

MICHAEL A. MULVANEY

VITA

ADDRESSES AND PHONE

Residence: 1630 E 875 N Rd
Camargo, IL 61919
(217) 519-1983
mamulvaney@eiu.edu

Office: Department of Recreation Administration
600 Lincoln Avenue
Eastern Illinois University
Charleston, Illinois 61920
(217) 581-6589 Phone
(217) 581-7804 Fax

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

August 2007 – present Assistant (2007-13) & Associate (2013 – present) 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

PROFESSIONAL EXPERIENCE (continued)

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 – present Adjunct Instructor
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
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.

May 2006 – August 2006 Research Associate
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 Assistant
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

PROFESSIONAL EXPERIENCE (continued)

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 - Present

Instructor

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.

May 2004 – August 2005

Research Assistant

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 Assistant

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

PROFESSIONAL EXPERIENCE (continued)

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. 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.

Summers 1999-2000 Director of Youth Sports and More Camp
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
Griswold Physical Education Center
Millikin University, Decatur, Illinois.

Scheduled events/activities within the Center. Established and trained over 100 staff for collegiate soccer games. Responsible for building/event security.

PROFESSIONAL AFFILIATIONS

National Recreation and Park Association CPRP Examination Committee Chair, 2013-2014
National Recreation and Park Association CPRP Examination Committee, 2009 - present
IPRA Community Campaign Task Force, 2014 - present
Certified Park and Recreation Professional, 2008–present
Co-editor, *Schole*, 2010-present
Special Issue (“HRM in Parks and Recreation”) Guest Editor, *Journal of Park and Recreation Administration*, 2013-2015
Associate Editor, *Journal of Park and Recreation Administration*, 2012 - present
Reviewer, *Public Personnel Management*, 2014
Reviewer, *International Journal of Public Administration*, 2015
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
Charleston Parks and Recreation Foundation Board, 2008 - present
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
Easter Seals Softball Challenge Committee, 2000

HONORS & AWARDS

2014	Eastern Illinois University Achievement & Contribution Award, Balanced Category
2013	Eastern Illinois University Faculty Laureate
2012	Eastern Illinois University Achievement & Contribution Award, Balanced Category
2010	Eastern Illinois University Achievement & Contribution Award, Balanced Category
2010	Center for Academic Technology Support’s Excellence in the Use of Teaching with Technology, College of Education & Professional Studies, Eastern Illinois University
2009	Best Research Article, <i>Illinois Parks & Recreation Magazine</i>

HONORS & AWARDS (continued)

- 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", 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

- 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.

ARTICLES (continued)

- Mulvaney, M.A. & Pommier, J.H. (2015). Web-based distance learning: Introduction to Special Issue. *Scholar: A Journal of Leisure Studies and Recreation Education*, 30(1), v-vi.
- 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.

ARTICLES (continued)

- 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.
- Mulvaney, M.A., McKinney, W.R., & Grodsky, R. (2007). Six steps for improving your agency's performance appraisal system web extra. *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.
- Mulvaney, M.A. (in progress). A 10-year study of performance appraisal practices in public park and recreation agencies. *Submitted to the Journal of Park and Recreation Administration on/before fall 2015*.
- Mulvaney, M.A. (in progress). An exploratory study of bridge employment and workplace attitudes in community parks and recreation. *Data collection in fall 2015 with submission scheduled for spring/summer 2016*.

TEXT BOOKS

- 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). *Planning, selecting, and managing the internship experience in parks and recreation*. 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

MONOGRAPHS, & TECHNICAL REPORTS

- 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.

MONOGRAPHS, & TECHNICAL REPORTS (continued)

- 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.
- 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.

MONOGRAPHS, & TECHNICAL REPORTS (continued)

- 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.
- 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

MONOGRAPHS, & TECHNICAL REPORTS (continued)

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

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.

PRESENTATIONS (continued)

- 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.
- 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.

PRESENTATIONS (continued)

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.

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.

PRESENTATIONS (continued)

- 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.
- 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.

WORKSHOPS & CLINICS

- Mulvaney, M.A. "Construction 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

WORKSHOPS & CLINICS (continued)

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)

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)

INSTITUTION INVOLVEMENTS (continued)

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)
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)

INSTITUTION INVOLVEMENTS (continued)

	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)
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)

INSTITUTION INVOLVEMENTS (continued)

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)

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

Fall 2015: Undergraduate advisor for 23 students

Spring 2015: Undergraduate advisor for 22 students

Fall 2014: Undergraduate advisor for 21 students

Spring 2014: Undergraduate advisor for 21 students

Fall 2013: Undergraduate advisor for 21 students

Spring 2013: Undergraduate advisor for 23 students

Fall 2012: Undergraduate advisor for 24 students

Spring 2012: Undergraduate advisor for 24 students

Fall 2011: Undergraduate advisor for 26 students

Spring 2011: Undergraduate advisor for 27 students

Fall 2010: Undergraduate advisor for 27 students

Spring 2010: Undergraduate advisor for 29 students

Fall 2009: Undergraduate advisor for 23 students

Spring 2009: Undergraduate advisor for 26 students

Fall 2008: Undergraduate advisor for 22 students

Spring 2008: Undergraduate advisor for 24 students

Fall 2007: Undergraduate advisor for 21 students

Spring 2007: Undergraduate advisor for 26 students

Fall 2006: Undergraduate advisor for 6 students

Institution Service

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 – present

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–present

Eastern Illinois University Recreation Administration Alumni Association, 2007-present

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 - present

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 - present

Department of Recreation Administration Curriculum Committee, Chair, 2007-2010

Department of Recreation Administration Curriculum Committee, 2007-present

Department of Recreation Administration Assessment Committee, Chair, 2012 – present

Department of Recreation Administration Assessment Committee, 2006-present

Department of Recreation Administration Newsletter Editor, 2012 – present
Department of Recreation Administration Honors Committee, Chair, 2012 - present
Faculty Mentor, IPRA/IAPD Research Poster Presentation, 2007, 2009

GRANTS & CONTRACTS RECEIVED

- 2015 Director – Community-Wide recreation assessment study for the Village of Hinsdale Parks and Recreation Department (\$1,850)
- 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)
- 2008 Eastern Illinois University Faculty Development Support Grant (\$400)

GRANTS & CONTRACTS RECEIVED (continued)

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)