RECR 301
Leadership and Supervision in Recreation

Course Description
Study of the nature, scope, status, and historical development of leadership/supervision in recreation and leisure services profession. Examination of professional body of knowledge, group dynamics, and theories of leadership/supervision will be studied.

Course Objectives
The following course objectives will be measured through exams, papers, oral presentations and participation in organized class activities. Students will be expected to be able to demonstrate an understanding of:

1. The status and scope of leadership in the field of recreation. The promotion and articulation of the importance of leisure service delivery for inclusion of various populations and the use of leisure resources for the betterment of participants through their involvement. (COA:8.11)

2. Inclusion of practices as they relate to recreation and park profession (i.e. mission statement, vision, policies and procedures and implications of effectiveness as they apply to services, programs, staffing and fiscal environment) (COA:8.11.01, COA:8.11.02).

3. Issues, individual practitioner responsibilities and core competencies related to professionalism. The importance of professional organizations and the ethical and altruistic responsibilities of the leisure service professional. (COA:8.16)

4. Interpersonal and intercultural effectiveness including knowledge of appropriate communications tools and strategies for implementing public relations, promotions, and the diffusion of information and innovations. (COA:8.11, 8.20)

5. Organizing, networking, and coordinating multiple human and physical resources to promote leisure experiences.

6. Employee interpersonal relations emphasizing motivation, positive performance, and employee-employer satisfaction. Strategies for empowering employees to promote positive organizational behaviors. (COA:8.20)

7. Problem solving, conflict resolution, and decision making strategies. (COA:8.20)

8. Leadership theories/techniques and effective means of their application to a wide spectrum of clients and personnel. (COA:8)
9. Communications processes including individual and group processes for the diffusion of innovations within the organization. (COA:2.23)


11. A comprehensive process of personnel development within an organization including recruitment, hiring, training, development, empowerment, and evaluation of staff and volunteers. (COA:8.19, 8.20)

12. Understanding of human resource management (i.e. employment practices, employee performance, staff training and evaluation. (COA:8.19)

Text


Contact Instructor

The best way to contact your instructor is by email [eseagle@csubchico.edu] or office hours. Email is a better way to contact the instructor than the phone. Please indicate “RECR 301” in the subject area, because I get a lot of junk mail. You must contact me ahead of time to be allowed to make up any assignments. Journal writes cannot be made up! If it is an emergency go ahead and take care of it, but contact me ASAP!! After 5 days no assignments can be made up.
### Weekly Schedule

| Week #1 & 2 | Introduction, leadership/supervision overview  
|            | Chapters 1-2 |
| Week #3    | Communication & motivation  
|            | Chapters 3, 4 |
| Week #4    | Oral presentations  
|            | Personal Leadership  
|            | Chapters 5, 6 |
| Week #5    | Solving problems, positive discipline  
|            | Chapters 7, 8 |
| Week #6    | Planning, organization, power  
|            | Chapter 9, 10 |
| Week #7    | Labor unions, recruitment, selection, orientation & training  
|            | Chapter 11, 12 |
| Week #8    | Spring Break |
| Week #9    | Conflict management, change & presentation overview  
|            | Chapters 13, 14 |
| Week #10   | Managing teams & diverse workforce  
|            | Chapters 15, 16 |
| Week #11   | Human resources and Stress Management |
| Week #12   | Workshops  
|            | Oral presentation, brochure & paper (DUE) |
| Week #13   | Workshops  
|            | Oral presentation, brochure & paper (DUE) |
| Week #14   | Workshops  
|            | Oral presentation, brochure & paper DUE) |
| Week #15   | Workshops  
|            | Oral presentation, brochure & paper (DUE) |
| Week #16   | Workshops  
|            | Oral presentation, brochure & paper (DUE) |
| Week #17   | Finals week  
|            | *Final |

* PPT presentation materials will be on the final
Class "Climate."

I want to briefly mention a couple of points that are important to me, in terms of the class overall. I want to promote a “climate” of freedom in this class; freedom to ask questions, make comments, try things out, etc. However, there are four “ground rules” that are necessary in order for the class to run smoothly. In essence, these are simply courtesies to others in the class.

1. **Come to class on time.** Please make every effort to be on time. Students arriving late will not be included on the enrollment sheet and will lose points for that day. Please do **NOT** leave class once the class has started unless and emergency. The opening and closing of the door is disturbing!!

2. **Give your full attention to the person who is presenting in the class.** It bothers your instructor and others to have another conversation going on when a person is trying to communicate something. If you continue to be disruptive to the class, you will be asked to leave.

3. **Be responsible** when we are doing things in class: such as small group discussions, role-playing, etc, be responsive to the need to move efficiently from one activity to the next: for example, from small group discussions to a reconvening of the entire class. **ALL CELL PHONES AND LAPTOP COMPUTERS MUST BE OFF AT THE START OF CLASS.** Cell phones and laptop computers out of sight during quizzes and off at all times during class unless instructor’s ok is given.

4. Please **do not bring snacks to class.** Bottled water or a container (i.e. coffee) with a lid on it is ok.

Class Policies

One learns about leadership and other related processes through involvement in appropriate experiences, in addition to reading the text, listening to lectures and taking exams. For that reason, I will rely on small group activities, simulations, role-playing, situation analyses and other experiences.

The nature of this course and the learning process are such that you will be expected to attend class and participate. The outcome of the course is a responsibility you share with the other students and the instructor. You have to be in class to meet that responsibility. The instructor’s grading is based on attendance, active class discussion, and participation in organized class activities, group projects, quizzes and final.

Deduction of attendance points and late assignment points come off the top of your grade. Additional attendance points will be subtracted from you final grade during workshop presentations.

Written assignments will be graded for: 1) neatness of presentation; 2) proper writing style (APA); 3) correct use of language and grammar; 4) organization; 5) comprehensiveness; 6) creativity and thoughtfulness; 7) clarity of thoughts, and adequate referencing. **All papers must be typed.** You will be graded on both the content of the paper and writing. Sloppy papers with typographical errors are not acceptable. Failure to meet any of these criteria may result in a returned paper with no grade and a request to rewrite. Late papers will be penalized at a rate of **five points** per day. Papers handed in more than **5 days** after the due date will not be accepted.

**[USE THE WRITING LAB]**

Grading will be on standard level (A, B, C, D, F).

<table>
<thead>
<tr>
<th>Grading</th>
<th>Points</th>
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<tbody>
<tr>
<td>1. Personal Best Leadership Experience</td>
<td>60</td>
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<tr>
<td>2. Leader Research</td>
<td>80</td>
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<tr>
<td>3. Quizzes (6)</td>
<td>180</td>
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<tr>
<td>4. Workshop</td>
<td>200</td>
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<tr>
<td>5. Team Journal (5)</td>
<td>100</td>
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<tr>
<td>6. Class Participation/Team Building/Exercises/Attendance</td>
<td>300</td>
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<tr>
<td>7. Workshop Attendance</td>
<td>240</td>
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<tr>
<td>8. Final</td>
<td>200</td>
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<td><strong>TOTAL</strong></td>
<td><strong>1,360</strong></td>
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** ATTENDANCE DURING WORKSHOP PORTION OF THE CLASS WILL BE TAKEN. EACH ABSENCE DURING THE WORKSHOPS WILL COST YOU **30 POINT** OFF THE TOP OF YOUR TOTAL POINTS. **DO NOT MISS ANY WORKSHOPS IT WILL COST YOU DEARLY.**
Assignments

1. **Personal Leadership Experience** assignment is to explore your past events or adventures. You are to identify and describe your "Personal Leadership Experience." The outline you are to follow is ONLINE. You will be required to write a three-page paper and to perform a short oral presentation (3 minutes) on your leadership experience. (COA:8.20, 8.23) (See attached) [USE THE WRITING LAB]

2. **Leader Research.** You are to pick a current or past leader you would like to conduct research on. The purpose of this assignment is to identify the leadership and supervision characteristics (pros/cons) that this leader exemplified. You are to justify and document your opinions. Paper requirements are four pages of research content and fifth page listing pros/cons. A minimum of four professional references are required (only two online resources can be used). On a separate, but attached page, divide the paper in half (length wise) and write at the top the leader’s name and in one-column write pros and the other column write cons. You must be ready to present your information in a small group format. (COA:7C.02, 8.16) [USE THE WRITING LAB] IF AFTER THE FIRST PAPER THE INSTRUCTOR REQUEST YOU TO USE THE WRITING LAB, YOU MUST COMPLY AND PROVIDE PROOF THAT YOUR "LEADER RESEARCH" PAPER HAS BEEN REVIEWED. THAT REQUIRE A SIGNATURE FROM THE WRITING LAB ASSISTANT AND AN ORIGINAL COPY OF YOUR PAPER WITH THE NEW COPY OF YOUR PAPER WITH CORRECTIONS MADE OTHERWISE YOU WILL RECEIVE A “0.”

3. **Quizzes.** Quizzes will be announced throughout the semester. It is your responsibility to keep up with the reading assignments given by the instructor and indicated on the course outline. Quizzes will cover materials from the textbook. (COA:7C.01, 7C.02, 8.15, 8.19, 8.20)

4. **Workshop.** Complete a group project. You will work as part of a team to plan and present a workshop to the rest of the class. Details on this assignment are located ONLINE. (COA:8.11.02, 8.15, 8.23)

5. **Team Journal.** Contribute to a written group journal. As one member of a small group, you will write journal entries during the semester (dates will be announced). Each entry will be your response to the assigned topic and to the responses of other members of your group. Each entry will be three hand written pages. I will evaluate each group member’s entries on an individual basis. (COA:8.11, 8.14, 8.15, 8.16, 8.19, 8.20, 8.23). A notebook in which you will write your entries will be kept in the Reserve Book Room at the Library. You will check your group's notebook out each time you make an entry. **Put your name on each page of your entry. Journal writes cannot be made up!**

[DON'T TAKE THE JOURNAL BINDER OUT OF THE LIBRARY]

6. **Class Participation/Team Building/Attendance.** To become an exceptional leader and supervisor it is essential to work as part of a team. Team building/group work is an effective strategy for building those tools necessary to be successful when working in groups. During the semester you will participate as part of a group to achieve particular goals. Each team will be graded on how well they carry out their assignment.

7. **Workshop Attendance.** It is importance that you attend and participate in the workshops toward the end of the semester. Workshop groups have put a lot of effort into their presentations and it is your responsibility to be in attendance and participate. You would want the same respect when your workshop group presents. **BE ON TIME OR YOU WILL NOT RECEIVE POINTS FOR THAT CLASS!!**

8. **Final.** 5/17, Section 01, 10:00; Section 02, 12 noon.

**Assignments**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Personal Best Leadership Experience</td>
<td>February 15 &amp; 17</td>
</tr>
<tr>
<td>Leader Research</td>
<td>March 10</td>
</tr>
<tr>
<td>Workshop</td>
<td>April 14</td>
</tr>
<tr>
<td>Quizzes</td>
<td>February 15, 22, March 1, 8, 22</td>
</tr>
<tr>
<td>Team Journals</td>
<td>Announced</td>
</tr>
<tr>
<td>Final</td>
<td>May 17</td>
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PERSONAL LEADERSHIP EXPERIENCE

This assignment is to recall your personal leadership experience. **This paper must be three pages in length, and double-spaced.** I grade on spelling, grammar, punctuation and professional presentation in addition to quality of content. Also, you will be required to make a short three-to-five-minute oral presentation on your paper.

Preparing to write about your personal leadership experience.

1. Think about all the leadership experiences that you have had. Let them pass by in your mind, as if you were viewing a movie or hearing a tape recording of your personal leadership history.

2. A few of these experiences will undoubtedly look, sound, or feel like personal unique adventures. Select one of these experiences to write on. Remember a leadership experience is not always a successful one. Failure can lead to personal insight and have value for the future.

3. Spend some time getting a clear mental picture of the experience. See, hear, and feel it again intensely as you can. Get as vivid an image as possible.

4. Once you have recalled and reviewed your personal leadership experience, answer all of the questions on the next page.

Getting started

Leadership Experience: A "Personal leadership experience" is an event (or series of events) that you believe to be your **individual standard of excellence.** It is your own "record-setting performance," a time when you learned the most.

Leadership Experience: For the purpose of this exercise, focus your thinking on only those in which you were the leader. You might use these criteria to select your leadership experience.

1. Your experience need not be restricted to a time when you were an appointed or selected leader. It can be either a time when you emerged as the informal leader or a time when you were the official leader.

2. The experience could be a past work experience. It could also have occurred in a club, a school, a professional organization, sports or any other setting. It can be the start-up of a new business, a new product or service development program, a quality or productivity improvement project, and so on. Let it be any time when you felt that you performed as an effective leader.
Questions (use the side headings in your paper*)

The Situation*
1. Where did this experience take place (i.e. name of organization)?
2. When did this take place? How long was the experience from start to finish?
3. Who else was involved, either directly or indirectly, in the experience? It is not necessary to name people who were involved. Please just indicate their job function and whether they were bosses, peers, instructors, coach, etc.
4. What was your title and specific role in the experience?
5. What were the actual results of this experience, both quantitative and qualitative?
6. Indicate any awards, bonuses, or other special recognition that you and or your group received.

Opportunities and Challenges*
1. If you were the one to initiate this experience, why did you want to do it? What drove or motivated you? If someone else asked you to take on this experience, what made you believe that you could do it?
2. What changes did you make? What novel or innovative things did you do? What risks did you take?
3. How did you challenge others to attain high levels of performance, to excel, to do better?

Involvement*
1. How did you involve others in planning and decision-making? Did you use any specific methods or techniques?
2. How did you build a team out of the individuals who worked for you? Did you use any specific method?
3. How did you develop trust and respect among those who worked with you? Did you use any specific method?
4. How did you help your team members to feel strong and capable?
5. How did you build a sense of enthusiasm and excitement for the experience?

Leader Actions*
1. For this experience, what were the values that you believed guided everyone's action? What were the standards to which everyone was accountable?
2. How did you show others, by your own example, that you were serious about these values and standards: How did you "Lead by example"?
3. Did you experience any failures? If so, what were they and what did you learn from them?

Encouragement*
1. How did your team celebrate its accomplishments?
2. How did you recognize individual contributors? Did you use any special incentive systems, recognition programs, etc.?

Conclusion*
1. As a leader, how is it that you would most like to be remembered?
2. What of this experience will you take into the future? Be specific.