

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism

HEAL 323 - Program Leadership and Evaluation (3)
Fall 2009

DAY/TIME:	M 7:20 – 10:00 p.m.	LOCATION:	Robinson A 208
INSTRUCTOR:	Mena Nakhla	EMAIL ADDRESS:	MNakhla2@gmu.edu
OFFICE HOURS:	By Appointment	PHONE NUMBER:	(571) 482 - 8331

PREREQUISITES

The course PRLS 310 is the **prerequisite** for HEAL 323 and not a **co-requisite**. If you have registered for both PRLS 310 and HEAL 323 for the Fall '09 semester, you must take PRLS 310 first, and take HEAL 323 the following semester as it will be offered next semester. The two courses are meant to build upon each other. The School of Recreation, Health, and Tourism strictly adheres to this policy.

COURSE DESCRIPTION

This course will focus on leadership, implementation, and evaluation techniques among health education, fitness, sport management, tourism, and recreation programs. Students may utilize computer technology while studying the essential components.

COURSE OBJECTIVES

At the completion of the course students will be able to:

- 1) Demonstrate effective leadership and group processing skills.
- 2) Critically analyze evaluation techniques, both summative and formative.
- 3) Implement an already planned program, using appropriate qualitative and quantitative evaluation.
- 4) Exhibit an ability to practice decision making and apply knowledge.

REQUIRED READINGS

Jordan, D. J. (2007). *Leadership In Leisure Services: Making a Difference (3rd ed.)*. State College, PA: Venture Publishing, Inc.

Henderson, K. A., & Bialeschki, M. (2002). *Evaluating Leisure Services: Making Enlightened Decisions (2nd ed.)*. State College, PA: Venture Publishing, Inc.

Class material will be posted on the course's Blackboard page.

ATTENDANCE POLICY

GMU Catalog: "Students are expected to attend the class periods of the courses for which they register. In-class participation is important to the individual student and to the class as a whole." Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of non-participation. Unexcused three absences or more will result in a reduction of one letter grade.

EVALUATION

Students are held to the standards of the George Mason University Honor Code. You are expected to attend all class sections, actively participate in class discussion, and fulfill all assignments. Unexcused three absences or more will result in a reduction of one letter grade. Assignments must be turned in at

the beginning of class on the specified date due or no credit will be given. Assignments have been scheduled in advance to provide you with sufficient time to plan and complete the assignment. Only students with extreme emergencies, a documented medical excuse or university sponsored functions discussed with the professor prior to the due date will be given consideration for exception. It is further recommended that students make copies of all written work submitted

This course will be graded on a point system, with a total of 100 possible points

Requirements	Points
Mid term exam	20
Final exam	20
Case Study	10
Evaluation Project	20
University Life Service	15
Participation and Quizzes	15
TOTAL	100

Grading Scale

A = 94 – 100	B+ = 88 – 89	C+ = 78 – 79	D = 60 – 69
A- = 90 – 93	B = 84 – 87	C = 74 – 77	F = 0 – 59
	B- = 80 – 83	C- = 70 – 73	

TENTATIVE COURSE SCHEDULE

DATE		TOPIC OR ACTIVITY	READINGS/ASSIGNMENT DUE
MON	August 31	Syllabus Presentation, Introduction; Requirement of the Course. CH 1 Understanding Leadership	
MON	September 7	LABOR DAY – NO CLASS	
MON	September 14	Leadership Theories & Styles Leadership and Human Development	LLS H 2 LLS CH3 Assess Yourself – Skills Assessment Due
MON	September 21	Group Dynamics Communication Skills for Leaders	LLS CH 4 LLS CH 5
MON	September 28	Nonverbal Communication Managing Difficulties	LLS CH 6 LLS CH 7
MON	October 5	Managing and Motivating Participant Behaviors Diversity and Leisure Services Leadership	LLS CH 8 LLS CH 9
TUES	October 13	Case Study Group Presentations	
MON	October 19	Values and Ethics in Leisure Services Leadership Direct Leadership Techniques	LLS CH 10 LLS CH 12
MON	October 26	MIDTERM EXAM	
MON	November 2	Guest Speaker: An Overview of Evaluation from a Manager’s Perspective Introduction to Foundations for Evaluation	EVAL 1.1, 1.2
MON	November 9	Evaluation: Why, How and When?	EVAL 1.4, 1.5, 1.7, 1.9 University Life Service Report Due

DATE			TOPIC OR ACTIVITY	READINGS/ASSIGNMENT DUE
MON	November	16	Developing a plan	EVAL 1.9, 2.1, 2.5, 2.6
MON	November	23	Surveys	EVAL 2.7, 2.8, 2.9, 2.10
MON	November	30	Experiments and Data Analysis	EVAL 2.12, 3.2, 3.7 Evaluation Project Due
MON	December	7	Data Reporting	EVAL 4.1, 4.2, 4.4
MON	December	14	FINAL EXAM	

Note: Faculty reserves the right to alter the schedule as necessary.

DESCRIPTION OF COURSE REQUIREMENTS AND ASSIGNMENTS

Students should submit all assignments electronically as well as a hard copy at the beginning of class.

A. Assess Yourself

Go to <http://careers.gmu.edu/movingon/document.pdf> to find the Moving On – A Guide to Career Planning and Job Search PDF file. Go to page 6 – 8 of the PDF file, to find the “Know Yourself Exercises, Exercise 3: Skills.” Complete the exercise for yourself. Then create a Word document to answer these questions:

1. Using each of the three CATEGORIES OF SKILLS displayed below (Functional, Content, Self-management), make a list of the skills you have now.
2. Using each of the three CATEGORIES OF SKILLS, make a list of the skills you hope to develop before searching for a job in your chosen field.
3. Then finish the assignment on page 8 of the PDF, under the section, NOW WHAT? Write your paragraph, as described in that section.
4. Then answer this question, “What skills do I possess which would help me in a group work situation?”

Submit a paper copy and an electronic copy of your two lists of skills, your paragraph and your reply to question #4.

B. Case Study

Case studies allow for an opportunity to practice decision making as well as applying knowledge to real world situations. In groups students will be asked to study a case and present it to the class. In your presentation, please provide the class with an overview of the case assigned and answer the following questions:

- What decisions need to be made?
- What are the decision maker’s objectives?
- What are the key issues at stake? What must be resolved?
- What would I do? Why?

Groups should submit their presentation to the instructor at the beginning of class.

Each student is expected to turn in a one page paper describing their experience working in the group and outlining any challenges faced and how the group overcame those challenges.

C. Evaluation Project

Students will be provided participants’ surveys from a leisure program. Students are asked to analyze and tabulate data from surveys. Based on survey responses, students should provide totals, averages and analyze non numerical data. Students should use tables for quantitative analysis. In a separate document, students will provide written recommendations based on their analysis of survey responses.

D. University Life Service

Work with University Life, GMU campus office or a program with the Fairfax County Department of Community and Recreation Services to assist in leading and evaluating a program or event. A list of GMU offices and recreational centers will be provided as a resource for the assignment. Each student must serve 10 hours to include researching, planning, implementing, and evaluating the program or event. Community service hours will be verified by the office where the service was provided. Your volunteer supervisor at the site must verify your leadership, evaluation and the number of hours completed by sending an email to mnakhla2@gmu.edu stating the type of service performed and the number of hours served. You must record your experience in a University Life Service Report. The paper should be 3 pages, typed, double-spaced, using a Times New Roman 12 font. The paper should include the following:

- Name and location of the program or event
- Description of the program or event in which you assisted
- Target audience of the program or event
- Your evaluation of the program or event (include what was successful and your suggestions for improvement)

In addition to the report, student must create a 5 question evaluation for the program or activity.

E. Class Participation and quizzes

You are expected to come to each class well prepared and ready to contribute to the topic of the day! All reading should be completed by the start of class on the day for which an assignment is due. Class participation constitutes 10 points of your final grade. Text readings, guest speakers throughout the semester, and in-class assignments will serve as the basis for class discussion and participation. Your responses, comments, and general contributions will be the primary criteria for evaluation, but attentiveness in class will also be taken into consideration. Instructor reserves the right to administer pop quizzes during the semester.

F. Exams

Midterm exam: 20 points

Final exam: 20 points



- ❖ All students are held to the standards of the George Mason University Honor Code [See <http://www.gmu.edu/catalog/apolicies/#Anchor12>]
- ❖ University policy states that all sound emitting devices shall be turned off during class unless otherwise authorized by the professor
- ❖ Students with disabilities who seek accommodations in a course must be registered with the Disability Resource Center (DRC) and inform the instructor, in writing, at the beginning of the semester [See www.gmu.edu/student/drc]
- ❖ For additional School of Recreation, Health, and Tourism information, please visit the website at <http://rht.gmu.edu>