Chapter 7 Planning for Strategic Management *Resources*

- Bartlett, K.R., & McKinney, W.R. (2003). A study of external environmental scanning for strategic human resource management in public park and recreation agencies. *Journal of Park and Recreation Administration*, 21(2).
- Berry, B. (1988). *The strategic planning workbook for non-profit organizations*. Amherst, MA: Wilder Foundation.
- Boswell, W. & Crompton, J. (2007). A city's strategy to fund a golf course by developing homes on proximate property. *Journal of Park and Recreation Administration*, 25(1), 115-127.
- Brown, W., Yoshioka, C., & Munoz, P. (2004). Organizational mission as a core dimension in employee retention. *Journal of Park and Recreation Administration*, 22(2), 28-43.
- Bryson, J. (1995). Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement (Rev. ed.). San Francisco, CA: Jossey-Bass.
- Burkhart, P. (1993). Successful strategic planning: A guide for non-profit agencies and organizations. Newbury Park, CA: Sage Publications.
- Byers, T., & Sack, T. (2001) Strategic decision-making in small businesses within the leisure industry. *Journal of Leisure Research*, 33(2), 121-136.
- California Parks & Recreation Society. (1999). *Creating community in the 21st century*. Sacramento: CPRS. Report of the VIP Project (Vision, Insight, Planning), An Action Plan for Parks & Recreation in California.
- Carver, J. (1990). Boards that make a difference: A new design for leadership in nonprofit and public organizations. San Francisco, CA: Jossey-Bass.
- Clark, J. & Stein, T. (2004). Applying the nominal group technique to recreation planning on public natural areas. *Journal of Park and Recreation Administration*, 22(1), 1-22.
- Gordon, G. (1993). *Strategic planning for local government*. Washington, DC: International City/County Management Association.
- Imparato, N. (1994). *Jumping the curve: Innovation and strategic choice in an age of transition*. San Francisco, CA: Jossey-Bass.
- Matheson, D., & Matheson, J. (1998). *The smart organization: Creating value through strategic R & D*. Boston: Harvard Business School Press.
- Maynard, S., Powell, G., & Kittredge, W. (2005). A strategic plan at the core of public recreation financial management: A case study of Gwinnett County, Georgia. *Journal of Park and Recreation Administration*, 23(1), 115-129.
- McLean, D., Bannon, J., & Gray, H. (1999). *Leisure resources: Its comprehensive planning* (2nd ed.). Champaign, IL: Sagamore Publishing.
- Migliore, R. H., Stevens, R. E., Loudon, D. L., & Williamson, S. (1995). *Strategic planning for not-for-profit organizations*. New York: Haworth Press.
- Mintzberg, H. (1994). *The rise and fall of strategic planning: Reconceiving roles for planning, plans, planners.* New York: Free Press.
- Nadler, D. (1992). Organizational architecture: Designs for changing organizations. San

Francisco, CA: Jossey-Bass.

- Quigley, J. (1994). Vision: How leaders develop it, share it, and sustain it. New York: McGraw-Hill.
- Senge, P. (1990). *The fifth discipline: The art and practice of the learning organization*. New York: Currency Doubleday.
- Thompson, A. (1993). Strategic management: Concepts and cases. Homewood, IL: Irwin
- Whitworth, P. (2006). Continuity of operations plans: Maintaining essential agency functions when disaster strikes. *Journal of Park and Recreation Administration* 24(4) 40-63.
- Whitworth, P. & May, R. (2006). Disaster reduction planning for recreation areas via cascading models. *Journal of Park and Recreation Administration* 24(4) 1-21.

Internet Resources

- Alliance for Nonprofit Management. FAQs. A series of 15 FAQs, each about 3 pp. <u>http://www.allianceonline.org/strategic_planning.html</u>
- Ashby, W. R. *Homepage*. ______ http://gwis.circ.gwu.edu/_asc/biographies/ashby/ashby.html
- Developing a business strategy. <u>http://ireland.iol.re/resource/planware/strategy.htm</u>
- Framework for managing process improvement. Section 4: Phase 1: Strategies and Business Planning. Department of Defense (The Electronic College of Process Innovation) 25 pp. <u>http://www.dtic.mil/c3i/bprcd/3003s4.htm</u>
- Harrison, Bill J. Should your organization invest in strategic planning? ______ http://www.smartbiz.com/sbs/arts/bjh5,htm.
- Martinelli, Frank. *Strategic planning*. _____ http://www.uwex.edu/It/L1%20Frank%20 Martinelli.html.
- Michigan Department of Natural Resources, Parks and Recreation Division, Management Plan. FY 1994-95.
 <u>http://www.dnr.state.mi.us/www/mp/pr.html</u>. Sets forth mission, goals, issues, and programs for each unit.
- Serving the American public: Best practices in customer-driven strategic planning. (Federal Benchmarking Consortium Study Report, February 1997) 32 pp. http://www.npr.gov/library/papers/benchmark/customer.html#introductionl.

Strategic planning and needs assessment. <u>http://eric-</u> web.tc.columbiaedu/adminfinance/strategic/ch2.html