

**GEORGE MASON UNIVERSITY**  
**School of Recreation, Health, and Tourism**  
**HEAL 323 – Program Leadership and Evaluation**  
**Spring 2013**

DAY/TIME:	9-10:15a T R	LOCATION:	Bull Run 258
PROFESSOR:	Dr. Rich Miller	EMAIL ADDRESS:	emiller@gmu.edu
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**COURSE DESCRIPTION**

Covers leadership and evaluation of health, fitness, and recreation programs. Uses computer technology to study the evaluative aspects of program planning and administration.

**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 a planned program, using appropriate qualitative and quantitative evaluation.
4. demonstrate the ability to effectively price and market programs or events.

**REQUIRED TEXTS AND READINGS**

Henderson, K.A. and Bialeschki, M.D. (2002). *Evaluating leisure services: making enlightened decisions*, (2<sup>nd</sup> Ed). PA: Venture Publishing.

Jordan, D.J. (2007). *Leadership in leisure services: making a difference*, (3<sup>rd</sup> ed). State College, PA: Venture Publishing.

Additional course material at Blackboard: <https://mymasonportal.gmu.edu>

**EVALUATION**

15% - First test	20% - Program simulation
15% - Second test	25% - Participation
15% - Third test	10% - On/off-campus program observation and assistance

**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	

**COURSE OVERVIEW**

Upon course completion, students will meet the following professional accreditation standards for National Recreation and Park Association (NRPA) Council on Accreditation (see Blackboard for more detailed description):

- 8.13 Understanding of the variety of programs and services to enhance individual, group, and community quality of life;
- 8.14 Ability to implement the following principles and procedures related to program/event planning for individual, group, and community quality of life;
  - 8.14.01 Assessment of needs;
  - 8.14.02 Development of outcome-oriented goals and objectives;
  - 8.14.03 Selection and coordination of programs, events and resources;
  - 8.14.04 Marketing of programs/events;
  - 8.14.05 Evaluation of programs/events;
- 8.15 Understanding of group dynamics and processes;
- 8.16 Ability to use various leadership techniques to enhance individual, group, and community experiences; and
- 8.22 Understanding of the principles and procedures related to agency marketing techniques and strategies.

**NATURE OF COURSE DELIVERY**

Face-to-face through lecture, small group discussion, and simulated program implementation and evaluation.

**LEARNING EXPERIENCES**

Each Blackboard online test is composed of 50 multiple-choice questions. The tests are based on the content of the texts and Bb assigned readings as organized and presented in classroom lecture. Each test will be graded 0-100 points and

weighted .15 of overall course grade. Points are deducted for not starting the test by its deadline. To best prepare for the tests, students should use their lecture notes to focus on important content in the textbook and Bb assigned readings. Multiple-choice items will measure students' abilities to identify/recall, differentiate, apply and analyze subject material.

The activity program simulation involves implementing to class (for no more than 30 min.) and evaluating an activity that was described in a PRLS 310 program design form. Students work as a small team of 2-3 members to meet the activity program simulation guidelines posted at Blackboard. The activity program simulation will be team-graded 0-100 points and weighted .20 of overall course grade. The activity program simulation requirement represents cognitive, affective and psychomotor learning experiences.

According to GMU academic policy, students are expected to attend class regularly and in-class participation is important not only to the individual student, but also to the class as a whole. Thus, participation credit in this course involves being in full attendance during each class day and actively involved in class activities. Absence [ABSE] results in no credit. Arriving late [LATE], taking an extended break [BRK] or leaving early [LEFT] from class results in partial credit. Student non-course computer use or cell use [NCCS] is not active involvement in class activities and, therefore, results in partial credit. Although medical excuses are not accepted, each student is entitled to one excused [EXCU] absence during the semester. The percent of attended days will be weighted .25 of overall course grade. Class activities are based on cognitive, affective, and psychomotor learning experiences and they will reinforce the important subject material on leadership and program evaluation.

The on/off-campus program observation and assistance assignment involves each student performing 8 hours of observation/assistance during the semester to an on/off-campus organization that provides a program service related to leisure/recreation, health/fitness, sports/athletics, or tourism/special events. You will observe and assist in the leadership and/or evaluation of the program/event offered by the organization. Your observation/assistance should comprise some element of leadership such as researching, planning, implementing, and evaluating a program/event and it must be reported through Blackboard. This assignment will be graded 0-10 points and factored directly into overall course grade. It is based on cognitive, affective, and psychomotor learning experiences.

#### **TENTATIVE COURSE SCHEDULE** (see Blackboard for dates)

Each class session will be a combination of lecture, small group work, discussion, self-assessments, case studies, guest speakers, program simulations, and other class activities.

	<u>Topic</u>	<u>Readings</u>
Week 1	Review of program processes	Bb assigned reading
Week 2	Evaluation - criteria	<i>Evaluating leisure services</i> - Unit I
Week 3	Evaluation - criteria and evidence	<i>Evaluating leisure services</i> - Unit 2
Week 4	Evaluation - evidence	<i>Evaluating leisure services</i> - Unit 3
Week 5	Evaluation judgment and wrap-up <i>First test covers readings from Jan 22-Feb 21</i>	<i>Evaluating leisure services</i> - Unit 4;
Week 6	Leadership; program simulations	<i>Leadership in leisure</i> - Ch 1
Week 7	Leadership; program simulations	<i>Leadership in leisure</i> - Ch 2
Week 8	Leadership; program simulations	<i>Leadership in leisure</i> - Ch 3, 4
Week 9	Leadership; program simulations <i>Second test covers readings from Feb 26-Mar 28</i>	<i>Leadership in leisure</i> - Ch 4, 5
Week 10	Leadership; program simulations	<i>Leadership in leisure</i> - Ch 6, 7
Week 11	Leadership; program simulations	<i>Leadership in leisure</i> - Ch 8
Week 12	Leadership; program simulations	<i>Leadership in leisure</i> - Ch 9, 10
Week 13	Leadership; program simulations	<i>Leadership in leisure</i> - Ch 11, 12
Week 14	Leadership; program simulations <i>Third test covers readings from Apr 2-May 2</i>	<i>Leadership in leisure</i> - Ch 12, 13

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

#### *Student Expectations*

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See <http://ods.gmu.edu/>].

- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- Students are expected to exhibit professional behaviors and dispositions at all times.

*Campus Resources*

- The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].
- The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
- For additional information on the College of Education and Human Development, School of Recreation, Health, and Tourism, please visit our website [See <http://rht.gmu.edu>].

**CORE VALUES COMMITMENT:** The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles.

