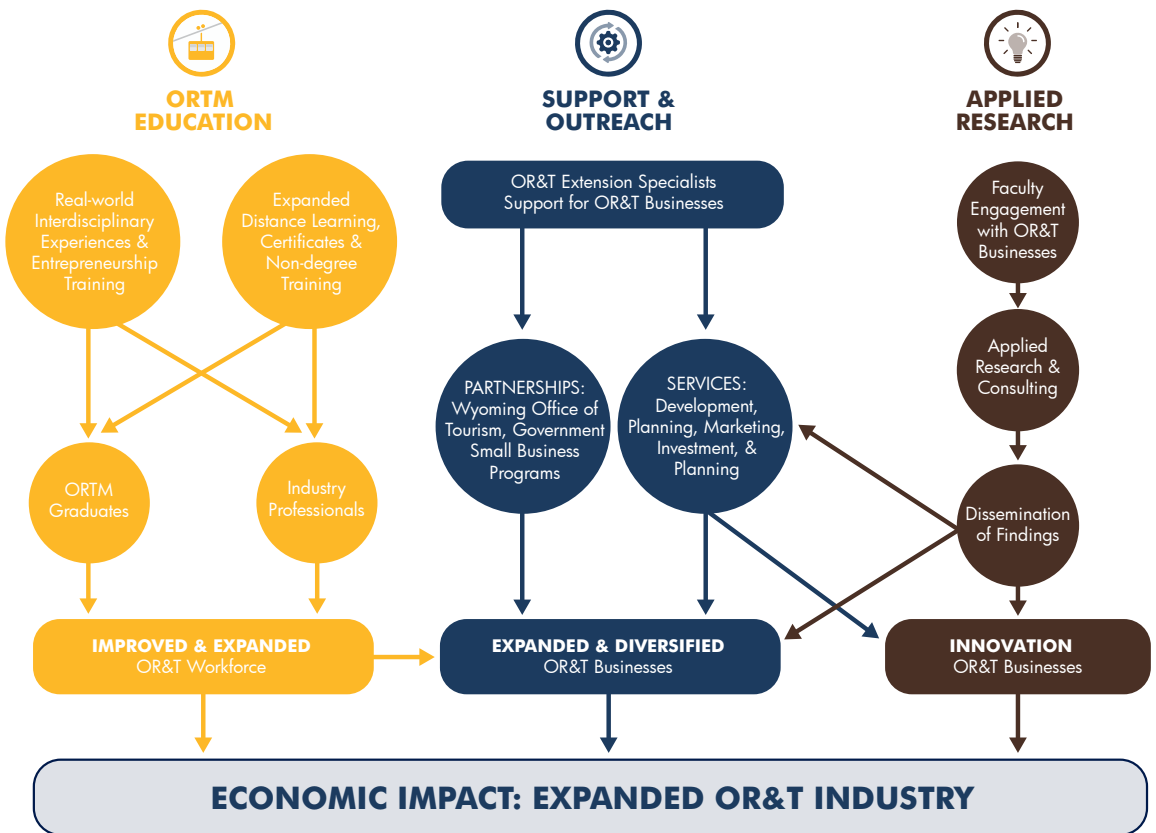


# Outdoor Recreation and Tourism Management Program

## REVIEW AND FUTURE VISION



# EXECUTIVE SUMMARY

The health of Wyoming’s economy is at a critical juncture. Until the 2018 launch of a BS in Outdoor Recreation & Tourism Management, UW had not supported the outdoor recreation and tourism industries in decades, the state’s 2nd largest economic sector and largest primary employer. Our program’s success means that we are at capacity but with the potential and obligation as a land-grant university to further support outdoor recreation and tourism in Wyoming through strategic investment.

Our vision is to:

- Educate: Attract, retain, and educate enterprising graduates in the state
- Serve: Expand and diversify Wyoming’s OR&T and Hospitality economy
- Research: Generate new understanding and vital information through applied research

ORTM education program is exceptionally strong with growth in demand and opportunity:

- Exemplary growth in degree that trains students for careers in partnership with the College of Business.
- Collaboration with College of Business on a new minor in Hospitality Management.
- High market demand by students and employers

ORTM service, outreach and research program are growing but call for increased capacity:

- Current strength of industry service is moderate, we have not made adequate progress
- Research efforts are burgeoning but not yet robust
- Demand justifies increasing levels of support to impact the OR&T economy

We have reached capacity and propose strategic investment to facilitate:

- Recruitment of faculty to expand distance education, greatly increase service and outreach and enhance applied research
- Increased direct service industry via an extension-style model with education, support and outreach, and applied research components
- Establishment of a Center for Wyoming Outdoor Recreation, Tourism and Hospitality to significantly increase our impact and achieve overall goals



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“Outdoor recreation and tourism management is an industry with a lot of potential growth in the State of Wyoming. The COVID-19 pandemic highlighted the importance of this sector to support the State’s economic well being. I support opportunities to incubate this sector and help it grow to become a fundamental aspect to a diversified State of Wyoming economy for the 21<sup>st</sup> century.”

—GOVERNOR MARK GORDON, DECEMBER 15, 2020

## ECONOMIC NEED AND OUR RESPONSE

The health of the Wyoming economy is at a critical juncture. A pandemic and an overemphasis on a single economic sector have left the State of Wyoming with serious fiscal shortfalls. Until the 2018 approval of the BS in Outdoor Recreation and Tourism Management (ORTM) at the Haub School, UW had not directly supported the outdoor recreation and tourism (OR&T) industries for decades. The OR&T industries are the second largest economic sector and the largest primary employer in the state (Appendix 1). During 2019, travel-related spending in Wyoming was \$3.95 billion, directly supporting approximately 32,570 jobs, and generating \$203 million in state and local taxes according to the Wyoming Office of Tourism. Economic recovery will require the growth and stewardship of the outdoor recreation, tourism management, and hospitality industries that capitalizes on our wild and working landscapes and natural and cultural resources in Wyoming. The state and its flagship land grant university could become the epicenter of the industries in one of the world's great destinations for outdoor recreation, nature-based and cultural tourism, and iconic western hospitality.

As a land grant institution, UW has an obligation to support these vital industries. Scoping for the ORTM degree program made it clear that Wyoming business owners and government officials (including Governors Mead and Gordon) needed UW to create more than just a bachelor's degree. They sought support to expand the OR&T economy. Therefore, we designed ORTM to comprise a bachelor's degree, service to industries, and applied research. We aim to provide a trained workforce, direct service, and vital research to the industries. We intend these components to work in concert to directly improve the OR&T economy. Therefore, our vision is to 1) expand and diversify Wyoming's economy, 2) attract

and retain enterprising graduates in the state, and 3) support the OR&T industries.

### THE ORTM DEGREE

ORTM is a place-based, interdisciplinary program inspired by the natural environment and recreational opportunities in Wyoming. The focus is to train students for careers primarily in the private sector, and secondarily in public service. The program includes in-depth study of business fundamentals, recreation and tourism, environment and natural resources, and people and culture. Students must complete one of four concentrations: business and hospitality; outdoor recreation leadership; management of recreation resources; or cultural and international tourism. Importantly, the program provides students with real-world experience via practical instruction, internships (Appendix 2), capstone projects, and a professional semester where they complete a team-based project for an OR&T organization or business (Appendix 3). These real-world experiences emphasize “doing” over simply “knowing.” As part of our scoping, we analyzed 22 programs at 18 universities and found our program design to be innovative and distinct.

To further service the industry and create a trained workforce, the College of Business (CoB) added a Hospitality Management minor and a new faculty member in 2020. This was a critical addition to OR&T career training as UW lacked expertise and course offerings in this area.



See Appendix 4 for details of our practical and experiential hospitality curriculum.

## ACCREDITATION

We are preparing for Council on Accreditation of Parks, Recreation, Tourism, and Related Professions (COAPRT) accreditation review in 2021-22. COAPRT accreditation and external evaluators' objectives include increasing quality, innovation, and targets for investment.

## PARTNERS, COLLABORATORS, & FACULTY

The Haub School offers the ORTM degree in a formal partnership with the CoB (see Appendix 5). CoB faculty teach business fundamentals and hospitality courses in collaboration with Haub School faculty. CoB has established a Hospitality Management minor and created new hospitality courses which serve ORTM students. The Business and Hospitality concentration requires several CoB courses. The Haub School/CoB partnership has been positive and is critical to success of the program.

We are developing articulation agreements, transfer planning guides, and course alignments with Casper College, Central Wyoming College, Colorado Mountain College, and Northwest College. These collaborations will expand our reach statewide, create a recruitment pipeline to UW, and facilitate placement of graduates in the industry.

Our 10-member ORTM advisory committee is composed of OR&T industry professionals from businesses, non-profits, government, and the CoB (Appendix 6). The committee has contributed to scoping, curriculum design, and fundraising, and continues to advise the program.

Haub School ORTM faculty include Dr. Abigail Sisneros-Kidd, Assistant Professor; Dr. Dan McCoy, Degree Coordinator and Associate Lecturer; and Dr. Sara Ghezzi, Professor of Practice. Dr. Ghezzi has a 65% appointment in the Haub School and 35% in CoB. In addition, numerous required and elective courses are taught by CoB and other faculty across campus. We recruit adjunct instructors from OR&T industries to teach courses that enrich student experiences and provide industry engagement and networks.

## STUDENT RESPONSE

In 2020 an ORTM degree marketing campaign received over 1.2 million impressions, 6,259 web clicks, 917 inquiries (98% out-of-state), 80 prospective student contacts, 49 applicants with 49 admits (59% out-of-state), and 28 enrollments (46% out-of-state). Further, many undeclared UW students join ORTM once they learn about it.

### *Enrollment*

Enrollment has risen steadily since first offering the degree in fall 2018. We graduated our first cohort of 8 students in spring 2020. Student credit hours have also increased. (Figure 1, spring 2021 estimates based on registration.) Course fill rates have been consistently high with large waiting lists prompting instructors to permit registration above published limits (Appendix 7).

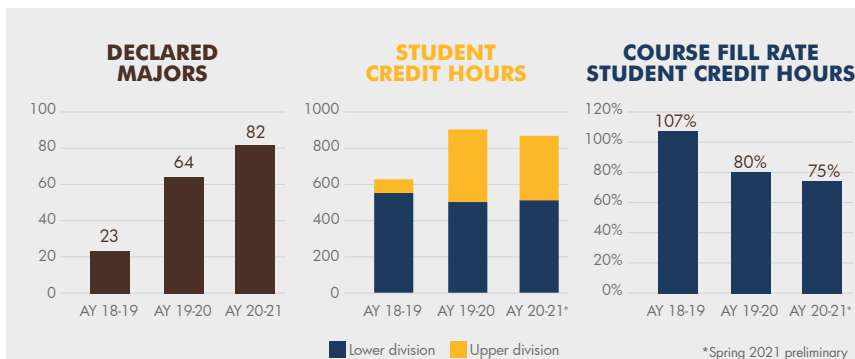


Figure 1: Growing enrollment indicates high demand

## Market Demand

Based on Gray Associates database queries, we determined high market demand for the ORTM degree by both students and employers (Table 1). We queried the database for CIP codes Natural Resource Recreation and Tourism (03-0207) and Parks, Recreation and Leisure Studies (31-0101) using Laramie 360 and National as geographic filters (Appendix 8). CIP code 03-0207 was created in 2019 and has minimal input data (only wage and completion data). Though it aligns best with our ORTM degree, we used CIP code 31-0101 as the closest indicator as we await more

## MARKET DEMAND GRAY ASSOCIATES DATABASE: 31.0101 PARKS, RECREATION, & LEISURE STUDIES

	NATIONAL		LARAMIE 360	
	PERCENTILE	SCORE	PERCENTILE	SCORE
Student Demand	87%	4	91%	6
Competitive Intensity	71%	3	8%	-2
Employment	82%	1	83%	1
Degree Fit	N/A	2	N/A	2
<b>Overall</b>	<b>91%</b>	<b>10</b>	<b>87%</b>	<b>7</b>

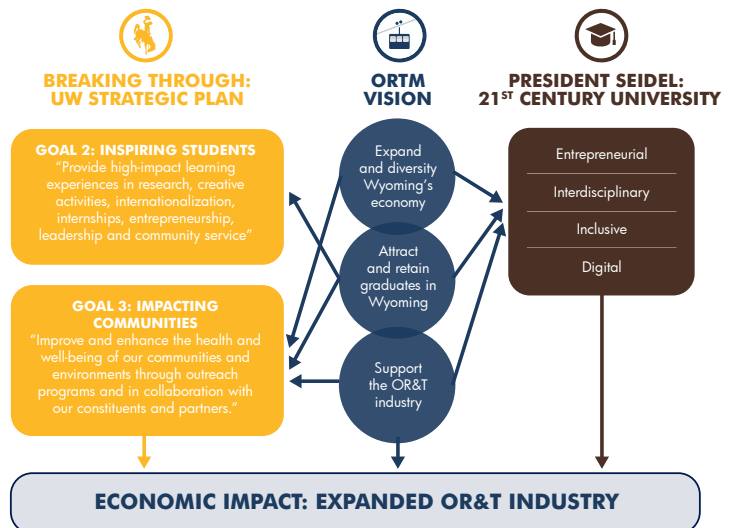
Table 1: Market demand supports need for continued growth

data for 03.0207 in the future. Hanover Research lists Natural Resource Recreation and Tourism (03.0207) as a “high growth” labor demand in the US.

## ALIGNMENT WITH UW STRATEGIC VISION

The goals and expectations of the ORTM program are well aligned with UW’s [Breaking Through Strategic Plan](#) and President Seidel’s strategic vision. As stated in the Breaking Through vision, “we aim to apply innovation, intelligence and tenacity to meet the economic, social and environmental challenges of today.”

Specifically, ORTM aligns with UW Strategic Goal #2, Inspiring Students, in that we “Provide high-impact learning experiences in research, creative activities, internationalization, internships, entrepreneurship, leadership and community service,” and Goal #3, Impacting Communities, in that we “Improve and enhance the health and well-being of our communities and environments



through outreach programs and in collaboration with our constituents and partners.”

Our program supports the President's vision of a 21st century land-grant university. The ORTM program and Hospitality Management minor align with all four of President Seidel's vision pillars: interdisciplinary education and research; entrepreneurship, economic, and workforce development; accessible affordable education; and data and computational sciences.

## ACHIEVEMENTS

### EDUCATION

The first two and a half years of the ORTM degree have been very successful, with growing enrollments and high market demand. The degree prepares students for private sector careers via an interdisciplinary structure and emphasis on real-world experience, and the OR&T industries have overwhelmingly supported its design and implementation. Through the degree, we have built strong partnerships with the CoB, community colleges, and OR&T industries. Three outstanding faculty lead the program. Student course evaluations and exit interviews have been very positive. All this indicates progress toward our goal of improving the OR&T workforce.

### SERVICE & OUTREACH

A key goal of the ORTM program is to provide direct service and outreach to Wyoming's OR&T industries. So far, we are providing moderate industry service with aims to make more progress. Our three ORTM faculty have the expertise and interest to provide such service, but currently lack the time and capacity to do so given their responsibilities within this relatively new program. Direct industry service so far includes student capstone projects for OR&T organizations, online summer course offerings for industry professionals, and a



ORTM students attending the Governor's Hospitality and Tourism Conference, Feb. 2020.

forthcoming online guide training certificate. We look forward to further supporting the industries to better advance our land grant mission, UW strategic plan, and President Seidel's vision and we seek resources to grow our capacity and make this a reality.

### APPLIED RESEARCH

Applied research integrates with direct service to industry. Our faculty are establishing research programs in collaboration with colleagues in agencies, non-profits, and businesses. Capacity, however, is very limited. Dr. Sisneros-Kidd is the only ORTM faculty member with a research expectation. In addition, Dr. Sara Ghezzi has previous research projects concerning food safety and sustainable brewing practices that will help expand applied research and service.

Establishing a research program requires significant time and commitment. At this early juncture, we have yet to see significant impact from our OR&T research efforts. To accelerate and expand our impact, we must increase our applied research capacity. A proposed graduate program in the Haub School will help accelerate these efforts should the program be approved. In addition, we aspire to develop research partnerships with on-and-off campus organizations and entities.



## OUR FUTURE VISION

### INTERDISCIPLINARY CENTER

We propose, with cross-campus partners, to establish an interdisciplinary Center for Wyoming Outdoor Recreation, Tourism, and Hospitality (WORTH) to significantly increase our impact and achieve the ORTM program goals. The WORTH Center would employ an extension style model with education, outreach, and applied research components. It would make UW the “go to” source for outdoor recreation, tourism, and hospitality information and service. Imagine a rancher looking for options to diversify revenue, a professional looking for need-specific training, a resort manager seeking to hire talented locally trained employees, or an agency in need of outdoor recreation or tourism-based research. Implementing diverse platforms and programs in

education, outreach, and applied research as a highly integrated triumvirate will facilitate maximal growth of the industries within the state’s economy far beyond what we are currently able to deliver.

This center would offer new distance learning options which may include an online major, tourism certificate, trainings for working professionals, short courses, and webinars. The WORTH Center would also provide services such as market analyses, business planning, technology development, investment planning, entrepreneurship training, contract consulting, and business incubation. ORTM faculty would work through the center to engage with industry on relevant, applied research programs.

### REQUEST FOR ENHANCED INVESTMENT

Our ORTM program has established proof of concept relative to the university’s investment in faculty and other resources. To fully realize the vision for this program and offer the greatest benefit to Wyoming, **we will need to grow our faculty and expand our capacity and offerings**. Our proposal to **establish the WORTH Center** will require financial investment to meaningfully increase our impact on the OR&T economy. **The commitment could be scaled through time**, beginning with investment in modular courses/webinars for continuing education, on-line degrees/certificates, expanded teaching capacity in ORTM and Hospitality Management, scaling up to extension personnel and research service through joint positions, grant funded initiatives and donor funded programs.

Any UW financial commitment would be enhanced with increased tuition income, fees for service, research grants, and private donor funds. We acknowledge that financial commitments by UW are currently challenging; however, we propose a commitment by UW to establish the WORTH Center and thereby enhance our capacity to meet a mission critical need for service to the state of Wyoming. We request the opportunity to submit a more detailed proposal for a phased plan, program outline, proforma budget, fundraising plan, partnership roles, and personnel requests.



# APPENDICES

## APPENDIX 1: ECONOMIC VALUE OF OUTDOOR RECREATION & TOURISM

### *Outdoor Recreation*

- New U.S. data show that the outdoor recreation economy accounted for 2.1 percent (\$459.8 billion) of current-dollar gross domestic product (GDP) for the nation in 2019. ([Bureau of Economic Analysis, November 2020](#))
- Wyoming is tied with Maine for the fourth highest outdoor recreation GDP in the country at 4.2 percent, behind Hawaii (5.8%), Vermont (5.2%), and Florida (4.4%) (Bureau of Economic Analysis, November 2020).
- Wyoming outdoor recreation employs 21,344, the second highest percentage of total employment of any state in the US.

### *Tourism*

2019 WY Travel Generated Impacts (Source: [Dean Runyan Associates, WY Travel Impact Report, March 2019](#))

- Domestic and international visitors in Wyoming spent \$3.95 billion.
- Wyoming welcomed 9.2 million overnight visitors.
- Visitor spending directly affected Wyoming's economy by generating \$203 million in local and state tax revenues.
- The state's tourism industry supported 32,570 full and part-time jobs.
- Each Wyoming household would pay \$870 more in taxes without the tax revenue generated by the travel and tourism industry.





## APPENDIX 2: COMPLETED STUDENT INTERNSHIPS

INTERNSHIP PROVIDER	TITLE
Wyoming Conservation Corps/Veterans Trail Crew	Safety Leader
Spur Outfitters	Fishing Guide, Management Intern
Avid4Adventure	Multi-Sport Instructor
United States Forest Service	Forestry Technician
Spur Outfitters	Guide, Intern
Little America Cheyenne	Server
St. Elias Alpine Guides	Intern (Guide)
Camp Eagle Lake	Excursions Counselor
Vee Bar Guest Ranch	Accommodations Manager
Clear Creek Rafting Company	Guide/Intern
Wyoming Territorial Prison State Historic Site	Intern
Tiger Tree Land Management	Intern
Jackson Hole Mountain Resort	Bike Park Laborer
Solid Rock Outdoor Ministries (SROM)	Intern
Team Player Productions	Lead Summer Intern
Wilderness Inquiry	Primary Leader
Yellowstone High Adventure Outpost	High Adventure Director
University of Wyoming Outdoor Program	Field staff, Equipment Technician
Target	General Merchandise Expert
North Fork Ranch	Trail Guide/Housekeeper/Server
Veteran Services Center	Outdoor Program Coordinator
Bonds Brewing Company	Assistant Brewer
Western Nebraska Pioneers	Stadium Operations
Casper Mountain Biathlon Club	Coach/Program Manager
University of Wyoming, Outdoor Program	Field Staff/Office Staff
Wyoming Army National Guard	Human Resources Specialist/State PDHRA Manager and LOD Reviewer
Snowy Range Ski Area	Operations Intern

# APPENDIX 3: BACHELOR OF SCIENCE IN OUTDOOR RECREATION AND TOURISM MANAGEMENT CURRICULUM



## HAUB SCHOOL OF ENVIRONMENT AND NATURAL RESOURCES

Students interested in earning a B.S. in Outdoor Recreation & Tourism Management (ORTM) should contact [haub.school@uwyo.edu](mailto:haub.school@uwyo.edu) for more information about the program and to schedule an appointment with an academic advisor. Undergraduate students earning a degree from the Haub School must fulfill one course in U.S. Diversity and one course in Global Awareness



### Outdoor Recreation & Tourism Management

B.S. 78+ credit hours

#### FOUNDATIONS (16 credit hours)

- Foundations of Recreation & Tourism
- Natural & Cultural Resources of the West
- Foundations of Customer Service & Hospitality
- Tourism Theory & Practice
- Statistics I course

#### CORE TOPICS (28+ credit hours)

Business Fundamentals 3 courses

Recreation & Tourism 2 courses

Environment & Natural Resources 2 courses

- 1 course in environmental science
- 1 course in conservation or sustainability

People & Culture 2 courses

- 1 course in social science
- 1 course in culture/diversity

#### PROFESSIONAL SEMESTER (12 credit hours)

Cohort-based, project-driven classroom and off-campus elements

- Business Strategies for ORTM
- Human Dimensions of ORTM
- Recreation Venue Operations
- ORTM Capstone

#### INTERNSHIP (1 credit hours)

400 hour professional experience

#### CONCENTRATION (20+ credit hours)

As an area of focus, students will choose a concentration:

##### **Business & Hospitality Management**

Focus on hospitality, business management, marketing, and entrepreneurial ventures.

##### **Outdoor Recreation Leadership**

Lead, guide, and educate clients or manage recreation-related ventures and experiences.

##### **Management of Recreation Resources**

Manage and plan recreation experiences and infrastructure on public and private lands.

##### **Cultural & International Tourism**

Promote, interpret, and operate historic, cultural, and artistic attractions domestically or internationally.

##### **Creative Studies in Recreation & Tourism**

Students with interests outside designated concentrations can design a program of study.

## Learning Outcomes

A student earning a B.S. in Outdoor Recreation & Tourism Management will

- demonstrate transdisciplinary synthesis and application;
  - link ecological and human communities to provide wise stewardship and conservation of natural resources,
  - understand tourism & outdoor recreation theories and best practices,
  - explore entrepreneurial and business management strategies,
- design, implement, and evaluate sustainable and emergent services, experiences, and opportunities;
- lead and build diverse, collaborative teams;
  - apply and evaluate ethical, resourceful leadership solutions to challenges and solutions within the industry,
- manage dynamic relationships and skillfully demonstrate communication best practices;
- apply and critically evaluate practical, creative, ethical, and theoretical frameworks in diverse and complex professional circumstances; and
- implement enterprises appropriate for local environments;
  - demonstrate fluency in global contexts and diverse cultures.

## Example Courses

\*course offerings vary by semester

### FOUNDATIONS 16 credits

Foundations of Recreation & Tourism **ORTM 1000**  
 Natural & Cultural Resources of the West **ORTM 1050**  
 Foundations of Customer Service & Hospitality **ORTM 2000**  
 Tourism Theory & Practice **ORTM 3000**  
 Statistics I course  
 ○ Fundamentals of Stats **STAT 2050**  
 ○ Stats for Social Sciences **STAT 2070**

### SYNTHESIS & APPLIED EXPERIENCE 13 credits

#### PROFESSIONAL SEMESTER - 12 credits

Business Strategies for ORTM **ORTM 4900**  
 Human Dimensions of ORTM **ORTM 4901**  
 Recreation Venue Operations **ORTM 4902**  
 ORTM Capstone **ORTM 4903**

#### INTERNSHIP - 1 credit

Internship **ORTM 4970**

### CORE TOPICS 28 credits

#### Business Fundamentals 3 courses

Principles of Accounting I **ACCT 1010**  
 Introduction to Marketing **MKT 3210**  
 Economics **ECON 1010, 1020, or 1200**

#### Recreation & Tourism 2 courses

Program Planning, Design & Delivery **ORTM 2050**  
 Operations, Management & Env. Stewardship **ORTM 3050**

#### Environment & Natural Resources 2 courses

Choose 1 course in environmental science \*  
 Environment **ENR 1200**  
 Water, Dirt & Climate **ENR 1500**

Choose 1 course in conservation or sustainability \*  
 Foundations of Sustainability **ENR 1300**  
 Wyoming Wildlands: Science & Stewardship **RNEW 1000**

#### People & Culture 2 courses

Choose 1 course in social science \*  
 Sociological Principles **SOC 1000**  
 Intro to Human Geography **GEOG 1020**

Choose 1 course in culture/diversity \*  
 American Indians in Contemporary Society **AIST 1350**  
 Cultural Diversity in America **AMST 2110**

\* additional course options available

### CONCENTRATION 20+ credits

visit [www.uwyo.edu/haub/ortm](http://www.uwyo.edu/haub/ortm) to see full concentration requirements & course options

#### Business & Hospitality Management *hospitality, tourism business management, entrepreneurial ventures*

**CAREERS in:** guest & hospitality services, tourism management, outdoor recreation enterprise

#### Outdoor Recreation Leadership *education and guiding services, recreation venture management*

**CAREERS in:** environmental education, outfitting & guiding services, outdoor adventure enterprise

#### Management of Recreation Resources *management of recreation experiences, recreation planning*

**CAREERS in:** resort or ranch management, recreation planning with state or federal agencies

#### Cultural & International Tourism *cultural, artistic, & historic attraction operations*

**CAREERS in:** tour operation, museum management, interpretation

#### Creative Studies in Recreation & Tourism *program of study approval required*

for students with interests outside designated concentrations

## APPENDIX 4: MINOR IN HOSPITALITY MANAGEMENT CURRICULUM



UNIVERSITY  
OF WYOMING

College of  
Business

# Hospitality Business (HB) Minor PROGRAM SHEET

The hospitality business (HB) minor provides students an understanding of the operations of multiple domains of the hospitality industry including food and beverage, tourism and lodging, as well as management and marketing. Knowledge in these areas is critical for anyone desiring to work in the hospitality industry or for a business that services the hospitality industry.

15 credit hours (9 credits required courses, 6 credits elective courses)

### Required Courses (must take all courses)

Course Code	Course Name	PreReqs	Credits
HOSP 2000	Foundations of Customer Service & Hospitality	None	3
HOSP 3000	Foundations of Food, Beverage, & Cost Accounting	ACCT 1010	3
HOSP 4800	Hospitality Operations Management	HOSP 2000	3
Varies	Any Approved Elective Course within One Core Area	Varies	3
Varies	Any Approved Elective Course within Same Core Area	Varies	3
<b>Total</b>			<b>15</b>

### Approved Elective Courses (choose any courses totaling 6 credits from one focal core)

Course Code	Course Name	PreReqs	Credits
<b>Food &amp; Beverage Core</b>			
FCSC 1141	Principles of Nutrition	None	3
FCSC 1150	Scientific Study of Foods	None	3
FCSC 4900	Food Safety	6 hrs of biol. sciences	3
HOSP 2320 <sup>a</sup>	Food & Beverage Management	None	3
HOSP 2330 <sup>a</sup>	Food & Beverage Services	None	3
HOSP 2535 <sup>a</sup>	Planning and Control for Food & Beverage Operations	None	3
HOSP 2540 <sup>a</sup>	Bar & Beverage Management	None	3
<b>Tourism &amp; Lodging Core</b>			
ORTM 1000	Foundations of Recreation & Tourism	None	3
ORTM 3000	Tourism Theory & Practice	Junior standing	3
HOSP 1540 <sup>a</sup>	Hotel Operations Management	None	3
HOSP 2525 <sup>a</sup>	Recreation & Tourism Planning & Development	None	3
HOSP 2530 <sup>a</sup>	Tourism Management	None	3
HOSP 4910	Special Topics in Hospitality	Junior standing	3
<b>Management &amp; Marketing Core</b>			
ENTR 2700	Entrepreneurial Mindset	COM1, soph. standing	3
MGT 3410	Human Resources Management	MGT 3210, adv. standing	3
MKT 4240	Consumer Behavior	MKT 3210, jun. standing	3
MKT 4230	Integrated Marketing Communications	MKT 3210, adv. standing	3
MKT 4440	Services Marketing	HOSP 2000 or MKT 3210	3
SELL 3310	Professional and Technical Selling	COM1 and soph. standing	3
HOSP 1560 <sup>a</sup>	Convention Sales & Management	None	3

<sup>a</sup> These courses are offered through Casper College via distance education.

## APPENDIX 5: ORTM MEMORANDUM OF UNDERSTANDING



HAUB SCHOOL OF ENVIRONMENT AND NATURAL RESOURCES



COLLEGE OF  
BUSINESS

### Memorandum of Understanding Between Haub School of Environment and Natural Resources & College of Business

We, the undersigned, acknowledge the University of Wyoming (UW) Bachelors of Science in Outdoor Recreation and Tourism Management degree requires a committed partnership between the University's Haub School of Environment and Natural Resources and the College of Business. This interdisciplinary degree will provide students the skills, knowledge, and experience in related outdoor recreation and tourism industries that translates to becoming successful leaders that contribute to Wyoming's critically important tourism economy.

#### Vision for the degree

The vision for the degree is to 1) expand and diversify Wyoming's economy; 2) recruit highly qualified students to UW; 3) deliver a highly experiential, interdisciplinary curriculum; 4) retain enterprising graduates that contribute to a diversified and well-trained workforce; and 5) provide a sustainable mechanism for supporting state-wide recreation, tourism and other related industry stakeholders.

#### The missions of Haub School and College of Business

The Haub School of Environment and Natural Resources at the University of Wyoming advances the understanding and resolution of complex environmental and natural resources challenges. We support students, stakeholders, and decision makers by giving them skills and tools to build durable, inclusive solutions to our most pressing environmental and natural resource issues.

The College of Business prepares students for careers by providing quality education in business disciplines, creating and disseminating knowledge, and assisting in Wyoming's economic development.

#### Justification for degree

Wyoming recreation and tourism are economic pillars for the state, constituting the second largest industry behind energy. 73% of Wyoming residents participate in outdoor recreation annually, and the industry generates 50,000 direct jobs in Wyoming alone, ranking it as the largest employment sector in the state<sup>1</sup>. In 2016, outdoor recreation generated \$5.6 billion in consumer spending, and \$514 million in state and local tax revenue. In 2017 alone, visitors funneled \$3.6 billion into Wyoming, and tourism generated \$186 million in state and local tax revenues<sup>2</sup>. Wyoming's tourism industry is steadily growing and is typically stable and is a vital part of Wyoming's economic diversity.

The current condition of Wyoming's economy inspired a renewed interest to enhance and diversify the state's economy. Multiple sectors of state government, (e.g. the Governor, Wyoming Office of Tourism, State Parks and Cultural Resources, and the Governor's Task Force on Outdoor Recreation);

<sup>1</sup> Outdoor Industry Association. (2017). *Wyoming outdoor recreation economy report*. Boulder, CO. Retrieved from [https://outdoorindustry.org/wp-content/uploads/2017/07/OIA\\_RecEcoState\\_WY.pdf](https://outdoorindustry.org/wp-content/uploads/2017/07/OIA_RecEcoState_WY.pdf)

<sup>2</sup> Wyoming Office of Tourism. (2017). *2017 Year in Review*. Cheyenne, WY. Retrieved from <https://www.travelwyoming.com/sites/default/files/uploads/industry/WOT%20Year%20In%20Review-%202017.pdf>



and the private sector (e.g. the Wyoming Restaurant and Lodging Association, Wyoming Travel Industry Coalition, and numerous private businesses) all recognized the importance of outdoor recreation and tourism to Wyoming. These entities strongly supported and contributed to the creation of the Outdoor Recreation and Tourism Management degree.

Therefore, Haub School and College of Business are committed to supporting this important economic sector and will work together diligently to produce graduates who will become leaders in this industry.

### Partnership commitments

In order to equip students to be successful in the fields of tourism and outdoor recreation, the degree will give students a strong foundation in business fundamentals, outdoor recreation, tourism, people and culture, and environment and natural resources.

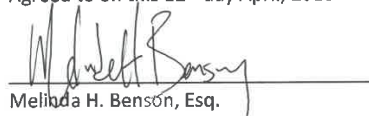
Therefore, Haub School and College of Business resolve to collaborate and share those resources required to deliver and support the Outdoor Recreation and Tourism Management degree. Collaborative resources may include, and not be limited to, course offerings, dedicated and joint faculty appointments, fundraising, recruiting and other activities deemed essential to successful and scalable degree delivery. Formalization of said collaboration between the Haub School and College of Business will be articulated in the Operating Agreement.

Haub School is committed to partner with the College of Business to deliver the degree. In addition, Haub School is committed to house and administer the degree, advise and recruit students, provide faculty, offer courses and seek funding to support the degree.

### Operating Agreement

The Parties to this partnership shall collaboratively develop an Operating Agreement, which provides the details to successful execution of the MOU. The Operating Agreement shall be reviewed annually in the month of February to assure it is current, and otherwise remain in effect.

Agreed to on this 12<sup>th</sup> day April, 2018



Melinda H. Benson, Esq.  
Dean, Haub School of Environment and Natural Resources  
Wyoming Excellence Chair



David L. Chicoine, PhD  
Interim Dean  
College of Business



Kent Drummond, PhD  
Associate Dean  
College of Business



# Operating Agreement

Between Haub School of Environment and Natural Resources & College of Business  
2018-2019

## Both parties agree to

- Establish a working group of COB faculty to work with the Haub School on ORTM-related partnerships.
- Co-sponsor the Hospitality, Tourism, and Outdoor Recreation Industry Day. (Feb. 2019)

## Haub School Commitments

- Be responsible for overall degree administration (ongoing)
- Recruit and advise prospective and current students (ongoing)
- Liaise with COB advisors and career center for employment, internships, petitions, and curricular integration into ORTM. (ongoing)
- Work with the COB to determine classes that could be taught for the Professor of Practice Position (pending financial approval from Academic Affairs). (FY 2019)

## The College of Business Commitments

- ORTM students will be allowed to register for COB courses prior to the general UW student population. (ongoing)

## About the degree

All students in the ORTM degree are required to take the following courses COB courses:

- ACCT 1010
- MKT 3210
- Choose one: ECON 1010, 1020 or 1200

Students must select one of five concentrations. The Business and Hospitality Management concentration (opposite side) was designed by COB faculty. Changes to this concentration or required courses for all ORTM students will be brought to the working group.

## APPENDIX 6: ADVISORY COMMITTEE MEMBERSHIP

FIRST NAME	LAST NAME	TITLE	INSTITUTION/ ORGANIZATION
Budd	Betts	Owner	Absaroka Ranch
Chris	Brown	Executive Director	Wyoming Lodging and Restaurant Association
Keith	Brown	State Lead for Recreation, Travel Management, Partnerships, Youth, and Interpretation/Environmental Education	BLM Wyoming
Tom	Holland	Executive Director	Wilderness Adventures
Mike	Keller	General Manager of Yellowstone National Park Lodges	Xanterra Parks & Resorts
Alex	Klein	Vice President and General Manager	Grand Teton Lodge Company and Flagg Ranch Company
Tony	O'Brien	General Manager	Little America Hotel & Resort - Cheyenne
Anna	Olson	President/CEO	Jackson Hole Chamber of Commerce
Diane	Shober	Executive Director	Wyoming Office of Tourism
Jim	Waldrop	President and General Manager	Silver Dollar Inc.

## APPENDIX 7: ENROLLMENT DATA

	AY 18-19	AY 19-20	AY 20-21
Course Fill Rate Student Credit Hours	107%	80%	75%
* Spring 2021 preliminary			
	AY 18-19	AY 19-20	AY 20-21 *
Declared Majors	23	64	82
* Spring 2021 preliminary			
Student Credit Hours	AY 18-19	AY 19-20	AY 20-21 *
Lower division	525	477	483
Upper division	69	378	338
Total	594	855	821
* Spring 2021 preliminary			

Student Credit Hours Per Semester	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021 *
Lower division	210	315	228	249	294	189
Upper division	0	69	118	260	116	222
Total	210	384	346	509	410	411
* Spring 2021 preliminary						
Student Credit Hours Per Faculty FTE	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021 *
Faculty FTE	1	1	2.8	2.8	2	2.65
Lower division	210	315	81	89	147	71
Upper division	0	69	42	93	58	84
Total	210	384	124	182	205	155
* Spring 2021 preliminary						
Course Fill Rates Student Credit Hours	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021 *
Max enrollment	34	119	133	219	144	221
Enrolled	35	128	112	171	136	138
Demand relative to capacity	103%	108%	84%	78%	94%	62%
* Spring 2021 preliminary						

# APPENDIX 8: MARKET DEMAND GRAY ASSOCIATE DATA

Scoring Rubric	Program Rank	<b>Scorecard</b>	Prog x Market	Competitors	Data Table	Workplace Requirements	Crosswalks	Data Definitions
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GRAYASSOCIATES

CIP: 31.0101 Parks, Recreation and Leisure Studies	Market: National	Modality: All	Award Level: Bachelors	Current Programs	Export to PNG
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## 91 Percentile 31.0101 Parks, Recreation and Leisure Studies [ 10 Score ]

### Student Demand [ 4 Score ]

Category	PctI	Criterion	Value	Score
Site	0	Inquiry Volume (12 Months)	0	-2
	0	Inf Page Views (12 Months)	0	NS
	0	Google Search Volume (3 Months)*	11,330	0
	93	On-ground Completions at In-Market Institutions	2,822	NS
	85	Online Completions by In-Market Students	64	NS
87 PctI	91	Sum of On-ground and Online Completions	2,886	8
	5	Inquiry Volume YOY Change (Units)	-41	0
	30	Google Search YOY Change (Units)*	-686	0
	6	Completion Volume YOY Change (Units)	-90	0
	19	Inquiry Volume YOY Change (%)	-1	0
Growth	18	Google Search YOY Change YOY	-49%	0
	41	Completion Volume YOY Change (%)	-3%	0

### Employment [ 1 Score ]

Category	PctI	Criterion	Value	Score
Size (Direct Prep)	90	Job Postings Total (12 Months)**	39,938	2
	93	BLS Current Employment*	361,889	2
	59	BLS Annual Job Openings*	71,549	0
	58	BLS Share of Generalist Employment*	11,673	0
	88	BLS Share of Generalist Openings*	1,107	NS
Growth (Direct Prep)	24	BLS 1-Year Historical Growth**	1%	NS
	59	BLS 3-Year Historic Growth (CAGR)*	2%	0
	58	BLS 10-Year Future Growth (CAGR)*	0.7%	0
	91	Job Postings per Graduate*	11.5	0
	93	BLS Job Openings per Graduate*	20.2	0
82 PctI	1	BLS 10a-Intermediate Wages*	\$19,148	-3
	0	BLS Mean Wages*	\$26,539	NS
	28	Natl ACS Wages (Age < 30)	\$33,441	0
	24	Natl ACS Wages (Age 30-60)	\$72,891	0
	44	Natl ACS % with Any Graduate Degree	33%	0
National American Community Survey	37	Natl ACS % with Masters	23%	NS
	56	Natl ACS % with Doctoral Degree	16%	NS
	87	Natl ACS % Unemp. (Age <30)**	3%	0
	27	Natl ACS % Unemp. (Age 30-60)**	2%	0
	69	Natl ACS % in Direct Prep Jobs	4%	NS

### Degree Fit [ 2 Score ]

Category	PctI	Criterion	Value	Score
NHES/ Nat 2 Year		Cost Index**	NA	NS
		Student Faculty Index	NA	NS

### National Completions by Level [ 2 Score ]

Award Level	Completions (National)	Completions (Market)	Inquiries (Market)
Certificate	6%	6%	NA
Associates	6%	6%	NA
Bachelors	83%	83%	NA
Postbaccalaureate Certificate	0%	0%	NA
Masters	5%	5%	NA
Post-masters Certificate	0%	0%	NA
Doctoral	0%	0%	NA
Unknown	0%	0%	NA

### Competitive Intensity [ 3 Score ]

Category	PctI	Criterion	Value	Score
71 PctI	91	Campusess with Graduates**	98	2
	87	National Online Institutions (Units)**	4	NS
	87	Institutions with Online In-Market Students**	4	NS
	84	Institutions YOY Change (Units)*	-10	0
	78	Average Completions by Local Institution	29	0
Volume of Completion	71	Median Completions by Local Institution	13	0
	46	YOY Median Program Change (Units)	-1	0
	46	YOY Median Program Change (%)	-7%	0
	84	Natl Online % of Institutions	3%	0
	62	Natl Online % of Completions	2%	0
Market Saturation		Average Cost per Inquiry**	NA	NS
	7	Google Search - Cost per Click**	\$2	1
	71	Google Competition Index**	0.76	0

### CIP Description

A program that focuses on the principles underlying recreational and leisure activities and the products involved in providing indoor and outdoor recreational facilities and services for the general public.

\*\* Color Scale in Reverse



### National Workforce Ed. Attainment [ 0 Score ]

Award Level	BLS Educational Attainment
No College	17%
Some College	24%
Associates	11%
Bachelors	37%
Masters	9%
Doctoral	1%

\* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.  
 \*\* - Color scale in reverse.  
 NA - No data available.  
 NS - No data available/consistently tracked.  
 NS - Not Scored in Rubric (Value = 0).  
 PCTI - Associate & certificate programs only.  
 PCTL - Percentile

Percentile	0	20+	40+	70+	90+	95+	98+	100
Overall Score	-44	-42	-5	0	8	15	26	53

Scoring Rubric	Program Rank	<b>Scorecard</b>	Prog x Market	Competitors	Data Table	Workplace Requirements	Crosswalks	Data Definitions
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GRAYASSOCIATES

CIP: 31.0101 Parks, Recreation and Leisure Studies	Market: Laramie 360	Modality: All	Award Level: Bachelors	Current Programs	Export to PNG
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## 87 Percentile 31.0101 Parks, Recreation and Leisure Studies [ 7 Score ]

### Student Demand [ 6 Score ]

Category	PctI	Criterion	Value	Score
Site	0	Inquiry Volume (12 Months)	0	-2
	0	Inf Page Views (12 Months)	0	NS
	1	Google Search Volume (3 Months)*	492	0
	93	On-ground Completions at In-Market Institutions	266	NS
	75	Online Completions by In-Market Students	18	NS
91 PctI	90	Sum of On-ground and Online Completions	304	8
	8	Inquiry Volume YOY Change (Units)	-2	0
	17	Google Search YOY Change (Units)*	-164	0
	87	Completion Volume YOY Change (Units)	2	0
	19	Inquiry Volume YOY Change (%)	-1	0
Growth	2	Google Search YOY Change YOY	-25%	0
	53	Completion Volume YOY Change (%)	1%	0

### Employment [ 1 Score ]

Category	PctI	Criterion	Value	Score
Size (Direct Prep)	90	Job Postings Total (12 Months)**	1,732	2
	93	BLS Current Employment*	13,367	2
	59	BLS Annual Job Openings*	2,745	0
	58	BLS Share of Generalist Employment*	389	0
	88	BLS Share of Generalist Openings*	40	NS
Growth (Direct Prep)	23	BLS 1-Year Historical Growth**	-2%	NS
	22	BLS 3-Year Historic Growth (CAGR)*	0%	0
	59	BLS 10-Year Future Growth (CAGR)*	1.0%	0
	58	Job Postings per Graduate*	4.6	0
	78	BLS Job Openings per Graduate*	7.9	0
83 PctI	1	BLS 10a-Intermediate Wages*	\$19,564	-3
	0	BLS Mean Wages*	\$27,208	NS
	28	Natl ACS Wages (Age < 30)	\$33,441	0
	24	Natl ACS Wages (Age 30-60)	\$72,891	0
	44	Natl ACS % with Any Graduate Degree	33%	0
National American Community Survey	37	Natl ACS % with Masters	23%	NS
	56	Natl ACS % with Doctoral Degree	16%	NS
	87	Natl ACS % Unemp. (Age <30)**	3%	0
	27	Natl ACS % Unemp. (Age 30-60)**	2%	0
	69	Natl ACS % in Direct Prep Jobs	4%	NS

### Degree Fit [ 2 Score ]

Category	PctI	Criterion	Value	Score
NHES/ Nat 2 Year		Cost Index**	NA	NS
		Student Faculty Index	NA	NS

### National Completions by Level [ 2 Score ]

Award Level	Completions (National)	Completions (Market)	Inquiries (Market)
Certificate	6%	1%	NA
Associates	6%	3%	NA
Bachelors	83%	80%	NA
Postbaccalaureate Certificate	0%	0%	NA
Masters	5%	4%	NA
Post-masters Certificate	0%	0%	NA
Doctoral	0%	1%	NA
Unknown	0%	0%	NA

### Competitive Intensity [ 2 Score ]

Category	PctI	Criterion	Value	Score
8 PctI	96	Campusess with Graduates**	7	-4
	87	National Online Institutions (Units)**	4	NS
	84	Institutions with Online In-Market Students**	2	NS
	94	Institutions YOY Change (Units)*	0	0
	89	Average Completions by Local Institution	41	0
Volume of Completion	85	Median Completions by Local Institution	40	0
	59	YOY Median Program Change (Units)	8	0
	77	YOY Median Program Change (%)	25%	0
	84	Natl Online % of Institutions	3%	0
	62	Natl Online % of Completions	2%	0
Market Saturation		Average Cost per Inquiry**	NA	NS
	5	Google Search - Cost per Click**	\$1	1
	19	Google Competition Index**	0.17	1

### CIP Description

A program that focuses on the principles underlying recreational and leisure activities and the products involved in providing indoor and outdoor recreational facilities and services for the general public.

\*\* Color Scale in Reverse



### National Workforce Ed. Attainment [ 0 Score ]

Award Level	BLS Educational Attainment
No College	17%
Some College	24%
Associates	11%
Bachelors	37%
Masters	9%
Doctoral	1%

\* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.  
 \*\* - Color scale in reverse.  
 NA - No data available.  
 NS - No data available/consistently tracked.  
 NS - Not Scored in Rubric (Value = 0).  
 PCTI - Associate & certificate programs only.  
 PCTL - Percentile

Percentile	0	20+	40+	70+	90+	95+	98+	100
Overall Score	-43	-10	-2	2	9	15	24	40



**40 Percentile 03.0207 Natural Resource Recreation and Tourism [-2 Score]**

**Student Demand [-4 Score]**

Category	Pct	Criterion	Value	Score
Site	0	Inquiry Volume (12 Months)	0	-2
	0	Inst Page Views (12 Months)	0	NS
	0	Google Search Volume (3 Months)	NA	NS
	0	On-ground Completions by In-Market Institutions	0	NS
	0	Online Completions by In-Market Students	0	NS
50 Pct	0	Sum of On-ground and Online Completions	0	-2
	99	Inquiry Volume YOY Change (Units)	0	0
	77	Google Search YOY Change (Units)	NA	NS
	0	Completion Volume YOY Change (Units)	0	0
Growth	0	Inquiry Volume YOY Change (%)	NA	NS
	0	Google Search YOY Change (%)	NA	NS
	0	Completion Volume YOY Change (%)	NA	NS

**Employment [-2 Score]**

Category	Pct	Criterion	Value	Score
Size (Direct Prep)	0	Job Postings Total (12 Months)*	NA	NS
	0	BLS Current Employment**	NA	NS
Size (Generalist)	0	BLS Annual Job Openings**	NA	NS
	0	BLS Share of Generalist Openings*	NA	NS
Growth (Direct Prep)	0	BLS 1 Year Historical Growth**	NA	NS
	0	BLS 3 Year Historic Growth (CAGR)*	NA	NS
Growth (Generalist)	0	BLS 16 Year Future Growth (CAGR)*	NA	NS
	0	BLS Share of Generalist Openings*	NA	NS
Saturation (Direct Prep)	0	Job Postings per Graduate*	NA	NS
	0	BLS Job Openings per Graduate**	NA	NS
Wages (Direct Prep)	0	BLS 16th-Innovative Wages*	NA	NS
	0	BLS Mean Wages*	NA	NS
National American	16	Natl ACS Wages (Age < 30)	\$36,142	-2
	38	Natl ACS Wages (Age 30-60)	\$79,287	0
Community Bachelors	35	Natl ACS % with Any Graduate Degree	31%	0
	43	Natl ACS % with Masters	25%	NS
Degree Outcomes	49	Natl ACS % with Doctoral Degree	8%	NS
	63	Natl ACS % Unemp. (Age < 30)**	3%	0
	52	Natl ACS % Unemp. (Age 30-60)**	2%	0
	0	Natl ACS % in Direct Prep Jobs	0	NS

**Degree Fit [2 Score]**

Category	Pct	Criterion	Value	Score
NHESI Nat 2 Year	0	Cost Index**	NA	NS
	0	Student Faculty Index	NA	NS

**National Completions by Level [2 Score]**

Award Level	Completions (National)	Completions (Market)	Inquiries (Market)
Certificate	2%	0%	NA
Associates	2%	0%	NA
Bachelors	35%	0%	NA
Postsecondary Certificate	2%	2%	NA
Masters	66%	96%	NA
Post-masters Certificate	0%	0%	NA
Doctoral	0%	0%	NA
Unknown	0%	0%	NA

**Competitive Intensity [2 Score]**

Category	Pct	Criterion	Value	Score
Volume of Competition	0	Campuses with Graduates**	0	4
	0	National Online Institutions (Units)**	0	NS
	0	Institutions with Online In-Market Students**	0	NS
	0	Institutions YOY Change (Units)**	0	0
	0	Average Completions by Local Institution	NA	NS
50 Pct	0	YOY Median Program Change (Units)	NA	NS
	0	YOY Median Program Change (%)	NA	NS
	0	Natl Online % of Institutions	0	-1
	0	Natl Online % of Completions	0	-1
Market Saturation	0	Average Cost per Inquiry**	NA	NS
	0	Google Search - Cost per Click**	NA	NS
	0	Google Competition Index**	NA	NS

**CIP Description**

A program that prepares individuals to plan, develop, and manage tourism in a natural resource setting, with an emphasis on applying environmentally sound, culturally sensitive, and economically sustainable principles. Includes instruction in environmental studies, natural resource management and interpretation, tourism planning, management, and policies, public land use management and policies, communications, marketing, and public relations.

**National Workforce Ed. Attainment [0 Score]**

Award Level	BLS Educational Attainment
No College	NA
Some College	NA
Associates	NA
Bachelors	NA
Masters	NA
Doctoral	NA

\* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.  
 \*\* - Color scale in reverse.  
 NA - No data available/currently tracked.  
 NS - Not Scored in Rubric (Value = 0).  
 CIP - Associate & certificate program only.  
 PCTL - Percentile



**40 Percentile 03.0207 Natural Resource Recreation and Tourism [-4 Score]**

**Student Demand [-2 Score]**

Category	Pct	Criterion	Value	Score
Site	0	Inquiry Volume (12 Months)	0	-2
	0	Inst Page Views (12 Months)	0	NS
	0	Google Search Volume (3 Months)	NA	NS
	47	On-ground Completions by In-Market Institutions	44	NS
	0	Online Completions by In-Market Students	0	NS
50 Pct	48	Sum of On-ground and Online Completions	44	0
	99	Inquiry Volume YOY Change (Units)	0	0
	16	Google Search YOY Change (Units)	NA	NS
	34	Completion Volume YOY Change (Units)	-10	0
Growth	12	Inquiry Volume YOY Change (%)	NA	NS
	0	Google Search YOY Change (%)	NA	NS
	15	Completion Volume YOY Change (%)	-19%	0

**Employment [-2 Score]**

Category	Pct	Criterion	Value	Score
Size (Direct Prep)	0	Job Postings Total (12 Months)*	NA	NS
	0	BLS Current Employment**	NA	NS
Size (Generalist)	0	BLS Annual Job Openings**	NA	NS
	0	BLS Share of Generalist Openings*	NA	NS
Growth (Direct Prep)	0	BLS 1 Year Historical Growth**	NA	NS
	0	BLS 3 Year Historic Growth (CAGR)*	NA	NS
Growth (Generalist)	0	BLS 16 Year Future Growth (CAGR)*	NA	NS
	0	BLS Share of Generalist Openings*	NA	NS
Saturation (Direct Prep)	0	Job Postings per Graduate*	NA	NS
	0	BLS Job Openings per Graduate**	NA	NS
Wages (Direct Prep)	0	BLS 16th-Innovative Wages*	NA	NS
	0	BLS Mean Wages*	NA	NS
National American	16	Natl ACS Wages (Age < 30)	\$36,142	-2
	38	Natl ACS Wages (Age 30-60)	\$79,287	0
Community Bachelors	35	Natl ACS % with Any Graduate Degree	31%	0
	43	Natl ACS % with Masters	25%	NS
Degree Outcomes	49	Natl ACS % with Doctoral Degree	8%	NS
	63	Natl ACS % Unemp. (Age < 30)**	3%	0
	52	Natl ACS % Unemp. (Age 30-60)**	2%	0
	0	Natl ACS % in Direct Prep Jobs	0	NS

**Degree Fit [2 Score]**

Category	Pct	Criterion	Value	Score
NHESI Nat 2 Year	0	Cost Index**	NA	NS
	0	Student Faculty Index	NA	NS

**National Completions by Level [2 Score]**

Award Level	Completions (National)	Completions (Market)	Inquiries (Market)
Certificate	2%	2%	NA
Associates	2%	2%	NA
Bachelors	35%	35%	NA
Postsecondary Certificate	2%	2%	NA
Masters	66%	96%	NA
Post-masters Certificate	0%	0%	NA
Doctoral	0%	0%	NA
Unknown	0%	0%	NA

**Competitive Intensity [-2 Score]**

Category	Pct	Criterion	Value	Score
Volume of Competition	48	Campuses with Graduates**	4	0
	0	National Online Institutions (Units)**	0	NS
	0	Institutions with Online In-Market Students**	0	NS
	16	Institutions YOY Change (Units)**	0	0
	49	Average Completions by Local Institution	11	0
20 Pct	12	YOY Median Program Change (Units)	-4	0
	81	YOY Median Program Change (%)	-29%	0
	0	Natl Online % of Institutions	0	-1
	0	Natl Online % of Completions	0	-1
Market Saturation	0	Average Cost per Inquiry**	NA	NS
	0	Google Search - Cost per Click**	NA	NS
	0	Google Competition Index**	NA	NS

**CIP Description**

A program that prepares individuals to plan, develop, and manage tourism in a natural resource setting, with an emphasis on applying environmentally sound, culturally sensitive, and economically sustainable principles. Includes instruction in environmental studies, natural resource management and interpretation, tourism planning, management, and policies, public land use management and policies, communications, marketing, and public relations.

**National Workforce Ed. Attainment [0 Score]**

Award Level	BLS Educational Attainment
No College	NA
Some College	NA
Associates	NA
Bachelors	NA
Masters	NA
Doctoral	NA

\* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.  
 \*\* - Color scale in reverse.  
 NA - No data available/currently tracked.  
 NS - Not Scored in Rubric (Value = 0).  
 CIP - Associate & certificate program only.  
 PCTL - Percentile

