

Course Syllabus

Fall 2012

(8 week course / October 22 - December 14)

Course Title/Number: PRM 426 Parks and Recreation Administration and Finance

Course Web Site: www.prm.nau.edu/prm426

Semester Offered: Spring, Fall

Credit: 3

Instructor:

- **Dr. Charles Hammersley** **Campus Section:** (9104) **Office phone**: (928) 523-6655 **Fax**: (928) 523-2275

  Office Address: SBS West, room 264, PO Box 15016, Flagstaff, AZ 86011-5016

  E-mail: charles.hammersley@nau.edu

  Office Hours: (1:00 - 3:00 PM Monday - Thursday)

Teaching Philosophy

Course Prerequisites: none

Course Description: Theories, concepts, and practices of administration as they relate to the delivery of leisure services. Spring



Required Texts: Hurd, A., Barcelona, R. & Meldrum, J. (2008). Leisure Services Management. Champaign, IL. Human Kinetics

ISBN: 978-0-7360-6922-9

On-line Textbook Ordering Options: The book citation and ISBN number are provided above. You may use the NAU Bookstore or any on-line book service, several are listed below for your convenience (these are not endorsed by the course facilitator). **Please be sure to order your texts well in advance of the class date to be sure you have it in time.**

- **NAU Bookstore**

- **Amazon**
- **ebay**
- **ecampus**

Course Policies:

- NAU Policy Statements;

Course Objectives & Learning Outcomes:

COAPRT 7.03 - Students graduating from the program shall be able to demonstrate entry-level knowledge about operations and strategic management/administration in parks, recreation, tourism and/or related professions.

- **COAPRT 7.03.01 – The program shall demonstrate that students are provided with sufficient opportunity to achieve this learning outcome.**

  As measured by Tests & Written assignments: Mission Goals & Objectives; Staffing Plan; Budgets; Disciplinary Procedures; Workplace Harassment; and Grant Application.

- **COAPRT 7.03.02 - The program shall demonstrate that quality assessment measures were used to assess learning outcomes associated with this standard.**

  As measured by descriptive statistics for four (4) tests.

- **COAPRT 7.03.03 - The program shall demonstrate that results of its assessment program indicate that graduates of the program are achieving this learning outcome.**

  As measured by learning outcomes based on direct measures from tests 94) and assignment scores (6).

- **COAPRT 7.03.04 – The program shall demonstrate that it uses data from assessment of Learning Outcomes 7.03 for continuous program improvement.**

  As measured by learning outcomes based on review of all course related data (tests scores, assignment grades, and student evaluations) to revise and improve all aspects (tests, assignments) at the end of each course.

Course Objectives:

- Understanding of inclusive practices as they apply to: Design of areas and facilities.
- Understanding of the roles, interrelationships, and use of diverse leisure delivery systems in promoting: Community development.
- Understanding of the roles, interrelationships, and use of diverse leisure delivery systems in promoting: Economic development.
- Knowledge of marketing techniques and strategies.
- Understanding of the concepts of organizational behavior, accountability, interpersonal relations, and decision-making strategies.
- Understanding of and ability to apply personnel management techniques, including job analysis, recruitment, selection, training, motivation, career development and evaluation of staff and volunteers.
- Understanding of and ability to implement principles and procedures related to operation and care

of resources, areas, and facilities.
- Understanding of various techniques of financing, budgeting, and fiscal responsibility.
- Understanding of and ability to implement public relations and promotions strategies.
- Knowledge of the legal foundations and responsibilities of leisure service agencies, and the legislative process and the impact of policy formation on leisure behaviors and service in all levels of government, community organizations, and business enterprise.
- Understanding of legal concepts, including contracts, human rights, property, and torts as applied to leisure service agencies.
- Understanding the principles of risk management planning, and the ability to participate in the development and implementation of a risk management plan.
- Knowledge of the responsibility of the leisure service profession to make available opportunities for leisure experiences for all populations, including those with special needs and disabilities.
- Understanding of the the concept and use of leisure resources to facilitate participant involvement.
- Understanding of principles and procedures for planning leisure services, resources, areas, and facilities.
- Knowledge of principles and procedures for designing leisure services, resources, areas, and facilities.
- Understanding of and ability to implement principles and procedures related to operation and care of resources, areas and facilities.

Course Content:

Module 1 - Chapter 1

The Competent Leisure Services Manager

a. Define management.

b. Understand the model for effective performance.

c. Understand competency-based management.

d. Describe competencies needed by entry-level park and recreation managers.

Module 2 - Chapter 2

Foundations of Management

a. Compare and contrast leadership and management

b. Identify the four generations of leadership theory and how they are used today.

c. Develop knowledge of how management theory has evolved since the Industrial Revolution.

d. Demonstrate an understanding of management issues and trends in the field.

Module 3 - Chapter 3

Leisure Services Managers

a. Understand the interrelationship between the levels and functions of managers.

b. Demonstrate knowledge of the four main resources within an organization.

c. Describe how managers experience career progression.

d. Compare and contrast values, vision, and mission statements.

e. Formulate goals and objectives.

f. Differentiate between efficiency and effectiveness.

Module 4 - Chapter 4

Legal Foundations for Managers

a. Understand key legal concerns and their relevance to leisure services professionals.

b. Understand the concept of negligence and its relevance to leisure services management.

c. Explain how and why intentional torts might occur when managing leisure programs and services.

d. Be able to apply the risk management process to a hypothetical situation in your area of specialization.

e. Understand statutory law and its relevance to leisure services management.

f. Describe the legal protection that are most applicable to your area of specialization.

g. Understand the employment law concerns discussed in the chapter and their relevance to leisure services management.

Module 5 - Chapter 5

Organizational Structure

a. Compare and contrast the public, non-profit, and commercial sectors.

b. Identify different types of organizations within each sector.

c. Evaluate the interrelationships between organizational structure and design.

d. Gain an understanding of the three types of boards, their roles and responsibilities, and their organizational structure.

Module 6 - Chapter 6

Coordination of Resources, Programs and Services

a. Understand the connection between various management functions (planning, organizing, leading, and controlling) and the coordination of agency resources, programs, and services.

b. Define the functions used for intra-agency coordination, including vertical and lateral coordination.

c. Provide examples of planning and control systems used to coordinate and control agency work processes, including performance control action planning.

d. Define management roles for leisure services provision in the three sectors (public, nonprofit, commercial) and identify the opportunities for coordination both among and within sectors.

e. Identify the methods for coordinating interorganizational efforts, including both inter- and intrasector partnerships strategies.

Module 7 - Chapter 7

Planning and Decision Making

a. Compare and contrast the six plans most used in the recreation profession.

b. Describe the decision-making process.

c. Differentiate between programmed and nonprogrammed decisions.

d. Explain the four approaches to ethical decision making.

Module 8 - Chapters 8 & 9

8. Marketing and Public Relations

a. Explain marketing and its importance in leisure services.

b. Differentiate between market segmentation and target marketing.

c. Examine the marketing mix and describe how to incorporate it into leisure services organizations.

d. Outline the role of public relations and its related activities.

9. Communications and Customers

a. Explain what communication is and why it is a critical competency for leisure services managers.

b. Understand the process of communication and be able to identify potential communications breakdowns.

c. Apply the various uses for communication, including management communication (internal), marketing communication (internal and external), and positioning and repositioning strategies (external).

Module 9 - Chapters 10 & 11

10. Personnel Procedures and Practices

a. Define the concept of human resources and understand it in connection to personnel planning and processes.

b. Understand and make connections between modern concepts of personnel management and the philosophies of the behavioral school and human relations.

c. Understand the importance of personnel planning.

d. Analyze organizational capacity and organizational needs related to personnel.

e. Understand the importance of workplace diversity, federal protected classes and work processes protected by antidiscrimination laws and statutes.

f. Apply key areas related to the personnel process, including conceptualizing need, candidate recruitment, candidate selection, orientation, training and development, and performance appraisal.

11. Motivation, Rewards, and Discipline

a. Understand foundational and current thinking on motivation in leisure services organizations.

b. Understand how to develop and grow employees in leisure services organizations.

c. Explain ways to reward employees in leisure services organizations.

d. Define the concept of self-care in a management capacity.

e. Discuss the effective use of discipline in leisure services organizations.

f. Understand the steps to take when hiring and terminating employees.

Module 10 - Chapters 12 & 13

12. Sources and Methods of Financing

a. Identify the five sources of revenue and their applicability to each sector.

b. Differentiate between operating and capital expenditures.

c. Understand how to price programs using fixed and variable costs, contingency, and demand.

d. Demonstrate knowledge of indirect cost allocation.

e. Apply the concept of program subsidy to pricing.

13. Budgets and Financial Cost Analysis

a. Demonstrate an understanding of the budget process.

b. Differentiate between capital and operating budgets.

c. Compare and contrast the most prevalent types of budgets used in leisure services.

d. Identify the most common financial analysis methods used in leisure services.

Module 11 - Chapter 14

14. Evaluation

a. Understand the rationale for evaluation in leisure services organizations.

b. Identify and explain the types of tools for evaluation.

c. Become familiar with the five-step evaluation process.

d. Differentiate between formative and summative evaluation.

e. Explain the difference between probability and nonprobability sampling.

Module 12 - Online Lesson

Facilities Design and Maintenance

a. Traditional types of facilities

b. Trends in facility development

c. Universal design (Inclusion) in facility design

d. Master planning in community and economic development

e. Maintenance and operations of facilities

Course Requirements:

Assignments ♦Mission Statement & Goals & Objectives (5 pts.) ♦Staffing (10 pts.) ♦Budgets (15 pts.) ♦Policies (5 pts.) ♦Workplace Harassment (10 pts.) ♦Grant Application (15 pts.)	60%
Tests (4 @ 10 points each)	40%
Total	100%

To Calculate your Grade:

1) Add the four test grades; then divide that number by 4; then multiply that number by .4;

2) Multiply the Mission Statement assignment grade by .05;

3) Multiply the Staffing assignment grade by .1;

4) Multiply the Budget assignment grade by .15;

5) Multiply the Sexual Harassment assignment grade by .1;

6) Multiply the Policies assignment grade by .05;

7) Multiply the Grant assignment grade by .15;

8) Add the numbers from steps 1 through step 8 to get your numerical grade.

9) See the information below (Grading Basis) for converting your numerical grade to a letter grade.

Grading Basis: Grades will be assigned as:

90 – 100 = A; 80 – 89 = B; 70 – 79 = C; 60 – 69 = D; less than 59 = F

Important Note: Assignments may be turned in early, but no assignments or tests will be accepted after their due dates.

References

Bartling, M. (not dated). *Cost-Cutting Strategies For The Park and Recreation Agency.* Champaign: IL., Management Learning Laboratories.

Bartling, M. (not dated). *Contracting Recreation and Park Services.* Champaign: IL., Management Learning Laboratories.

Crosby, P.B. (1984). *Quality Without Tears: The Art of Hassle Free Management*. New York: Penguin Group.

Crossley, J.C., Jamieson, L.M. (1988). *Introduction to Commercial and Entrepreneurial Recreation.* Champaign: IL. Sagamore Publishing.

Dunham, R.B. (1989). *Management.* Glenview: IL. Scott, Foresman and Company.

Emanuelson, D. (2013). Leisure Services Financial Management. Champaign, IL, Human Kinetics.

Hall, M. (1988). *Getting Funded: A Complete Guide To Proposal Writing.* Portland: OR., Continuing Education Publications.

Harder, L. & Moskin, B. (1988). *Gifts to Share: A Gifts Catalogue How-to Manual For Public Agencies.* Sacramento: CA. Department of Parks and Community Services.

Hock, D. (1999). *The Birth of the Chaordic Age*, San Francisco. Berrett-Koehler Publishers.

Kelly, J.R. & Warnick, R.B. (1999). *Recreation Trends and Markets.* Champaign; IL, Sagamore Publishing

Kelly, J.R. (1985). *Recreation Business.* New York. MacMillian Publishing.

Kelsey, C. & Gray, H. (1986). *The Budget Process: A Case Study Manual.* Reston: VA. American Association for Leisure and Recreation.

Kelsey, C. & Gray, H. (1986). *The Feasibility Study Process for Parks and Recreation.* Champaign: IL. Sagamore Publishing..

Lewicki,R. J., Bowen, D.D., Hall, D.T. & Hall, F.S. (1988). *Experiences In Management And Organizational Behavior (3rd ed.).* New York: John Wiley & Sons.

Management Learning Laboratories. (not dated). *Fees and Charges: Guidelines for Park and Recreation Providers.* Champaign: IL. Author.

*****McCormack, M.H. (1984). *What They Don't Teach You at Harvard Business School.* New York. Bantam Books.

Moskin, B. (1988). *Beyond the Bake Sale: A Fund Raising Handbook For Public Agencies.* Sacramento: CA. Department of Parks and Community Services

*****Slutsky, J. (1984). *Streetfighting: Low Cost Advertising/Promotions For Your Business.* Englewood Cliffs: NJ. Prentice-Hall.

Smith, S. H. & McLean, D.D., (1988). *ABC's of Grantsmanship.* Reston: VA. American Association for Leisure and Recreation.

Steingold, F.S. (1994). *The Employer's Legal Handbook*. Berkley, CA: Nolo Press.

*****Tannen, D. (1990). *You Just Don't Understand: Men and Women in Conversation.* New York. Ballentine Books.

The Maryland National Capital Park and Planning Commission. (not dated). *Directory of Successful Fundraisers.* Arlington:VA. National Recreation and Park Association.

Walsh, R. G. (1986). *Recreation Economic Decision: Comparing Benefits and Costs.* State College, PA: Venture Publishing.



Assignments - Fall 2012

(8 week course / October 22 - December 14)



Assignment Directions: You will create the following assignments for an existing **municipal recreation/community/intergenerational center** and serve as the Center Director. Be sure you are the director for a municipal community recreation center, NOT a park and recreation department/district.

A ***municipal government*** describes a local political unit such as a town or city that provides direct community services such as public works (street maintenance and refuse service), police and fire protection, education (K-12) and parks and recreation facilities and services.

ALL the PRM 426 assignments are based on you as the Director of an existing year round MUNICIPAL (city or county) recreation/community/intergenerational center. You must base ALL assignments on the same Center as identified in Assignment 1 (Mission Statement and Goals & Objectives). DO NOT submit any assignments based on a commercial (business) or non-profit (YMCA & Boys and Girls Clubs, etc) organizations.

Students MUST submit assignments, as a single file/document, via email as a Microsoft Word document (.doc or .docx) or (.rtf) attachment. No late assignments will be accepted.



For ALL PRM majors, these assignments should be saved and placed in your PRM Professional Portfolio.

Assignments Format:

Use the American Psychological Association's Publication Manual (6th ed) format (margins, font size, citations, etc).

Title Page:	Include the name of the assignment, the class prefix and number, your name and the date.
Font:	Times New Roman, Ariel or CG Times
Font Size:	12 points
Margins:	1inch, top and bottom - left and right. (Hint. In MS Word, select "File"; select "Page Setup"; select 1 inch (1") in the Top; Bottom; Left; Right; boxes; then ok).
Justification	All text is Left justified
Print Color:	Black
Line Spacing:	Double space
Page Numbers	Number pages at the top right, do not number the first (title) page (Hint. In MS Word; select Insert; select "page numbers"; deselect the box "show number on first page"; select "format"; select "start at;" select zero in the box; then ok; ok).
Pictures:	Do not include any pictures in the assignment.

Spelling counts, any misspelled words will automatically reduce your grade by 5 points.

Submit assignments to the course facilitator using a MicrosoftWord format (.doc) or (.rtf), as an email attachment.

HOW TO CREATE AN E-MAIL ATTACHMENT

- Create your paper in MicrosoftWord as you would normally do.
- Save the document as .doc; .docx or .rtf file.
- Save the paper (file) to your hard drive (drive "C" usually in "My Documents") or to a disk (usually your A drive or flash drive).
- Open your e-mail program.
- Create a new message to your Instructor (charles.hammersley@nau.edu)
- Somewhere in your e-mail program is "Attach file to new message" or something like it. Different e-mail programs use different wording.
- Click on the attach command.

- A box will appear and ask for the file name. You can select it from drive "C" , my documents, or the "A" drive if you saved your paper to that drive, or where ever you saved the file.
- That's all there is to it. The paper is now attached to the e-mail so just hit the Send button.

Please contact me if you are having any trouble with your email.

ASSIGNMENTS:

All of the assignments build on the information provided in the previous assignment. So all of your information must be consistent from one assignment to the next. For example your Budget assignment will be based on some of the employee information from the Staffing assignment.

Please keep this in mind as you begin to develop your next assignments.

As the Director of a full time, year-round municipal recreation/community/intergenerational center, submit the following assignments:

Assignment 1: Mission Statements and Goals and Objectives (5 pts)

Deadline: Monday, October 29 by midnight

The first assignment (Mission Statement and Goals & Objectives is a difficult assignment. It seems to be very hard for students to pay attention to the basic requirements of an objective:

It must be measurable and have a time frame. For example

Program objective: To create one new teen Jazzersize class by August 2011.

To be measurable you need a number in this case "one teen Jazzersize class" and a time frame "by August 2011."

Goals are not measurable and would go something like:

Program Goal: To provide outstanding fitness and wellness programs and activities to our community.

It is not measurable so it is a good goal. This seems easy but proves very difficult to most students.

Directions:

A. Include the name of the recreation center, the name of the director (your name) and the recreation center's address (street, city and state). You may make up this information if you are not using a real recreation center as your example.

NOTE: You must keep this same recreation center and address for ALL of the following assignments.

B. Write an agency mission statement . Be sure to include the name of your recreation center in the mission statment.

C. Prepare one goal and two (2) objectives for each of the following areas:

- Program;
- Staff;
- Facility;
- Finance; and
- Marketing.

Submit this assignment attached to an email as a single file or document.

Assignment 2: Staffing Plan (10 pts)

Deadline: Monday, November 5 by midnight

A. Develop an **organizational chart**. The recreation center director is the top of the organizational chart. **ALL** employee positions in your recreation center (full and part time) must be included in the organizational chart. The organizational chart must include at least six staff members. Only paid employees are shown on an organizational chart. Do not include employee names, just the job titles.

Hint: Try to keep the employees between 6-10 or the Budget assignment will become much more difficult with more employees.

You may use information from online job description, but be sure to submit the assignment in the required format/outline and make the necessary adjustments to fit your recreation center.

Hint: Microsoft Word and PowerPoint (2007) have a good tool for the organizational chart. Select SmartArt and then Hierarchy in either program. Be sure to pick an organizational chart that is appropriate for a municipal recreation center.

B. Write a detailed **job description** for one (1) full-time and one (1) part-time employee positions. Use the same headings/outline as the sample.

C. Write a detailed **job announcement**, for one (1) full-time and one (1) part-time) position. Use the same headings/outline as the sample.

*** Note**: For this assignment be sure your organizational chart represents a recreation center (not a department) and all employees (minimum of six) are represented on the organizational chart. Do not submit a job description or announcement for a position that is not on the organizational chart.

You may use some of the information from the online job descriptions you have found, but be sure to submit the assignment in the required format/outline and make the necessary adjustments to fit your recreation center. Follow the sample formats for the position descriptions and job announcements.

Submit this assignment as a single file or document.

Assignment 3: Operations & Maintenance (O&M) Line Item budget for ONE MONTH. (15 pts)

Deadline: Monday, November 12 by midnight

A. Prepare a line item budget for the Community Center for one month.

Submit the budget on ONE Excel spreadsheet. There are three page tabs at the bottom of the Excel worksheet.

- Use Sheet 1 for the Original Operations and Maintenance (O&M) Budget;
- Use Sheet 2 for the Alternate O&M Budget (Original budget with a 10% budget cut (Expenses). Must include justifications for each expenses line item cut/reduced).
- Use Sheet 3 for the Capital Budget, include at least three (3) capital items.

Revenues and expenses must include:

1. Separate line items for 10 activities/classes/programs selected from the **Activity List** or make up your own. Important: Each line item for revenue should include the description (swing dance @ $45/person x 20) and then the total $900.00).
2. Separate line items for each employees shown in the organizational chart.
3. Separate line items for all payroll taxes and benefits (See **types of benefits**).
4. Separate line items for all sources of income (projected revenue, NO GRANTS OR DONATIONS MAY BE USED).
5. Include all projected expenses.
6. **Budget revenue must meet at least a 40% cost recovery of your overall budget expenses.**
7. Prepare an **alternative budget** that represents a 10% budget cut and a **justification** for the types of budget cuts you have made.

Line Item Budget Resources

- **Sample Line Item Format**

B. Develop a separate Capital Budget for equipment or items which cost over $1,000 or any buildings. The Capital budget must have at least three line items and be over a 3-5 year period.

- **Sample Capital Budget**

Submit this assignment as an Excel file.

Assignment 4: Disciplinary Procedures (5 points)

Deadline: Monday, November 19 by midnight

A. Write a **memo** to your staff including the Employee Discipline Procedures (See **Module 9 - Personnel Procedures and Practices**). The disciplinary procedure should address the disciplinary process and procedures for the agency. Be sure to use the correct business format for a memo.

Submit this assignment as a single file or document.

Assignment 5. Preventing Workplace Harassment Training (10 pts)

Deadline: Monday, November 26 by midnight

A. Go to the **Preventing Workplace Harassment Online Training program**.

- Select: Continue;
- Select: First Time User;
- Select: Supervisory
- Complete the online training course and submit your "Certificate of Completion" to the course facilitator via paper, fax or digital format. To submit the assignment via email, save the "Certificate of Completion" as a MicrosoftWord .doc file or a graphic .jpeg or gif file and attach it to an email.
- Your grade will be the one appearing on the "Certificate of Completion."

Submit this assignment as a single file or document

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Assignment 6. Complete a Recreation Grant Application: (15 pts)

Deadline: Monday, December 3 by midnight

A. Submit an actual recreation grant application. The purpose of this assignment is to have you locate a recreation grant source (web search); determine if your agency is eligible for the grant; and fill out a grant application. Usually you will only fill out the first page with the contact information and there is usually a request for a brief description of your grant project.

- **You MAY NOT USE any Community Development Block Grants (CDBG).**

Hint: Look at state agencies (in your state) or national sports associations for possible grants.

**: Be sure your agency meets all of the eligibility requirements for the grant you are applying for, or no points will be given.**

You MUST include all of the following information:

- The complete grant guidelines, eligibility guidelines, criteria or limitations;
- Grant application, usually you will only fill out the first page with the contact information and there is usually a request for a brief description of your grant project. You may skip information such as: last year budget, copy of non-profit certificate, list of Board of Directors, and previous years annual report; and
- A complete reference in the **APA style**.

References: All references must be **APA style** and submitted with each assignment. Sources may include:

- Books
- Professional magazines & journals
- Professional interviews
- Internet sites
- Recreation Organization/Agency literature/policies

Grant Assignment Grading

- If you do not include the eligibility guidelines/criteria, the grade is a zero (if there is no eligibility guidelines/criteria pick a different grant).
- If you submit a grant you are not eligible for, the grade is a zero.
- If you do not include a correct reference for your grant, the grade is a zero (I have to be able to confirm that this is a valid grant).
- If you do not include the grant application (usually the first page which includes a brief description of the project and at least a project budget total), the grade is a zero.
- If you submit a grant that you are eligible for, but your grant project does not meet the grant criteria, the grade is a 50.
- If I cannot clearly determine if you are eligible for the grant you submit, the grade is a zero.


Submit this assignment as a single file or document.

COAPRT 7.03.03 - The program shall demonstrate that results of its assessment program indicate that graduates of the program are achieving this Learning Outcome.

As measured by learning outcomes based on direct measures from tests 94) and assignment scores (6) (COAPRT 7.03.03

.Test-1 [Total Pts: 100] |177246	Test-2 [Total Pts: 100] |177247	Test-3 [Total Pts: 100] |177248	Test-4 [Total Pts: 100] |177249	Mission/Goals/Obj. [Total Pts: 100] |177250	Staffing Plan [Total Pts: 100] |177251	Budgets [Total Pts: 100] |177252	Policies [Total Pts: 100] |177253	Sexual Harrass. [Total Pts: 100] |177254	Grant Applic. [Total Pts: 100] |177255
95	87.5	82	92	60	80	40	100	86	100
100	95	100	98	97	100	95	100	100	100
100	97.5	92	100	90	60	0	95	100	90
72.5	82.5	70	62	88	42	33		93	100
97.5	80	86	84	92	70	46	97	0	100
75	97.5	66	46	0	60	65	100	0	0
100	87.5	78	82	100	81	58	100	86	
97.5	75	88	74	88	98	100	100	100	90
95	47.5	80	86	80	74	70	97	86	100
95	67.5	82	92	67	43	50	100	100	80
100	85	90	100	52	65	90	100	0	100
97.5	85	96	100	89	87	84	100	100	100
85	85	78	82	75	47	55	88	86	100
80	In Progress	78	86	91	80	87	97	100	50
82.5	60	90	64	80	70	60	75	100	100
85	72.5	76	90	61	70	50	100	86	0
90	77.5	90	84	97	85	79	97	100	100
90	67.5	74	78	39	80	86	100	0	0
95	82.5	80	84	88	75	64	100	93	100
90	57.5	70	78	56	73	65	100	100	90
75	82.5	62	90	97	77	87	97	100	
65	55	96	94	51	60	52	94	93	0
				0	0	0	0	0	
95	75	88	76	94	65	58	100	100	100
97.5	85	90	84	100	85	78	97	100	0
95	75	94	92	97	65	70	75	93	100
92.5	80	82	82	82	57	50	100	93	100
97.5	52.5	92	84	88	88	70	100	100	90
85	80	78	80	94	70	80	85	100	100
97.5	82.5	90	90	89	70	50	100	100	100
97.5	75	84	100	100	88	89	100	100	100
92.5	80	86	82	66	0	85	100	93	80
92.5	In Progress			0	0	0	0	0	
95	70	86	88	94	55	95	100	0	75
95	72.5	86	78	57	0	70	88	93	90
95	82.5	86	86	97	70	60	97	86	0
95	80	100	100	75	70	88	100	100	90
85	77.5	76	78	91	79	71	97	100	50

97.5	80	88	88	94	82	45	100	100	90
95	67.5	98	92	66	60	78	75	100	80
97.5	85	92	90	97	72	80	100	100	90
65	67.5	72	74	100	70	73	97	100	90
90	75	92	88	38	86	55	100	93	100
75	67.5	76	78	100	73	70	94	86	90
92.5	75	82	82	52	80	14	97	86	0
97.5	100	100	100	76	70	46	100	0	90
95	70	96	90	60	81	69	100	100	98
67.5	40	42	56	91	80	61	0	93	0
100	100	98	96	70	66	85	97	86	90
97.5	100	98	94	79	70	79	60	93	0
95	85	76	86	47	70	67	100	100	100

COAPRT 7.03.02 - The program shall demonstrate that quality assessment measures were used to assess learning outcomes associated with this standard.

As measured by descriptive statistics for four (4) tests.
(COAPRT 7.03.02)

Test 1

Column1	
Mean	90.7
Standard Error	1.345893
Median	95
Mode	95
Standard Deviation	9.516902
Sample Variance	90.57143
Kurtosis	1.141809
Skewness	-1.43183
Range	35
Minimum	65
Maximum	100
Sum	4535
Count	50

Test 2

Column1	
Mean	77.23958
Standard Error	1.902487
Median	80
Mode	80
Standard Deviation	13.18082
Sample Variance	173.7339
Kurtosis	0.728067
Skewness	-0.57333
Range	60
Minimum	40
Maximum	100
Sum	3707.5
Count	48

Test 3

Column1	
Mean	84.32653
Standard Error	1.602875
Median	86
Mode	86
Standard Deviation	11.22012
Sample Variance	125.8912
Kurtosis	2.889671
Skewness	-1.19497
Range	58
Minimum	42
Maximum	100
Sum	4132
Count	49

Test 4

Column1	
Mean	84.89796
Standard Error	1.614203
Median	86
Mode	100
Standard Deviation	11.29942
Sample Variance	127.6769
Kurtosis	2.427117
Skewness	-1.22419
Range	54
Minimum	46
Maximum	100
Sum	4160
Count	49