance appraisals in parks and recreation: A 10-year follow up study. *2016 National Recreation and Park Association Research Symposium Abstracts*.
- Mulvaney, M.A. (2015). Living up to the hype: The Certified Park and Recreation certification. *Parks & Recreation*, 50(9), 64-68.
- Mulvaney, M.A., Beggs, B., Elkins, D., & Hurd, A. (2015). Professional Certifications and Job Self-Efficacy of Public Park and Recreation Professionals. *Journal of Park and Recreation Administration*, 33(1), 93-111.
- Mulvaney, M.A. & Hurd, A. (2015). Human resource management: Introduction to Special Issue. *Journal of Park and Recreation Administration*, 33(1), v-vii.
- Mulvaney, M.A. & Pommier, J.H. (2015). Web-based distance learning: Introduction to Special Issue. *Schole: A Journal of Leisure Studies and Recreation Education*, 30(1), v-vi.

ARTICLES (continued)

- Mulvaney, M.A. (2014). Leaves/Time Off and Work-Stress Family Employee Benefits Programs, Organizational Commitment, and Self-Efficacy among Park District Employees. *Public Personnel Management*, 43(4), 459-489.
- McKinney, W.R., Mulvaney, M.A., & Grodsky, R. (2013). The development of a model for the distribution of merit pay increase monies for municipal agencies: A case study. *Public Personnel Management*, 42(3), 471-492.
- Mulvaney, M.A., McKinney, W.R., & Grodsky, R. (2012). The development of a pay-for-performance appraisal system for municipal agencies. *Public Personnel Management*, 41(3), 505-534.
- Mulvaney, M.A. (2011). Family-friendly employee benefits programs in Illinois park districts web extra. *Illinois Park and Recreation*, 42(3), 21.
- Mulvaney, M.A. (2011). The role of family-friendly benefits on job self-efficacy and organizational commitment of public park and recreation professionals. *Journal of Park and Recreation Administration*. 29(1), 58-79.
- Mulvaney, M.A., Clark, H., & LaMore, K. (2010). A creative approach to comprehensive planning. *Illinois Park and Recreation*, 41 (6), 16-22.
- Mulvaney, M.A. (2010). The role of family-friendly employee benefits programs on workplace attitudes. 2010 National Recreation and Park Association Leisure Research Symposium Abstracts.
- Wooten, M.H., Mulvaney, M.A., & Higelmire, W.F. (2010). Applying a collaborative disc golf tournament to an outcome-based model. *Scholar: A Journal of Leisure Studies and Recreation Education*. 26(1), 83-88.
- Mulvaney, M.A., McKinney, W.R., & Grodsky, R. (2008). The development of a pay for performance system for public park and recreation agencies: A case study. *Journal of Park and Recreation Administration*, 26(4), 126-156.
- Mulvaney, M.A., Wooten, M.H., & Higelmire, W.F. (2008). Utilizing disc golf as a way to prepare future professionals. *Illinois Park and Recreation*, 39(5).
- Mulvaney, M.A., McKinney, W.R., & Barnett, L. (2008). Online learning: Examining instructional design strategies in leisure curriculum. 2008 National Recreation and Park Association Leisure Research Symposium Abstracts.
- Mulvaney, M.A., McKinney, W.R., McDonald, C., & Hall, R. (2008). A statewide assessment of Illinois park districts. *Illinois Park and Recreation*, 39(4), 12-17.

ARTICLES (continued)

Mulvaney, M.A., McKinney, W.R., & Grodsky, R. (2007). Six steps for improving your agency's performance appraisal system web xtra. *Illinois Park and Recreation*, 38(6), 41.

Mulvaney, M.A. & McKinney, W.R. (2007). The development of a pay for performance system for a public park and recreation agency: A case study. *2007 National Recreation and Park Association Leisure Research Symposium Abstracts*.

McKinney, W.R., Bartlett, K.R., & Mulvaney, M.A. (2007). Measuring the costs of employee turnover in Illinois public park and recreation agencies: An exploratory study. *Journal of Park and Recreation Administration*, 25(1), 50-74.

TEXT BOOKS

Mulvaney, M. A. (in press). *Human resource management in recreation and sport (2nd ed.)*. Champaign, IL: Sagamore-Venture Publishing.

Beggs, B. A., Mull, R. F., Renneisen, M., & Mulvaney, M. A. (2023). *Recreation facility management (2nd ed.)*. Champaign, IL: Human Kinetics.

Hurd, A., & Mulvaney, M. A. (2022). *Official study guide for the certified park and recreation professional examination (6th ed.)*. Ashburn, VA: National Recreation and Park Association.

Mulvaney, M. (2018). *Certified Park and Recreation Executive (CPRE) preparatory resource*. Ashburn, VA: National Recreation and Park Association.

Mulvaney, M.A. & Hurd, A. (2017). *Official study guide for the certified park and recreation professional examination (5th ed.)*. Champaign, IL: Sagamore Publishing.

Mulvaney, M.A. & Hurd, A. (2013). *Official study guide for the certified park and recreation professional examination (4th ed.)*. Champaign, IL: Sagamore Publishing.

Gower, R. & Mulvaney, M.A. (2012). *Making the most of your internship: A strategic approach*. Champaign, IL: Sagamore Publishing.

Hurd, A.R., Mulvaney, M.A., Rossman, R., & McKinney, W.R. (2008). *Official study guide for the certified park and recreation professional examination (3rd ed.)*. Ashburn, VA: National Recreation and Park Association

BOOK CHAPTERS

- Mulvaney, M. A. & Bruggeman, G. (2022). Chapter 12: Human resources hiring. *Management of Park and Recreation Agencies (5th ed.)* (65 pgs). Champaign, IL: Sagamore Publishing.
- Moiseichik, M. & Mulvaney, M. A. (2022). Chapter 11: Maintenance and operations of developed recreation areas and facilities. *Management of Park and Recreation Agencies (5th ed.)* (51 pgs). Ashburn, VA: National Recreation and Park Association.
- Beggs, B., Mulvaney, M. (2022). Leisure Economics. *Dimensions of Leisure for Life, 2nd Edition*. Champaign, Illinois: Human Kinetics.
- Mulvaney, M. A. & Bruggeman, G. (2016). Chapter 13: Human resources – employment. *Management of Park and Recreation Agencies (4th ed.)* (401-452). Champaign, IL: Sagamore Publishing.
- Mulvaney, M., McKinney, W. R., Grodsky, R. (2015). Chapter 11 Compensation Case Study Reading 11.2: The development of a pay-for-performance appraisal system for municipal agencies: A case study. In Jeffrey A. Mello (Ed.), *Strategic Human Resource Management (4th edition)* (pp. 521-538). Cengage Learning.

MONOGRAPHS, & TECHNICAL REPORTS

- Scheunemann, J. & Mulvaney, M.A. (2023). Community Wide Needs Recreation Needs Assessment Study Report: Vernon Hills Park District. pp. 1-45. Vernon Hills Park District.
- Mainieri, T., Mulvaney, M.A. & Lizzo, R. (2023). Recreation and Park Administration Program Accreditation IBHE Self-Study Report. pp. 1-148. Illinois State University.
- Scheunemann, J. & Mulvaney, M.A. (2023). Community Wide Needs Assessment Study Report: Macomb Park District. pp. 1-38. Macomb Park District.
- Scheunemann, J., Kosey, L., Reuter, J., Mulvaney, M., Winter, T., Miller, J., Bruggeman, J., & Scheunemann, J. (2023). Strategic Plan 2023 - 2028: Macomb Park District. pp. 1-104. Macomb Park District.
- KNR 475 Graduate Students & Mulvaney, M. A. (2023). Comprehensive Programming Performance Evaluation: FY '21-22 to FY '22-23: City of El Paso Parks & Recreation Department. pp. 1-42. City of El Paso.
- Mulvaney, M.A., Mainieri, T., Smith, R., & Wu, N. (2022). Recreation and Park Administration Program Undergraduate Student Recruitment Plan: 2022 – 2027. pp. 1-21. Illinois State University.

MONOGRAPHS, & TECHNICAL REPORTS (continued)

- Mainieri, T., Lizzo, R., & Mulvaney, M.A. (2022). Recreation and Park Administration Program Accreditation Self-Study Report for the Council on Accreditation of Parks, Recreation, Tourism, & Related Professions. pp. 1-159. Illinois State University.
- Mulvaney, M.A. (2022). Recreation and Park Administration Program Accreditation Self-Study Report 2016 – 2021: Executive Summary. pp. 1-13. Illinois State University.
- Mulvaney, M.A. (2022). Comprehensive Programming Performance Evaluation Annual Report: Fiscal Years 2014 - 2021. pp. 1-38. Decatur Park District.
- Mulvaney, M.A. & Bin Azizan Durisic, D. (2022). Community-Wide Needs Assessment Study: Oak Lawn Park District. pp. 1-35. Oak Lawn Park District.
- Scheunemann, J., Mulvaney, M. (2021). Community Wide Needs Assessment Study: Frankfort Square Park District. pp. 1-55. Frankfort Square Park District.
- Scheunemann, J., Mulvaney, M. (2021). Needs Assessment Study: NWSRA pp. 1-41. Northwest Special Recreation Association.
- Scheunemann, J., Mulvaney, M. (2019). Community Health & Wellness Study: Frankfort Square Park District. pp. 1-33. Frankfort Square Park District.
- Mulvaney, M. (2018). A White Paper Summary of the 2018 Altruism Institute. Boulder, Colorado. pp. 1-43.
- Scheunemann, J. & Mulvaney, M. (2018). An Internal Salary Equity Study: Frankfort Square Park District. Frankfort Square Park District, pp. 1-29.
- Mulvaney, M.A. & Barstow, L. (2018). Town of Normal Recreation Programming Needs Assessment Study. Town of Normal Parks and Recreation Department. pp. 1-36.
- Hall, R., Scheunemann, J., & Mulvaney, M.A. (2017). Pekin Park District Community-Wide Recreation Needs Assessment Survey Final Report. Pekin Park District, pp. 1-44.
- Scheunemann, J., Owens, M., Mulvaney, M.A., & Hall, R. (2016). Champaign Park District: Recreation Assessment Report. Champaign Park District, pp. 1-79.
- Mulvaney, M.A. (2016). Community-Wide Recreation Interests Survey. Village of Hinsdale Parks & Recreation Department, pp. 1-47.
- Mulvaney, M.A. & Barkley, J. (2016). Department of Recreation Administration Annual Report. Department of Recreation Administration Alumni Advisory Council, pp. 1 – 104.

- Higelmire, W., Mulvaney, M.A., Holmes-Layman, P., & Barkley, J. (2015). Department of Recreation Administration Accreditation Self-Study Report for the Council on Accreditation of Parks, Recreation, Tourism, & Related Professions. Eastern Illinois University, pp. 1-125.
- Mulvaney, M.A. (2015). Decatur Indoor Sports Center Facility Assessment Study. Decatur Park District, pp. 1-41.
- Augustine, R., Stowell, J., Mulvaney, M. A., & Irwin, B. (2014). Eastern Illinois University HLC Self-Study Report: Chapter 3 (Teaching & Learning – Quality, Resources, & Support). Eastern Illinois University, pp. 1-41.
- Mulvaney, M.A. & Barkley, J. R. (2014). Blackhawk Trail & Greenway Master Plan: Executive Summary & Recommendations. Edgar County Highway Department, pp. 1-25.
- Mulvaney, M.A. & Barkley, J. R. (2014). Blackhawk Trail & Greenway Master Plan: Study Area #4 – Operations & Site Analysis. Edgar County Highway Department, pp. 1-15.
- Mulvaney, M.A. (2014). Annotated Bibliography on Performance Appraisal: Practices & Trends (2004 – 2014). Elmhurst Park District, pp. 1-37.
- Mulvaney, M.A. (2014). Elmhurst Park District's Performance Appraisal System: Longitudinal Study (2004-2014). Elmhurst Park District, pp. 1-50.
- Mulvaney, M.A. & Barkley, J. R. (2014). Blackhawk Trail & Greenway Master Plan: Study Area #3 – Public Priorities & Interests. Edgar County Highway Department, pp. 1-35.
- Scheunemann, J., Mulvaney, M.A. & Hall, R. (2014). Frankfort Square Park District Comprehensive Plan Report. Frankfort Square Park District, pp. 1-112.
- Barkley, J. R., Schroeder, C., & Mulvaney, M.A. (2014). Blackhawk Trail & Greenway Master Plan: Study Area #1 – Geopolitical Analysis. Edgar County Highway Dept., pp. 1-12.
- Barkley, J. R., Schroeder, C., & Mulvaney, M.A. (2014). Blackhawk Trail & Greenway Master Plan: Study Area #2 – Population Analysis. Edgar County Highway Dept., pp. 1-11.
- Mulvaney, M.A. (2013). Comprehensive Programming Performance Evaluation Annual Report: Fiscal Years 2010-2012. Decatur Park District, pp. 1-28.
- Hall, R., Scheunemann, J., & Mulvaney, M.A. (2013). Frankfort Square Park District Attitude & Interest Community Survey Final Report. Frankfort Square Park District, pp. 1-74.
- Mulvaney, M.A. (2012). Comprehensive Programming Performance Evaluation Annual Report: Fiscal Years 2009-2011. Decatur Park District, pp. 1-25.

MONOGRAPHS, & TECHNICAL REPORTS (continued)

- Mulvaney, M.A. (2012). Comprehensive Programming Performance Evaluation. Decatur Park District, pp. 1-75.
- Mulvaney, M.A. (2010). Community-Wide Recreation Interest Survey: Village of Forsyth. Village of Forsyth, pp. 1-50.
- Mulvaney, M.A. (2010). Economic Issues Affecting Parks & Recreation: A White Paper Summary of Two Special Sessions at the 2009 NRPA Congress. National Recreation and Park Association, pp. 1-26.
- McKinney, W.R. & Mulvaney, M.A. (2010). Comprehensive Planning for Healthy Communities. An online workshop developed to assist public park and recreation agencies with their strategic planning processes. National Recreation and Park Association.
- Mulvaney, M.A. (2009). A Study of the Role of Family-Friendly Employee Benefits Programs, Job Attitudes, and Self-Efficacy among Public Park and Recreation Employees. Eastern Illinois University, pp. 1-39.
- Mulvaney, M.A. (2009). Community-Wide Recreation Study: Bourbonnais Township Park District. Bourbonnais Township Park District, pp. 1-54.
- Mulvaney, M.A. (2009). Decatur Indoor Sports Center Facility Assessment Survey. Decatur Park District, pp. 1-37.
- Hall, R. & Mulvaney, M.A. (2008). Community-Wide Recreation Study: Wheaton Park District. Wheaton Park District, pp. 1-89.
- Mulvaney, M.A. (2008). 2008 Wage and Salary Survey Report. Decatur Park District, pp. 1-59.
- Mulvaney, M.A. & Hall, R. (2008). Community-Wide Recreation Study: Frankfort Square Park District. Frankfort Square Park District, pp. 1-65.
- Mulvaney, M.A. & Fall 2007 REC 4740 Students (2008). Community Needs Assessment: Dieterich, Illinois. Dieterich Park Program Committee, pp. 1-37.
- Mulvaney, M.A. (2006). Illinois Park Districts: Special Report 1: Executive Summary of Annotated Bibliography. Illinois Association of Park Districts, pp. 1-12.
- McDonald, M., Hall, R., McKinney, W., & Mulvaney, M. (2006). Illinois Park Districts: Citizen Perspectives Annotated Bibliography. Illinois Association of Park Districts, pp. 1-23.

MONOGRAPHS, & TECHNICAL REPORTS (continued)

- Mulvaney, M. A. (2006). Developing a Pay-For-Performance Plan for a Public Park and Recreation Agency. A Web-based program providing park and recreation professionals with the content necessary to develop a pay-for-performance plan for a public park and recreation agency.
<https://netfiles.uiuc.edu/mmulvane/www/Group3/Workshop.Homepage.htm>
- McKinney, W.R. and Mulvaney, M.A. (2006). Development of a Performance Appraisal Process and Instruments to Recognize Pay for Performance. Elmhurst Park District, pp. 1-57
- McKinney, W.R. and Mulvaney, M.A. (2006). Development of a Performance Appraisal Process and Instruments to Recognize Pay for Performance. Elmhurst Park District, pp. 1-34
- McKinney, W.R. & Mulvaney, M.A. (2006). An employee orientation program for recreation, sport & tourism. An information manual on developing an orientation program for recreation, sport and tourism agencies. pp. 1-17.

PRESENTATIONS

- Mulvaney, M. A. “CPRP Exam Prep Course Workshop (4-hour workshop)”. National Recreation and Park Association, Atlanta, Georgia, 2024.
- Mulvaney, M. A. “CPRP Exam Prep Course Workshop (4-hour workshop)”. National Recreation and Park Association, Dallas, Texas, 2023.
- Mulvaney, M. A. & Owens, M. H.. “Where Have All My Summer Staff Gone? A Study of Gen Z’s Summer Job Hunt Experiences & Priorities”. National Recreation and Park Association, Dallas, Texas, 2023.
- Lizzo, R., Mainieri, T., & Mulvaney, M.A. “Crowdsourcing Strategies for Gathering & Using Student Learning Outcome Data”. Leisure Sciences Teaching & Learning Society Annual Conference, New Orleans, Louisiana, 2023.
- Mulvaney, M.A. (2020). “A Statewide Study of Performance Appraisals: Role of Employee Participation & Supervisor Trust”. National Recreation and Park Association, Orlando, Florida, 2020. *Presentation accepted but conference was cancelled due to COVID pandemic.*
- Mulvaney, M.A. & Beggs, B. “Examination of Recruitment and Selection Methods for Entry-Level Professionals”. National Recreation and Park Association, Baltimore, Maryland, 2019.

PRESENTATIONS (continued)

Mulvaney, M.A., Rogers, J. & Bruns, J. “Linking Research to Practice: A “Tried and Trusted” Performance Appraisal System”. Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2019.

Mulvaney, M.A. “A Statewide Study of Hiring Practices for Interns and Entry-Level Professionals”. Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2019.

Mulvaney, M.A. “Examination of Bridge Employment Predictors of Public Recreation Professionals“. National Recreation and Park Association, Indianapolis, Indiana, 2018.

Mulvaney, M.A. & Barstow, L. “Results of a Recreation Programming Assessment Study for the Town of Normal”. Town of Normal Board Meeting, 2018.

Mulvaney, M.A. & Bruggeman, J. “Branding for the Brand New”. Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2018.

Elkins, D., Mulvaney, M.A., & Beggs, B. “Assessments and Evaluations”. Central Illinois Council for Leisure Experiences. Normal, Illinois, 2017.

Mulvaney, M.A. “I’ve Heard of Career Development, but What about Retirement Development?” National Recreation and Park Association Research Symposium, New Orleans, Louisiana, 2017.

Scheunemann, J. & Mulvaney, M.A. “Results of a Community Interests Study for the Pekin Park District”. Pekin Park District Board of Commissioners meeting, Pekin, Illinois, 2017.

Mulvaney, M.A. “Performance Appraisals in Parks and Recreation: A 10-year Follow-Up Study”. National Recreation and Park Association Research Symposium, St. Louis, Missouri, 2016.

Mulvaney, M.A. “Retirement, Take Two! Returning to the Field after Retirement”. National Recreation and Park Association, St. Louis, Missouri, 2016.

Mulvaney, M.A. “Programming for Seniors”. Southern Illinois Park and Recreation Association Symposium, Collinsville, Illinois, 2016.

Scheunemann, J. & Mulvaney, M.A. “Results of a Comprehensive Recreation Assessment for the Champaign Park District”. Champaign Park District Board of Commissioners meeting, Champaign, Illinois, 2016.

Mulvaney, M.A. “Bridge Employment: Understanding the Trends & Impacts”. Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2016.

PRESENTATIONS (continued)

- Mulvaney, M.A. “Finding the Opportunity: Succession Planning for the Recreation Program”. Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2016.
- Mulvaney, M.A. “Trends & Issues in Performance Appraisal”. Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2015 (*Presentation accepted, but not conducted due to death in the family*).
- Mulvaney, M.A. “The Recreation Program Life Cycle”. Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2015. (*Presentation accepted, but not conducted due to death in the family*).
- Mulvaney, M.A. “What’s in a Certification? The Impact of the CPRP Certification”. National Recreation and Park Association, Charlotte, North Carolina, 2014.
- Mulvaney, M.A. “Creating an Agency-Wide Programming Assessment System”. Nevada Recreation & Park Society, Henderson, Nevada, 2014.
- Mulvaney, M.A. “Family-Friendly Employee Benefit Programs for Employees”. Nevada Recreation & Park Society, Henderson, Nevada, 2014.
- Mulvaney, M.A. & Barkley, J.R. “Results of the 2013 Blackhawk Trail & Greenway Survey: Edgar County Highway Department”. Edgar County Highway Department Public Involvement meeting, Paris, Illinois, 2014.
- Mulvaney, M.A. “Why does it Matter? The Value of the CPRP”. Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2014.
- Mulvaney, M.A. “Developing a Comprehensive Programming Performance Matrix”. Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2014.
- Mulvaney, M.A. “What's in a Certification? The Certified Park and Recreation Professional Certification and Job Self-Efficacy of Public Park and Recreation Professionals”. Eastern Illinois University College of Education & Professional Studies Research Fair, Charleston, Illinois, 2013.
- Mulvaney, M.A. “Community-Wide Recreation Interests Survey”. City of Paris Council meeting, Paris, Illinois, 2013.
- Hall, R., Scheunemann, J., & Mulvaney, M.A. “Results of the 2012 Attitude & Interest Community Survey: Frankfort Square Park District”. Frankfort Square Park District Board of Commissioners meeting, Frankfort Square, Illinois, 2013.

PRESENTATIONS (continued)

- Mulvaney, M.A. “Decatur Park District: Comprehensive Programming Performance Evaluation”. Decatur Park District Board of Commissioners meeting, Decatur, Illinois, 2012.
- Mulvaney, M.A. “Results of a Facility-Wide Assessment Study for the Mattoon YMCA”. Mattoon YMCA Board Meeting, Mattoon, Illinois, 2012.
- Mulvaney, M.A. “A Comprehensive Programming Performance Evaluation System for Public Park and Recreation Agencies: A Conceptual Framework”. Eastern Illinois University College of Education & Professional Studies Research Fair, Charleston, Illinois, 2012.
- Mulvaney, M.A., Colbert, J., & Salo, A. “Results of a Community-Wide Recreation Interest Study for the Village of Findlay”. Village of Findlay Board Meeting, Findlay, Illinois, 2012.
- Pommier, J.H. & Mulvaney, M.A. “Diversifying Fundraising Strategies: Thriving Despite Economic Uncertainty”. National Recreation and Park Association, Atlanta, Georgia, 2011.
- Mulvaney, M.A. “Citizen-Based Planning: A New Approach to Strategic Planning”. National Recreation and Park Association, Atlanta, Georgia, 2011.
- Mulvaney, M.A. “Dependent Care Supports and Leaves & Time-Off Employee Benefits Programs and Their Relationship to Employee Commitment and Motivation”. Eastern Illinois University College of Education & Professional Studies Research Fair, Charleston, Illinois, 2011.
- Mulvaney, M.A. “A Conceptual Approach to the Design of Training and Development Programs for Public Park and Recreation Professionals”. Indiana Park and Recreation Association Annual Conference, Indianapolis, Indiana, 2011.
- Mulvaney, M.A. “The Role of Family-Friendly Employee Benefits Programs on Workplace Attitudes”. 2010 National Recreation and Park Association Leisure Research Symposium Poster Presentation, Minneapolis, MN.
- Mulvaney, M.A. “Understanding Family-Friendly Employee Benefit Programs”. Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2010.
- Mulvaney, M.A. “Results of a Community-Wide Recreation Interest Study for the Village of Forsyth”. Village of Forsyth Board Meeting, Forsyth, Illinois, 2010.

PRESENTATIONS (continued)

- Mulvaney, M.A. "Flexible Work Arrangements, Organizational Commitment, & Job Self-Efficacy among Public Park and Recreation Employees". Eastern Illinois University College of Education & Professional Studies Research Fair, Charleston, Illinois, 2010.
- Mulvaney, M.A. "Motivation in Web-Based Distance Learning: The Effects of Instructional Methods". Indiana Park and Recreation Association Annual Conference, West Lafayette, Indiana, 2010.
- Mulvaney, M.A. "Results of a Community-Wide Recreation Study for the Bourbonnais Township Park District". Bourbonnais Township Park District Board Meeting, Bourbonnais, Illinois, 2009.
- Mulvaney, M.A. "Pay-for-Performance Appraisal Systems in Public Parks and Recreation". Eastern Illinois University College of Education & Professional Studies Research Fair, Charleston, Illinois, 2009.
- Mulvaney, M.A. & McKinney, W.R. "Comprehensive Planning Process: Completing a Community Profile". Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2009.
- Mulvaney, M.A., McKinney, W.R., & Barnett, L. "Online Learning: Examining Instructional Design Strategies in Leisure Curriculum". National Recreation and Park Association Leisure Research Symposium, Baltimore, Maryland, 2008.
- Mulvaney, M.A., McKinney, W.R., & McDonald, C. "Illinois Park Districts: A Statewide Assessment". Eastern Illinois University College of Education & Professional Studies Research Fair, Charleston, Illinois, 2008
- Mulvaney, M.A. & Fall 2007 REC 4740 Students. "Results of a needs assessment study for the Village of Dieterich." Special Village Meeting, Dieterich, Illinois, 2008.
- Mulvaney, M.A. & Hall, R. "Findings from a Community-Wide Recreation Study of the Frankfort Square Park District". Frankfort Square Park District Board Meeting, Frankfort Square, Illinois, 2008.
- Mulvaney, M.A. & McKinney, W.R. "The Development of a Pay for Performance System for a Public Park and Recreation Agency: A Case Study". National Recreation and Park Association Leisure Research Symposium, Indianapolis, Indiana, 2007.
- Mulvaney, M.A. & McKinney, W.R. "Pay for Performance Appraisal Systems Research in Parks and Recreation: An Update". University of Illinois Department of Recreation, Sport, & Tourism Seminar, Champaign, Illinois, 2007.

PRESENTATIONS (continued)

- Mulvaney, M.A. "Career Opportunities in the Field of Sport and Recreation". Millikin University Department of Exercise Science Alumni Reception, Decatur, Illinois, 2007.
- Mulvaney, M.A. "Examining Different Instructional Formats in a Web-Based Distance Learning Program about Leisure Service Delivery". Eastern Illinois University College of Education & Professional Studies Research Fair, Charleston, Illinois, 2007
- McDonald, C., Mulvaney, M.A., & McKinney, W.R. "Why Research is Important: A Statewide Study of Park Districts". Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2007.
- Mulvaney, M.A. & McKinney, W.R. "What's the Bottom Line? Identifying and Controlling Employee Turnover Costs". Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2007.
- Cooklin, A. & Mulvaney, M.A. "University Student Recreation Participation Patterns & Perceived Benefits". Illinois Park and Recreation Association/Illinois Association of Park Districts Undergraduate Research Poster, Chicago, Illinois, 2007.
- McKinney, W.R., Mulvaney, M.A., & Grodsky, R. "Developing a Pay-for-Performance System for Your Organization". Illinois Park and Recreation Association/Illinois Association of Park Districts, Chicago, Illinois, 2006.
- McKinney, W.R., Mulvaney, M.A., & Grodsky, R. "Pay, Technology & Performance (PTP): A New Code in Staff Compensation". National Recreation and Park Association, San Antonio, Texas, 2005.
- Belhassen, Y., Buzinde, C., Li, Z., Mowatt, R., Mulvaney, M., Reible, H., & Shinew, K. "What We aren't Studying in Leisure: A Look "outside" Our Field". Eleventh Canadian Congress on Leisure Research, Nanaimo, B.C., 2005
- Mulvaney, M.A. "Reasons for Entering and Leaving Coaching of Division III Female Athletic Teams". Illinois Association of Health, Physical Education, Recreation and Dance Conference, St. Charles, Illinois, 2001.

FACILITATED WORKSHOPS & CLINICS

- Mulvaney, M.A. "Construction of Programming Performance Cost Recovery Categories". Decatur Park District, Decatur, Illinois, September 2021
- Mulvaney, M.A. "Preparing for the CPRP Exam – Tips & Strategies". NRPA Young Professionals' Network. Zoom/Online, January 2021

FACILITATED WORKSHOPS & CLINICS (continued)

- Mulvaney, M.A. “Overview of Programming Performance Cost Recovery Categories”. Decatur Park District, Decatur, Illinois, September 2011
- Mulvaney, M.A. “Development of Comprehensive Programming Performance Evaluation Matrix”. Decatur Park District, Decatur, Illinois, August 2011
- Mulvaney, M.A. “Construction of Performance Evaluation Instruments”. Decatur Park District, Decatur, Illinois, October 2007
- Mulvaney, M.A. “Job Analysis Steps and the Development of Revised Job Descriptions”. Decatur Park District, Decatur, Illinois, August 2007
- Mulvaney, M.A. “Development of a Pay for Performance System for a Public Park and Recreation Agency (web-based workshop)”. University of Illinois, May 2006
- McKinney, W.R. & Mulvaney, M.A. “Developing a Pay for Performance Plan for the Elmhurst Park District”. Elmhurst Park District, Elmhurst, Illinois, June 2005
- McKinney, W.R. & Mulvaney, M.A. “Conducting an Internal Equity Salary Study”. Elmhurst Park District, Elmhurst, Illinois, February 2005
- Mulvaney, M.A. & McKinney, W.R. “Conducting Effective Performance Appraisal Interviews”. Elmhurst Park District, Elmhurst, Illinois, October 2004
- McKinney, W.R. & Mulvaney, M.A. “Development of Performance Appraisal Instruments”. Elmhurst Park District, Elmhurst, Illinois, August 2004
- McKinney, W.R. & Mulvaney, M.A. “Performance Appraisal and Development of Job Description”. Elmhurst Park District, Elmhurst, Illinois, July 2004
- McKinney, W.R. & Mulvaney, M.A. “Development of a Performance Appraisal Instrument to Recognize Pay for Performance”. Elmhurst Park District, Elmhurst, Illinois, June 2004

INSTITUTION INVOLVEMENTS

Teaching (Student Evaluations University/Departmental Core Items Mean listed in parentheses)

- Spring 2023: KNR 175: Leisure’s Role on Individuals & Society
 KNR 445: Statistics in Applied Science & Tech. (online, sect. 01) (4.8 out of 5.0)
 KNR 445: Statistics in Applied Science & Tech. (online, sect. 02) (4.9 out of 5.0)

INSTITUTION INVOLVEMENTS (continued)

Fall 2022:	KNR 380: Admin. of HR in Leisure Services (hybrid, sect. 001) (4.8 out of 5.0) KNR 380: Admin. of HR in Leisure Services (sect. 002) (4.7 out of 5.0) KNR 475: Management of Sport & Recreation (4.9 out of 5.0)
Spring 2022:	KNR 445: Statistics in Applied Science & Tech. (online, sect. 01) (4.8 out of 5.0) KNR 445: Statistics in Applied Science & Tech. (online, sect. 02) (4.9 out of 5.0)
Spring 2021:	KNR 275: Planning & Design of Recreational Facilities (online) (4.7 out of 5.0) KNR 445: Statistics in Applied Science & Technology (online) (4.8 out of 5.0)
Fall 2020:	KNR 275: Planning & Design of Recreational Facilities (online) (4.9 out of 5.0) KNR 475: Management of Sport & Recreation (online) (5.0 out of 5.0)
Spring 2020:	KNR 380: Admin. of HR in Leisure Services (sect. 001) (4.6 out of 5.0) KNR 380: Admin. of HR in Leisure Services (sect. 002) (5.0 out of 5.0)* <i>* less than a 60% response rate for this section</i> KNR 445: Statistics in Applied Science & Technology (5.0 out of 5.0)
Fall 2019:	KNR 380: Admin. of HR in Leisure Services (sect. 001) (4.7 out of 5.0) KNR 380: Admin. of HR in Leisure Services (sect. 002) (4.7 out of 5.0)
Spring 2019:	KNR 380: Admin. of HR in Leisure Services (sect. 001) (4.4 out of 5.0) KNR 380: Admin. of HR in Leisure Services (sect. 002) (4.5 out of 5.0) KNR 445: Statistics in Applied Science & Technology (4.8 out of 5.0)
Fall 2018:	KNR 380: Admin. of HR in Leisure Services (sect. 001) (4.7 out of 5.0) KNR 380: Admin. of HR in Leisure Services (sect. 002) (4.8 out of 5.0) KNR 475: Management of Sport & Recreation (4.9 out of 5.0)
Spring 2018:	KNR 380: Admin. of HR in Leisure Services (sect. 001) (4.3 out of 5.0) KNR 380: Admin. of HR in Leisure Services (sect. 002) (4.4 out of 5.0) KNR 445: Statistics in Applied Science & Technology (4.7 out of 5.0)
Fall 2017:	KNR 380: Admin. of HR in Leisure Services (sect. 001) (4.4 out of 5.0) KNR 380: Admin. of HR in Leisure Services (sect. 002) (4.6 out of 5.0) KNR 474: Concepts & Theories in Leisure & Recreation (4.4 out of 5.0) KNR 475: Management of Sport & Recreation (4.5 out of 5.0)

INSTITUTION INVOLVEMENTS (continued)

Summer 2017:	SOC 478: Administration & Planning (Strategic Planning) (4.7 out of 5.0) KNR 298.30: Professional Practice: Internship
Spring 2017:	KNR 376: Evaluating Agency Services (section 001) (4.6 out of 5.0) KNR 376: Evaluating Agency Services (section 002) (4.5 out of 5.0) KNR 445: Statistics in Applied Science & Technology (5.0 out of 5.0)
Fall 2016:	KNR 376: Evaluating Agency Services (section 001) (4.9 out of 5.0) KNR 376: Evaluating Agency Services (section 002) (4.3 out of 5.0)
Summer 2016:	KNR 298.30: Professional Practice: Internship
Fall 2015:	REC 3900: Operations of Leisure Service Facilities (4.8 out of 5.0) REC 4274: Pre-Internship (5.0 out of 5.0) REC 4740: Research & Evaluation in Leisure Services (4.9 out of 5.0) KSS 5212: Finance in Sport (4.8 out of 5.0)
Summer 2015:	REC 3400: World Leisure-A Cultural Perspective (online) (4.9 out of 5.0)
Spring 2015:	REC 3400: World Leisure – A Cultural Perspective (4.8 out of 5.0) REC 4274: Pre-Internship (5.0 out of 5.0) REC 4740: Research & Evaluation in Leisure Services (4.9 out of 5.0) REC 3910: Computer Technologies in Recreation (4.9 out of 5.0)
Fall 2014:	REC 3400: World Leisure - A Cultural Perspective (4.8 out of 5.0) REC 3910: Computer Technologies in Recreation (online) (5.0 out of 5.0) REC 4274: Pre-Internship (5.0 out of 5.0) REC 4740: Research & Evaluation in Leisure Services (4.9 out of 5.0) REC 4850: Financial Practices in Leisure Agencies (4.9 out of 5.0)
Summer 2014:	REC 3400: World Leisure - A Cultural Perspective (5.0 out of 5.0)
Spring 2014:	REC 1200: Discovering Opportunities in Recreation (4.9 out of 5.0) REC 3400: World Leisure – A Cultural Perspective (4.9 out of 5.0) REC 4274: Pre-Internship (5.0 out of 5.0) REC 4740: Research & Evaluation in Leisure Services (5.0 out of 5.0) REC 3910: Microcomputers in Leisure Service Agencies (5.0 out of 5.0)
Fall 2013:	REC 1200: Discovering Opportunities in Recreation (4.8 out of 5.0) REC 3900: Operations of Leisure Service Facilities (5.0 out of 5.0) REC 4274: Pre-Internship (5.0 out of 5.0) REC 4740: Research & Evaluation in Leisure Services (5.0 out of 5.0) REC 4850: Financial Practices in Leisure Agencies (5.0 out of 5.0)

INSTITUTION INVOLVEMENTS (continued)

- Summer 2013: REC 3400: World Leisure - A Cultural Perspective (4.9 out of 5.0)
- Spring 2013: REC 3400: World Leisure – A Cultural Perspective (4.8 out of 5.0)
REC 4274: Pre-Internship (5.0 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (4.9 out of 5.0)
REC 3910: Microcomputers in Leisure Service Agencies (4.8 out of 5.0)
- Fall 2012: REC 3400: World Leisure – A Cultural Perspective (4.9 out of 5.0)
REC 4274: Pre-Internship (5.0 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (4.6 out of 5.0)
REC 4850: Financial Practices in Leisure Agencies (5.0 out of 5.0)
RST 512: Human Resources in RST – Online (4.9 out of 5.0)
- Summer 2012: REC 3400: World Leisure – A Cultural Perspective (5.0 out of 5.0)
- Spring 2012: REC 3910: Microcomputers in Leisure Service Agencies (4.9 out of 5.0)
REC 4274: Pre-Internship (5.0 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (5.0 out of 5.0)
KSS 4325: Org. & Admin. in Sport & Exercise Science (4.9 out of 5.0)
RST 512: Human Resources in RST – Online (4.8 out of 5.0)
- Fall 2011: REC 3900: Operations of Leisure Service Facilities (4.8 out of 5.0)
REC 4274: Pre-Internship (5.0 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (5.0 out of 5.0)
REC 4850: Financial Practices in Leisure Agencies (4.9 out of 5.0)
RST 512: Human Resources in RST – Online (4.8 out of 5.0)
- Summer 2011: EIU 4121: Leisure Time – The American Perspective (4.9 out of 5.0)
RST 512: Human Resources in RST – Online (4.7 out of 5.0)
- Spring 2011: REC 3400: World Leisure – A Cultural Perspective (4.9 out of 5.0)
REC 3910: Microcomputers in Leisure Service Agencies (5.0 out of 5.0)
REC 4274: Pre-Internship (4.9 out of 5.0)
REC 4600: Facilities Planning & Design (4.9 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (5.0 out of 5.0)
RST 512: Human Resources in RST – Online (3.9 out of 5.0)
- Fall 2010: EIU 4121: Leisure Time – The American Perspective (4.8 out of 5.0)
REC 3400: World Leisure – A Cultural Perspective (4.8 out of 5.0)
REC 4274: Pre-Internship (4.9 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (4.9 out of 5.0)

INSTITUTION INVOLVEMENTS (continued)

- Spring 2010: EIU 4121: Leisure Time – The American Perspective (4.9 out of 5.0)
REC 3910: Microcomputers in Leisure Service Agencies (4.8 out of 5.0)
REC 4274: Pre-Internship (5.0 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (4.9 out of 5.0)
RST 512: Human Resources in RST – Online (4.4 out of 5.0)
- Fall 2009: REC 3900: Operations of Leisure Service Facilities (4.8 out of 5.0)
REC 3910: Microcomputers in Leisure Service Agencies (4.9 out of 5.0)
REC 4274: Pre-Internship (5.0 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (5.0 out of 5.0)
- Spring 2009: REC 1780: Introduction to Leisure Agencies (5.0 out of 5.0)
REC 3910: Microcomputers in Leisure Service Agencies (5.0 out of 5.0)
REC 4274: Pre-Internship (5.0 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (4.9 out of 5.0)
- Fall 2008: REC 3400: World Leisure – A Cultural Perspective (5.0 out of 5.0)
REC 3910: Microcomputers in Leisure Service Agencies (5.0 out of 5.0)
REC 4274: Pre-Internship (5.0 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (5.0 out of 5.0)
- Summer 2008: EIU 4121: Leisure Time – The American Perspective (5.0 out of 5.0)
- Spring 2008: REC 1780: Introduction to Leisure Agencies (5.0 out of 5.0)
REC 3910: Microcomputers in Leisure Service Agencies (4.96 out of 5.0)
REC 4274: Pre-Internship (5.0 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (4.98 out of 5.0)
- Fall 2007: REC 3900: Operations of Leisure Service Facilities (4.94 out of 5.0)
REC 3910: Microcomputers in Leisure Service Agencies (4.8 out of 5.0)
REC 4274: Pre-Internship (5.0 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (4.98 out of 5.0)
- Summer 2007: EIU 4121: Leisure Time – The American Perspective (4.98 out of 5.0)
- Spring 2007: REC 1780: Introduction to Leisure Agencies (4.98 out of 5.0)
REC 3400: World Leisure – A Cultural Perspective (4.92 out of 5.0)
REC 3910: Microcomputers in Leisure Service Agencies (4.86 out of 5.0)
REC 4274: Pre-Internship (5.0 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (4.98 out of 5.0)
EIU 4121: Leisure Time – The American Perspective (4.94 out of 5.0)

INSTITUTION INVOLVEMENTS (continued)

Fall 2006: REC 3400: World Leisure – A Cultural Perspective (4.92 out of 5.0)
REC 3910: Microcomputers in Leisure Service Agencies (4.9 out of 5.0)
REC 4274: Pre-Internship (4.9 out of 5.0)
REC 4740: Research & Evaluation in Leisure Services (4.98 out of 5.0)

Spring 2006: RST 420: HRM in Leisure Organizations (Teaching Assistant)
RST 320: Leisure Services Marketing (Teaching Assistant)
RST 150: Foundations of Tourism (Teaching Assistant)

Fall 2005: RST 217: Public Recreation

Spring 2004: RST 420: HRM in Leisure Organizations (Teaching Assistant)

ADVISEMENT

2023 – 2024: Graduate advisor for 5 students
Thesis Committee member for 1 student (Kenneth Kresina)

2022 – 2023: Graduate advisor for 4 students

2021 – 2022: Graduate advisor for 5 students
Thesis Committee Chair for 1 student (Alyssa Osterbuhr)

2020 - 2021: Graduate advisor for 7 students

2019 – 2020: Graduate advisor for 6 students

2018 - 2019: Graduate advisor for 5 students
Thesis Committee member for 1 student (Mina Woo)

2017 - 2018: Graduate advisor for 4 students

2016 - 2017: Graduate advisor for 4 students
Thesis Committee member (John Kaczorowski)

2015 - 2016: Graduate advisor for 1 student
Undergraduate advisor for 54 students

2014 - 2105: Undergraduate advisor for 45 students
Thesis Committee member for 1 student (Dale Kolnitys)

2013 - 2014: Undergraduate advisor for 42 students

ADVISEMENT (continued)

2012 - 2013:	Undergraduate advisor for 47 students Thesis Committee member for 1 student (Kyle Emberton)
2011 - 2012:	Undergraduate advisor for 50 students
2010 - 2011:	Undergraduate advisor for 52 students
2009 - 2010:	Undergraduate advisor for 52 students
2008 - 2009:	Undergraduate advisor for 48 students
2007 - 2008:	Undergraduate advisor for 46 students
2006 – 2007:	Undergraduate advisor for 32 students

INSTITUTION SERVICE

Illinois State University/Association for Institutional Research, Data Literacy Institute, 2022-2023

Illinois State University Academic Planning Committee, 2023 - 2024

School of Kinesiology & Recreation (RPA) Assessment Committee, 2016 - 2024

School of Kinesiology & Recreation Faculty Status Committee, 2022 – 2024

School of Kinesiology & Recreation (RPA) Student Recruitment Committee Chair, 2021 - 2024

School of Kinesiology & Recreation (Exercise Science) Assistant/Associate Professor Search Committee, 2022 - 2023

Mentor (graduate student projects), Illinois State University Student Research Symposium presentation, 2017-2024

School of Kinesiology & Recreation (Recreation and Park Administration) Assistant/Associate Professor Search Committee Chair, 2019

College of Applied Science and Technology Faculty Mentor (Jin Park), 2022 - 2024

College of Applied Science and Technology Faculty Mentor (Andrew Eberline), 2019 - 2022

Illinois State University, Graduate Council, 2018 – 2019

Illinois State University, Graduate Curriculum Committee, 2019 - 2019

Illinois State University, Graduate Research Council, 2018

School of Kinesiology & Recreation (RPA) Strategic Planning Committee, 2019 - 2020

School of Kinesiology & Recreation (RPA) Scholarship Committee, 2019 - 2024

School of Kinesiology & Recreation (RPA) Strategic Planning Committee Chair, 2018 - 2019

School of Kinesiology & Recreation (RPA) Curriculum Committee, 2017 - 2019

Stevenson Center (Applied Community & Economic Development Program) Strategic Planning Consultant, 2017 – 2018

Campus Recreation Needs Assessment Project Task Force, 2017 - 2018

INSTITUTION SERVICE (continued)

School of Kinesiology & Recreation (RPA) Assistant/Associate Professor Search Committee, 2017
School of Kinesiology & Recreation (RPA) Assistant/Associate Professor Search Committee, 2016
Illinois State University Campus Recreation Assistant Director – Facilities Search Committee, 2016 - 2017
Eastern Illinois University NCA Self-Study, Criterion 3 Co-Chair, 2013 - 2014
Eastern Illinois University Faculty Senate, Vice-Chair, 2010 - 2013
Eastern Illinois University Faculty Senate, 2009 – 2015
Eastern Illinois University Online Programs Committee, 2013 – 2016
Eastern Illinois University Strategic Enrollment Management (non-traditional students) Advisory Committee, 2014 - 2015
Eastern Illinois University Enrollment Management Advisory Committee, 2012 – 2013
Eastern Illinois University Steering Committee for Program Analysis, 2012 – 2013
Eastern Illinois University President’s Roundtable Council, 2012 – 2013
Eastern Illinois University Strategic Planning Steering Committee, 2010 - 2012
Eastern Illinois University Alumni Advisory Board, 2006 - 2016
Eastern Illinois University Recreation Administration Alumni Association, 2007 - 2016
Eastern Illinois University Apportionment Board, 2008-2009
Eastern Illinois University Exploration and Inquiry by Undergraduates Committee, 2008-2011
College of Education and Professional Studies Grade Appeals Committee, Vice Chair, 2007 & 2014
College of Education and Professional Studies Grade Appeals Committee, Chair, 2008-2009, 2014-2015
College of Education and Professional Studies Grade Appeals Committee, 2007-2015
College of Education and Professional Studies Technology Committee, 2013 - 2016
College of Education and Professional Studies Research Committee, 2006-2010
College of Education and Professional Studies Research Committee, Chair, 2009-2010
College of Education and Professional Studies Curriculum Committee, Chair, 2010-2011
College of Education and Professional Studies Curriculum Committee, Vice Chair, 2009-2010
College of Education and Professional Studies Curriculum Committee, 2006-2011, 2012
Advisor, Department of Recreation Administration Majors Club, 2006-2013
Advisor, Department of Recreation Administration Rho Phi Lambda, 2011 - 2016
Department of Recreation Administration Curriculum Committee, Chair, 2007-2010
Department of Recreation Administration Curriculum Committee, 2007-2015
Department of Recreation Administration Assessment Committee, Chair, 2012 – 2016
Department of Recreation Administration Assessment Committee, 2006 – 2016
Department of Recreation Administration Newsletter Editor, 2012 – 2016
Department of Recreation Administration Honors Committee, Chair, 2012 - 2016
Faculty Mentor, IPRA/IAPD Research Poster Presentation, 2007, 2009

GRANTS & CONTRACTS RECEIVED

2023	Research Associate – Community-Wide recreation interests study for the Frankfort Square Park District (\$25,000)
2023	Research Associate – Community-Wide recreation interests study for the Vernon Hills Park District (\$15,000)
2023	Content Expert Reviewer – Certified Park and Recreation Professional practice exam item reviewer for the National Recreation and Park Association (\$1,000)
2022	Research Associate – Comprehensive Planning project for the Macomb Park District (\$26,000)
2022	Director – A comprehensive programming performance evaluation for the Decatur Park District (\$6,500)
2021	Director – Community-Wide recreation interests study for the Oak Lawn Park District (\$5,800)
2020	Research Associate - Community-Wide needs assessment study for the Frankfort Square Park District (\$8,500)
2018	Research Fellow – Community wellness study for the Frankfort Square Park District (\$8,000)
2018	Director – Examining the role of employee participation on performance appraisal reactions of public park and recreation professionals (\$5,000)
2018	Research Fellow – Salary equity study for the Frankfort Square Park District (\$3,000)
2017	Director – Community-Wide recreation programming assessment study for the Town of Normal Parks and Recreation Department (\$1,750)
2017	Director – Examination of bridge employment intentions and predictors of public park and recreation professionals (\$5,000)
2017	Sandra Little Groves Recreation and Park Administration Faculty Development Endowment Fund (\$500)
2017	Research Fellow – A comprehensive & regional study utilizing interviews & focus groups to gather information & member perspectives for the Illinois Park and Recreation Association (\$12,320)

GRANTS & CONTRACTS RECEIVED (continued)

2016	Research Fellow – A community-wide needs assessment study for the Pekin Park District (\$5,200)
2015	Director – Community-Wide recreation assessment study for the Village of Hinsdale Parks and Recreation Department (\$1,850)
2015	Research Fellow – A comprehensive assessment of recreation services for the Champaign Park District
2014	Co-Director –Edgar County Trails & Greenways: Phase II of the Blackhawk Trail Master Plan for the Edgar County Highway Department (\$9,650)
2014	Eastern Illinois University Faculty Development Support Grant (\$500)
2013	Co-Director –Edgar County Trails & Greenways: Blackhawk Trail Master Plan for the Edgar County Highway Department (\$8,850)
2013	Director – A comprehensive programming performance evaluation for the Decatur Park District (\$1,885)
2012	Director – Recreation needs assessment study for the City of Paris (\$830)
2011	Director – A comprehensive programming performance evaluation for the Decatur Park District (\$5,800)
2011	Director – A community-wide recreation study for the Village of Findlay (\$550)
2011	Eastern Illinois University Faculty Development Support Grant (\$500)
2009	Director – Development/author of white paper focusing on the economic impact (on parks and recreation) for the National Recreation & Park Association and the American Academy of Park and Recreation Administrators (\$1,500)
2009	Director – A community-wide recreation study for the Village of Forsyth (\$6,930)
2009	Director – A study of family-friendly benefits in public park and recreation agencies (\$4,250)
2009	Co-Director – Development of content for a WBDL (online) comprehensive planning course for the National Recreation & Park Association (\$10,000)
2009	Director – Community wide study for the Bourbonnais Twp. Park District (\$10,000)

GRANTS & CONTRACTS RECEIVED (continued)

2008	Eastern Illinois University Faculty Development Support Grant (\$400)
2008	Assistant Director – Community wide study for the Wheaton Park District (\$19,437)
2007	Director – Community wide study for the Village of Dieterich (\$500)
2007	Director - Developing performance appraisal instruments and external pay equity study for the Decatur Park District (\$4,120)
2007	Co-Director – Community wide study for the Frankfort Square Park District (\$19,250)
2006	Research Associate – Illinois park districts: Citizen perspectives. Illinois Association of Park Districts (\$20,936)
2005	Project Coordinator – Developing a pay for performance plan for the Elmhurst Park District (\$9,724)
2004	Project Coordinator – Development of a performance appraisal process and instruments to recognize pay for performance for the Elmhurst Park District (\$8,200)