

Passed: 23-0-0

SENATE RESOLUTION #2590

TITLE: ASUW Support of the Creation of the Natural Resource Recreation and Tourism Degree Program

DATE INTRODUCED: December 5, 2017

AUTHOR: President Wetzel; Chief of Legislative Affairs Jones

SPONSORS: Senator Defebaugh, Frauendienst, Herold, and Hungerford

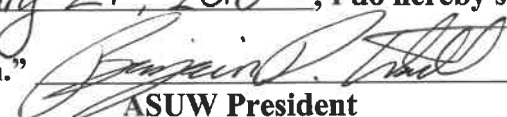


1. WHEREAS, it is the duty of the Associated Students of the University of
2. Wyoming (ASUW) Student Government to represent our fellow students accurately; and,
3. WHEREAS, outdoor recreation and tourism are both integral to the economy of Wyoming as
4. a major industry in the state; and,
5. WHEREAS, the Economically Needed Diversity Options for Wyoming (ENDOW) Council
6. is working to support, enhance, and diversify the state's economic opportunities; and,
7. WHEREAS, the creation of a degree program that could educate around the management and
8. operations of Natural Resource Recreation and Tourism would benefit the state's tourism
9. industry; and,
10. WHEREAS, there are currently no degree programs within the state of Wyoming or a similar
11. degree program in nearby institutions to teach management and operations skills for the
12. tourism and natural resource management divisions; and,
13. WHEREAS, mismanagement within the tourism industry is a commonality leading to high
14. turnover rates of facilities and increased costs for the industry; and,
15. WHEREAS, the addition of this program would benefit students going into industries within
16. the state of Wyoming regarding both natural resources recreation and tourism;
17. THEREFORE, be it resolved by the Associated Students of the University of Wyoming

- 18. (ASUW) Student Government approve of the creation plan for this degree program and the
- 19. benefits it would have to the university and the greater state as outlined within Addendum A.

Referred to: Academics, Technology and Sustainability

Date of Passage: 1/23/2018 **Signed:** 
(ASUW Chairperson)

“Being enacted on January 24th, 2018, I do hereby sign my name hereto and
approve this Senate action.” 
ASUW President



DEGREE PROGRAM PROPOSAL

Bachelor of Science in Natural Resource Recreation and Tourism



DRAFT

Executive Summary

Outdoor recreation and tourism are integral to Wyoming's historical, cultural, and economic identities. Recent economic trends have prompted moves to expand and diversify the state's second largest sector—recreation and tourism. As part of this initiative, the University of Wyoming's (UW) Haub School of Environment and Natural Resources is proposing the creation of a Bachelor of Science in Natural Resource Recreation and Tourism (NRRT). A program development team in the Haub School assessed the needs of students, industry, government agencies, and other stakeholders regarding a possible degree. According to our assessment, this degree should include the components our participants indicated were most needed: business, environment, and human dimensions of natural resources. Currently, UW offers some recreation and tourism-related coursework across disparate programs. The NRRT program would integrate a core curriculum taught by new faculty while allowing students to fulfill additional requirements from the array of existing courses in disciplines such as business, geography, and international programs. As a collaborative effort, this program will draw on the existing strengths and resources of many UW entities, including the College of Business, other majors within the Haub School, the Outdoor Program, and many others. We believe that this program will increase enrollment by 100 students over 4 years. To accommodate this growth, we have hired one Academic Professional Lecturer and propose to hire three tenure-track faculty. The degree program could launch as early as August 2018. We would aim to accredit NRRT through the Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT) within five years. Thirty-two states, including all five of UW's peer institutions, are accredited by COAPRT. Current UW students interested in recreation and tourism often design their own majors, while community college students in recreation or tourism programs transfer to out-of-state schools to complete their education. Given our assessment of stakeholder support for creating a recreation and tourism degree, Wyoming's need for economic diversification, and the myriad economic possibilities, our conclusion is that UW's Haub School of Environment and Natural Resources should create an interdisciplinary four-year degree that will allow the State of Wyoming to maximize these opportunities.

Draft November 27, 2017

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Rationale

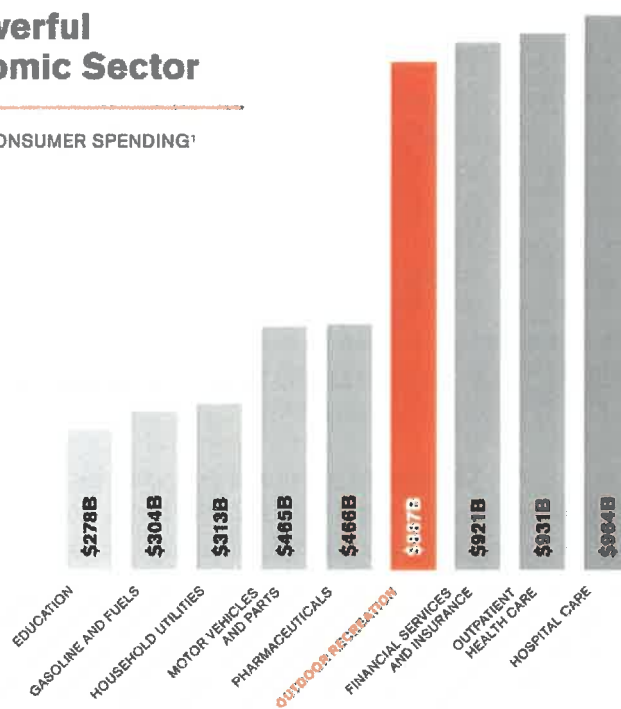
Wyoming offers unparalleled opportunities for adventure and exploration. Whether it's summiting the peaks of our abundant public lands or spotting a moose as you cast your fly rod, there are limitless ways to experience nature in Wyoming. Visitors are also drawn to Wyoming for its rich history and Western culture. Any one of these activities is enhanced by the open spaces and amazing views that the state has to offer. Recreation and tourism are a strong and diverse component of the state's history, economy, and identity.

ECONOMIC IMPORTANCE OF RECREATION AND TOURISM

Recreation and tourism are economic pillars of the state, constituting the second largest industry behind resource extraction. Wyoming's tourism industry is steadily growing and is typically more stable than other industries in the state¹. The tourism industry is a vital part of the economy that provides economic diversity to a state largely dependent on energy extraction. Approximately 12% of the state's workforce serves the tourism sector. In 2015 alone, visitors funneled \$3.3 billion into Wyoming², and tourism generated \$170 million in state and local tax revenues. Overnight visits have been increasing, and 10.5 million visitors stayed the night in Wyoming in 2015³.

A Powerful Economic Sector

ANNUAL CONSUMER SPENDING¹

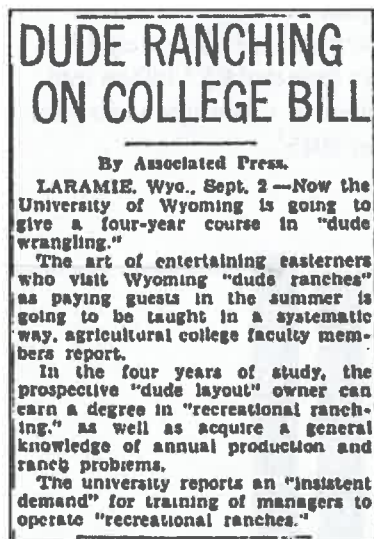


¹ Bureau of Economic Analysis, Personal Consumption Expenditures by Type of Product

Every year, American consumers spend more on outdoor recreation than they do on pharmaceuticals and fuel, combined. This \$887 billion in annual consumer spending creates the outdoor recreation economy that directly supports 7.6 million American jobs and generates \$125 billion in federal, state and local tax revenue. (Source: Outdoor Industry Association)

Outdoor recreation is a major component of this spending. Wyoming's national parks and monuments attract millions of visitors each year. Yellowstone National Park alone attracted over four million visitors in 2015, generating \$890 million in economic benefit. Visitation to Wyoming's national park units has seen fairly steady growth in the past decade. The US Fish and Wildlife Service estimated that anglers, hunters, and wildlife watchers spent over \$1.1 billion on wildlife-related recreation in Wyoming in 2011⁴. Off-road vehicle recreation was estimated to have generated over \$206 million in 2012⁵. While non-motorized recreation statistics can be hard to come by, it has been estimated that non-motorized trail visits to national forests generated at least \$55 million in economic activity in Wyoming in 2013⁶. In the most recent estimate, outdoor recreation generated \$4.5 billion total in consumer spending in Wyoming⁷. There is every indication that these activities are experiencing continued growth.

A HISTORY OF RECREATION AND TOURISM AT UW



Dude ranching was formerly so prominent an industry "that in 1934, the University of Wyoming (UW) began offering a degree in recreational ranching, with training in institutional management, cuisine, animal production, zoology, geology, western lore, veterinary science and agronomy"⁸. The degree was offered for about a decade⁹, ending perhaps as a result of the hard economic times brought on by World War II.

UW offered a bachelor's degree in Recreational Ranching during the height of the dude ranching economy in the 1930s¹⁰.

The College of Health Science and Physical Education housed a Department of Recreation until 1985. This degree program was then merged with Geography and moved to the College of Arts and Sciences. The new Department of Geography and Recreation got its start with three faculty and 200 majors in bachelor's and Master's programs. The initial emphasis was on community recreation, but this eventually gave way to a greater focus on outdoor recreation and tourism. By the late 1990s, the recreation and tourism faction of the department had dissolved, and the program was officially ended by 2005 due to a lack of perceived academic credibility.

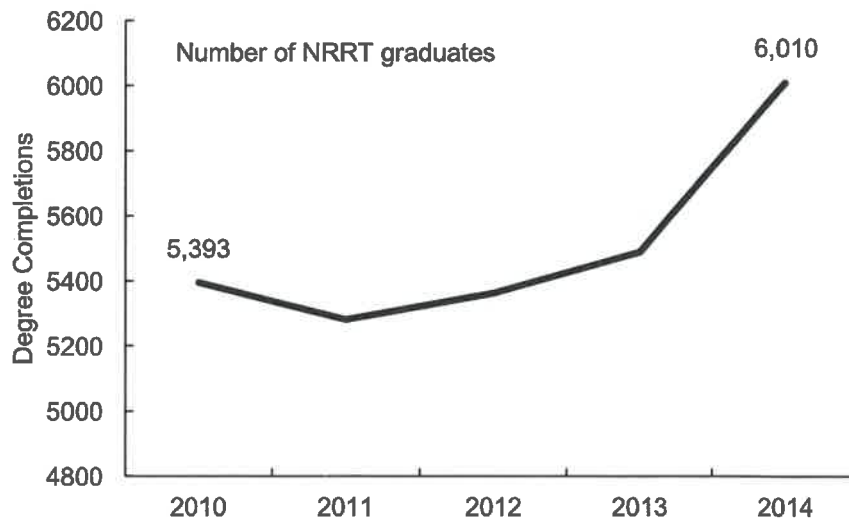
The lack of a tailored program did not, however, signal that faculty or students had lost interest in recreation and tourism courses. A number of courses were kept on the books and continue to be taught intermittently, including Geography of Tourism, Recreation and Geography, and Public Land Management. Until recently, a course on ranching tourism was offered in the College of Agriculture and Natural Resources. The UW outdoor program also currently offers an Outdoor Leadership Development Series to students wanting to improve their leadership skills, while the Haub School offers an Outdoor Leadership minor. A number of graduate students and faculty continue to conduct research on the economic and environmental impacts of recreation and tourism as well as serve as advisors for planning in related fields. For example, current research includes a study examining carrying capacity for rock climbing at nearby Vedauwoo.

Opportunity

We gathered ideas and opinions from a broad range of stakeholders on what is desired in a proposed degree. An online survey was sent to business, non-profit, and government stakeholders. Focus groups were conducted with representatives from outdoor education, students, business owners, government employees, and non-profit organizations. We conducted an analysis of 22 degrees from 18 universities, surveying their degree requirements, required courses and elective courses. Additionally, we solicited a market viability analysis from the Education Advisory Board (EAB).

STUDENT DEMAND

The most recent data for degree completions for bachelor's level NRRT programs nationwide shows that student demand is growing. Current UW students were excited about the idea of a degree in Natural Resource Recreation and Tourism. Several said that they wish this degree had existed when they enrolled in school, and that they had designed their own program to accommodate their desire to complete studies in this field. These students are spread across disciplines such as Geography, Business, and Environment and Natural Resources. They felt that a four-year degree focused on recreation and tourism would give them the experience, skills and knowledge they need to find jobs in Wyoming. They were particularly interested in the economic and policy background that such a degree might provide. These students are experienced in a range of outdoor recreation activities, but wanted to develop a broader skill set that would make them appealing to potential employers.



Student demand for NRRT offerings is growing. Source: EAB and National Center for Education Statistics

COOPERATING INSTITUTION DEMAND

So far, the following community colleges having expressed interest in exploring collaborations with NRRT: Northwest College, Central Wyoming College, Western Wyoming Community College, Casper College, and Northern Wyoming Community College. Several of these community colleges are interested in developing transfer programs as the majority of their students in recreation and tourism-related programs transfer out-of-state, citing a lack of suitable transfer opportunities at UW. For example, Central Wyoming College currently offers two potential feeder programs: an Associate of Applied Science in Outdoor Recreation and an Associate of Arts in Outdoor Education and Leadership. Approximately 50% of their graduates will pursue bachelor's programs out-of-state, while a small number will attend UW and switch majors. We are identifying existing degree program gaps and areas of potential overlap with community colleges. We are also looking at establishing credit transfers and articulation between UW and these various institutions. Additionally, Colorado State University and the National Outdoor Leadership School (Lander) are interested in collaborating.

GOVERNMENT DEMAND

Wyoming's economy is driven largely by the boom-bust cycles characteristic of the mineral extraction industry. The current budget shortfall has inspired a renewed interest in enhancing and diversifying the state's economy. The Office of the Governor has recognized the need for new recommendations and thus formed an Outdoor Recreation Task Force. Language from the Task Force recommends that the Governor fully support the creation an NRRT program. NRRT can contribute to the expansion and diversification of Wyoming's economy by attracting bright, enterprising students and giving them the skills, knowledge and experience needed to find meaningful employment and become leaders in the outdoor recreation and adventure tourism economic sectors. This success will, in turn, allow them to reside in Wyoming and help these sectors evolve to meet their full economic potential while enhancing Wyoming's ethic of natural resource stewardship.

"There's billions of dollars spent and realized in local economies from tourists coming to hunt, fish, camp, photograph or do whatever they've got to do outside," said David Bush, spokesman for the governor. "So we're trying to figure out how we can maximize that and capture as much of that market as possible."

INDUSTRY DEMAND

The outdoor recreation and tourism industries have been asking UW for years to add a recreation-related degree program. We have enjoyed the full support of the Wyoming Office of Tourism and industry leaders. While demand for graduates of typical recreation programs is largely dependent on fluctuations in government job availability, private industry demand in Wyoming is steadily growing. Our survey results clearly indicated a need for more qualified, Wyoming workers with specific training in the recreation and tourism industry.

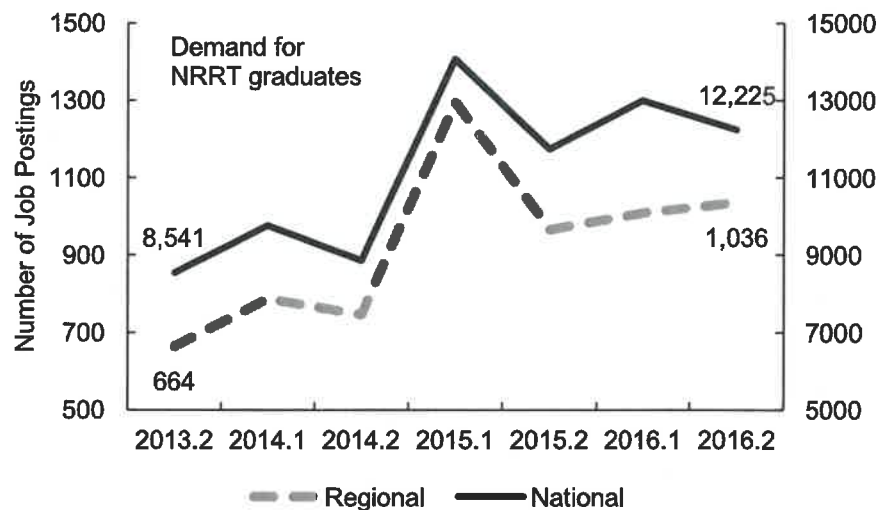
Survey question: What are your challenges and strategies to finding and hiring good employees?

"We recruit almost entirely from outside of the state of WY."

"Finding young leaders that have the necessary skills to hit the ground running."

"People who are educated in the recreation and tourism industry. Opportunities for employment for individuals who have attended UW or the community colleges to be able to stay in WY."

"When interviewing candidates just graduating college (UW), they seem to struggle to find how their education is relevant to the real work environment. They need more coaching and real world applications to know how to marry their education to these opportunities."



The number of job postings for bachelor's-level NRRT graduates grew substantially between 2013 and 2016. Source: EAB

The Program

PEER INSTITUTION ANALYSIS

We conducted a review of existing recreation and tourism programs at 18 institutions throughout the country, including 11 western institutions and six peer institutions. The majority of these programs are accredited through the Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT).

Collectively, these institutions offer 22 recreation and tourism and degree programs, including Bachelor of Science, Bachelor of Arts, concentration, emphasis, and minor options. Additionally, students are eligible to receive Certified Park and Recreation Professional certification through COAPRT upon completion of a professional exam. These degree programs generally require a combination of core curriculum credits and elective courses (Table 1), with professional experience being a key additional requirement. We compared existing courses at UW with curricula at other

institutions. While UW is lacking most courses that are usually part of core recreation and tourism curricula, the university does already offer some core and elective classes.

Table 1. A review of existing recreation and tourism degree programs in the United States revealed the following themes in current course offerings.

Core Curriculum	Elective Curriculum
Introduction to Recreation and Tourism	Business courses (management, marketing, accounting, hospitality)
Recreation and Tourism Planning	Biology courses (zoology, mammalogy, ornithology)
Outdoor Recreation Leadership	Spatial analysis (GIS, remote sensing, risk analysis)
Environmental Interpretation	Environmental courses (ethics, cultural, economics, policy)
Inclusion and Diversity in Recreation and Tourism	
Natural Resource Management	
Parks Administration	
Environmental/Experiential Education	
Wilderness Medical Training	
Entrepreneurship/Business Management	
<i>~30 credits common across programs</i>	<i>Varies significantly across programs</i>

PROGRAM OUTCOMES

Based on COAPRT standards, stakeholder input, and the values of the faculty curriculum committee, we crafted the following program outcomes. These are reflected in the proposed curriculum.

Program Outcomes
<i>Students earning a degree in NRRT will demonstrate:</i>
<p><u>Leadership</u></p> <ul style="list-style-type: none"> • Competency in leading and building diverse, collaborative teams; • Application and evaluation of ethical, resourceful leadership principles to challenges and solutions within the NRRT industry.
<p><u>Professional Practice</u></p> <ul style="list-style-type: none"> • Ability to apply and critically evaluate practical, creative, ethical, and theoretical frameworks in diverse and complex professional circumstances.
<p><u>Communication</u></p> <ul style="list-style-type: none"> • Ability to manage dynamic relationships and demonstrate best practices in communication.
<p><u>Nimble and Creative Thinking</u></p> <ul style="list-style-type: none"> • Ability to strategically design, implement, and evaluate sustainable and emergent services, experiences, and opportunities.
<p><u>Trans-disciplinarity</u></p> <p>Synthesis and application of:</p> <ul style="list-style-type: none"> • ecological and human communities, with the capacity to provide wise stewardship and conservation of natural resources; • tourism and outdoor recreation theories and best practices; • entrepreneurial and business management strategies.
<p><u>Place-based and Global Understanding</u></p> <ul style="list-style-type: none"> • Skills to implement solutions appropriate for local environments that demonstrate fluency in global contexts and diverse cultures.

PROGRAM DISTINCTION

The degree at UW has the potential to stand apart in multiple ways because of existing relationships and expertise within the University.

The partnership between the Haub School and the College of Business is an unusual arrangement among these programs. While a number of degree programs elsewhere have some business courses included as electives, an integrated core business component would set this degree apart.

Expertise in sustainability and conservation within the Haub School is a strength in delivering a focus on the environment. Sustainable development, ecotourism, tourism impacts, and environmental restoration are offered as individual courses in other universities' degree programs, but did not emerge as a consistent theme in any one program.

This degree program would have a highly interdisciplinary focus, thanks to the diverse background of the faculty committee, the mission of the Haub School, and the interests of the College of Business. Other degree programs rely on courses in multiple departments, but few emphasize being interdisciplinary.

A professional semester, in addition to an internship, could provide students with intensive research or operational experiences with a Wyoming business or agency. Although not explicitly built into the program, there is room for students to engage in student abroad opportunities as well.

ALIGNMENT WITH UW STRATEGIC PLAN

Our program would substantially contribute to furthering the university's goals outlined in the 2017 – 2022 UW Strategic Plan.

Goal 1. Enrich an intellectual community already renowned for its regional, national and global relevance and impact by fostering and rewarding excellence in teaching, scholarship, innovation and creative endeavor.

- We will endeavor to hire faculty who are not only excellent teachers, but researchers who are recognized for high-quality scholarship in their respective field.
- The creation of this degree program should be a positive addition to UW's offerings.
- We eventually hope to attract international undergraduates to the program.
- We eventually hope to offer international experiences in recreation and tourism for students and faculty.

Goal 2. Inspire students to pursue a productive, engaged and fulfilling life and prepare them to succeed in a sustainable global economy.

- This program will contribute to overall enrollment with 30 students in 2018 and up to 100 by 2022.
- We hope to be able to offer scholarships for underrepresented students, particularly Native Americans from Wyoming, to obtain a four-year degree with us and take the entrepreneurial spirit of the program back to their hometowns.
- This program has garnered strong interest from three community colleges: Central Wyoming College, Northwest College, and Casper College. All three of these are interested in

developing 2+2 articulations as soon as possible. Two additional colleges have expressed interest in NRRT but do not have a comparable program at their schools. Western Wyoming and Sheridan College have mentioned creating new degree programs that could transfer to NRRT at UW.

- The retention rates of first-time full-time and transfer students is already high within ENR and CoB. We hope to contribute to improved retention rates through attracting bright, enterprising, motivated, students to our program.
- The design of this program has been entirely centered around specific, measurable learning outcomes. We will continue to assess these outcomes if the program is instituted.
- Student participation in our program will have the additional benefit of contributing to students' emotional and physical well-being. Our cohort-based approach that gets students off-campus and outdoors provide a challenging but enriching experience and a sense of community.
- Many ENR students graduate with honors and multiple majors and minors. We expect a similar number of NRRT students to graduate with honors credentials.
- This degree program has been designed with job placement and the growth and diversification of Wyoming's recreation and tourism economy in mind. Industry and government employers have been consulted throughout every stage of degree development, and would remain involved through guest lectures, student internships, and hosting of professional semester activities and projects. The continued involvement of our external advisory committee will ensure that we are graduating high-quality, potential employees.

Goal 3. 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 is designed to foster entrepreneurial thinking and practices. We hope that a number of students will go on to start their own companies in Wyoming or the region.

Goal 4. Assure the long-term strength and stability of the University by preserving, caring for and developing human, intellectual, financial, structural and marketing resources.

- We anticipate that this program will increase the presence of UW in national news media. There is no NRRT program quite like this in the country, and we expect that its unique qualities will garner attention from outside UW.

CORE OVERVIEW

The Haub School has established a proposed curriculum for the program based on regional and national comparators, COAPRT accreditation standards, market research conducted by EAB, recommendations from the NRRT Advisory Committee, and input from stakeholders around Wyoming. The core curriculum is composed of foundations, core topics, and synthesis and applied experience components. In addition to core requirements, students will choose an area of concentration for which they will choose 8 courses (24 credits). Concentrations exceeds the credit requirements for a typical UW minor.

Core Curriculum <44 or 45 credits>

Foundations (16 credits)

- Foundations of Recreation & Tourism (3) 1000-level *new*
- Natural & Cultural Resources of the West (3) 1000-level *new* <H>
- Foundations of Customer Service & Hospitality (3) 2000-level *new* <COM2>
- Tourism Theory & Practice (3) 3000-level *new* (prerequisite: Foundations of Recreation & Tourism)
- STAT 2050 or 2070 <Q> (4) (prerequisite: MATH 1000 or 1400)

Core Topics (28+ credits)

Business

- ACCT 1010 Principles of Accounting (3)
- MKT 3210 Introduction to Marketing (3)
- ECON 1010, 1020, or 1200 Economics (3)

Recreation & Tourism

- Program Planning, Design and Delivery (3) 2000-level *new*
- Operations, Management and Environmental Stewardship (3) 3000-level *new*

Environment & Natural Resources

- Choose one course in **environmental science** USP <PN>: ENR 1200 Environment; ENR 1500 Water, Dirt, & Climate; GEOG 1010 Intro to Physical Geography; GEOL 1100 Physical Geology
- Choose one course in **conservation or sustainability**: ENR 1300 Foundations of Sustainability; GEOG 4040 Conservation of Natural Resources; GEOL 1600 Global Sustainability; RNEW 1000 Wyoming Wildlands: Science & Stewardship

People & Culture

- Choose one course in **social science** USP <H>: GEOG 1000 World Regional Geography <G>; GEOG 1020 Introduction to Human Geography <G>; PSYC 1000 General Psychology; SOC 1000 Sociological Principles
- Choose one course in **culture/diversity**: AIST 1350 American Indians in Contemporary Society; AMST 2110 Cultural Diversity in America <D>; ANTH 1450 World Archaeology <H>; ENR 2000 Environment & Society <D>

Synthesis & Applied Experience <18 credits>

Professional Semester

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

- Business Strategies for NRRT (4) 4000-level *new*
- Human Dimensions of NRRT (4) 4000-level *new*
- Recreation Venue Operations (4) 4000-level *new*

Capstone (4) 4000-level *new* <COM3>

- Projects with real-world products; presentations & professional reports to industry/government
- Embedded in *Professional Semester*

Internship (2) *new*

- 400 hours work in industry or government; flexible schedule, typically between junior/senior year

CONCENTRATION OVERVIEW

In addition to core requirements, students will choose an area of concentration for which they will choose 8 courses (24 credits) from a menu. This concentration exceeds the credit requirements for a typical UW minor. These concentrations were designed to provide students with a specific area of expertise within recreation and tourism. Students should choose projects and internships that relate to their chosen concentration. Concentration choices reflect the breadth of employment opportunities. Students may choose to concentrate in: Business Management and Marketing, Recreation Resource Management, Cultural and International Tourism, Outdoor Program Leadership, or Creative Studies. The Creative Studies concentration is self-designed with help from advisors. For all concentrations, students will choose a course from each “theme.” Given the many anticipated changes to future course offerings across departments, students may discuss course substitutions for “theme” courses with the NRRT Program Coordinator.

Concentration: Business Management and Marketing <24 credits>

For students with interests in hospitality, tourism business management, sales and marketing analytics, marketing, and related entrepreneurial ventures. Potential careers include work in these industry sectors: guest and hospitality services, tourism management, marketing and development organizations, and outdoor gear manufacturing and retail.

Required (9 credits)

- FIN 3250 Corporate Finance (prereqs ACCT 1010, STAT 2050 or 2070, sophomore)
- MGT 3210 Management and Organization (COM1, sophomore)
- MGT 1040 Legal Environment of Business (COM1, sophomore)

Themes (15 credits)

Management (choose one)

- MGT 3410 Human Resources Management (prereq MGT 3210)
- MGT 3420 Organizational Behavior & Leadership (prereq MGT 3210)
- MKT 4590 Sustainable Business Practices (advanced standing)

Sales & Marketing (choose one)

- MKT 4210 Sales Management & Professional Selling (prereq MKT 3210)
- MKT 4230 Integrated Marketing Communication (prereq MKT 3210)
- (several new courses in sales soon to be offered)

Business Analytics (choose one)

- MKT 4520 Marketing Research & Analysis (prereqs MKT 3210, STAT 2010)
- ECON 3010 Intermediate Macroeconomics (prereqs ECON 1010 and 1020, QA and MATH 2200/2350, sophomore)
- MKT 4240 Consumer Behavior (prereqs MKT 3210, STAT 2010)

Entrepreneurship (choose one)

- FIN 4560 Entrepreneurial Finance (prereqs ACCT 1010, MGT 3210, FIN 3250)
- MGT 4500 Employee to Entrepreneur (prereq sophomore)
- MGT 4510 New Entrepreneurial Venture (prereqs ACCT 1010, MGT 3210, junior)
- MGT 4560 Entrepreneurial Accounting & Finance (prereqs ACCT 1010, MGT 3210, FIN 3250)

Ethics (choose one)

- MGT 3110 Business Ethics (prereq sophomore)
- MKT 3110 Marketing Ethics (prereq MKT 3210)

Concentration: Management of Recreation Resources <23+ Credits>

For students with interests in the management and planning of recreation experiences and infrastructure on public and private lands. Potential careers include work in these resource-focused industry sectors: government agencies at all levels, non-profit organizations, resorts and ranches, and planning firms and organizations.

Required (8 credits)

- LIFE 1010 General Biology (4 credits)
- GEOG 2150 Foundations of Geo Information Science and Technology (4 credits)

Themes (15+ credits)

Resource Management (choose one)

- ENR 2450 Principles of Fish and Wildlife Management (prereqs LIFE 1010 and 2020)
- GEOG 4080 Management of Major River Basins (prereq GEOG 4040, junior)
- GEOG 4340 Natural Resource Management on Western Reservations (prereq 6 hrs of 2000-level AIST)
- GEOG 4750 Public Land Management (prereq 6 hrs of GEOG or ENR)
- REWM 2000 Principles of Rangeland Management (prereq LIFE 1001 or 1010)

Human Dimensions (choose one)

- AGECE 4660 Community and Economic Development (prereqs ECON 1020 or SOC 2090, junior)
- ECON 2400 Economics of the Environment (prereqs ECON 1020, recommended 1010)
- ENR 3950 Environmental Sociology (online, prereq SOC 1000)
- ENR 4450 Negotiation (USP O, junior)
- MKT 4240 Consumer Behavior (prereqs MKT 3210, STAT 2010)

Law and Policy (choose one)

- ENR 4051 Environmental Politics (prereq POLS 1000)
- ENR 4052 Federal Land Politics (prereq POLS 1000)
- ENR 4750 ENR Law and Policy (ENR 2000, upper division consent)
- GEOG 4325 Legal Aspects of Planning (prereq junior, USP V)
- GEOG 4400 Natural Resource Policy (prereq GEOG 4750)

Planning (choose one)

- ENR 3750 Natural Resource Planning and Economics (prereqs QA, WA, junior)
- GEOG 4310 Foundations of Sustainable Planning (prereq junior)
- GEOG 4330 Land Use Planning
- GEOG 4370 Environmental Planning

Choose one course in GIS or one course in Analytics:

Geographic Information Systems

- GEOG 3150 Survey of Remote Sensing Applications (QA and sci course w lab)
- GEOG 3280 Spatial Methods (4 credits; prereqs 1 GEOG and 1 intro STAT)
- GEOG 4000 Terrain Analysis (GEOG 2150, junior)
- GEOG 4111 Remote Sensing of the Environment (4 credits; prereqs QA and sci course w lab)
- GEOG 4200 Introduction to Geographic Information Systems (4 credits; prereq GEOG 2150)

Analytics

- ENR 4550 Negotiation Analysis (QA)
- ENR 4500 Risk Analysis (prereqs MATH 1000 or 1400, statistics, consent)
- Any 3/4000-level statistics course

Concentration: Cultural and International Tourism <24+ credits>

For students with interests in the promotion, interpretation, and operation of historic, cultural, and artistic attractions and experiences, both domestically and internationally. Potential careers include work in these NRRT sectors: tour providers, museums and galleries, government, tribes, business start-ups, and resorts.

Required (6 credits)

- NRRT 4XXX Global Tourism *new*
- GEOG 4570 Cultural Geography (prereq GEOG 1000)

Themes (18-20 credits)

Cultural Resources (choose one)

- ANTH 4020 Cultural Resource Management
- ANTH 4190 Public Archaeology

The American West (choose one)

- AIST 3000 Plains Culture and History (prereq 3 hrs AIST)
- AIST 4462 American Indian History to 1783 (prereq COM1)
- AIST 4463 American Indian History 1783-1890 (prereq COM1)
- HIST 2389 History of Women in the the American West
- ANTH 4125 Northwestern Plains Prehistory

Cultural and International Studies (choose one)

- ENR 4960 Field Studies (must have international component)
- ANTH 2200 World Culture
- INST 2230 Introduction to Asian Studies
- INST 2240 Introduction to African Studies
- INST 2250 Introduction to Latin American Studies
- INST 2280 Introduction to European Studies
- INST 2350 Introduction to Global Studies

Museum Studies, Communication & Interpretation (choose one)

- AMST 2400 Introduction to Historic Preservation
- ANTH 2700 Introduction to Museology
- COJO 1000 Introduction to Mass Media
- COJO 1020 Communication and Civic Engagement
- COJO 1030 Interpersonal Communication
- COJO 1040 Introduction to Human Communication
- COJO 2010 Public Speaking
- HIST 2050 Introduction to Public History (prereq 6 hrs HIST or consent)

Language (2 consecutive semesters in the same language)

- LANG 1010 First Semester in...
- LANG 1020 Second Semester in...
- LANG 2030 Third Semester in...
- LANG 2040 Fourth Semester in ...

Spanish, French, German, Japanese, Chinese (Mandarin), Russian, Arabic, an American Indian language (e.g., Arapaho), or American Sign Language

Concentration: Outdoor Recreation Leadership <24+ credits>

For students with interests in leading, educating or guiding clients or managing ventures with this focus. Potential careers include work in these NRRT industry sectors: environmental education enterprises and organizations, outdoor skills-focused enterprises, experiential, team building and/or adventure challenge-focused organizations, guides, outfitters and specialized experience suppliers.

Required (7+ credits)

- ENR 2800 Introduction to Outdoor Leadership (3)
- HLED 1221 Wilderness First Responder (2 credits or proof of certification)
- KIN 4074 Field Studies in...* (4-6)

**Field-based experience, certifications, or independent study. Minimum of two credits.*

Themes (17+ credits)

Leadership (choose one, minimum of 2 credits)

- AGRI 4700 Elements of Leadership (3)
- CNSL 2200 Introduction to Student Leadership (2)
- CNSL 3010 Student Leadership Strategies (2)
- ENR 3700 Wyoming Conservation Core Practicum (1)
- ENR 4950 Leadership in Natural Resources Management (2)
- ENR 4970 NOLS internship (variable)

Business (choose one; 3 credits)

- FIN 3250 Corporate Finance (prereqs ACCT 1010, STAT 2050 or 2070, sophomore)
- MGT 1040 Legal Environment of Business (prereqs COM1, sophomore)
- MGT 3210 Management and Organization (prereqs COM1, sophomore)
- MGT 4500 Employee to Entrepreneur (prereq sophomore)
- MKT 4590 Sustainable Business Practices (advanced standing)

Law and Policy (choose one; 3 credits)

- ENR 4051 Environmental Politics (prereq POLS 1000)
- ENR 4052 Federal Land Politics (prereq POLS 1000)
- ENR 4750 ENR Law and Policy (ENR 2000, upper division consent)
- GEOG 4400 Natural Resource Policy (prereq GEOG 4750)

Teaching & Communication (choose one; 3 credits)

- A&S 2100 Scientific Communication
- COJO 1020 Communication and Civic Engagement
- COJO 1030 Interpersonal Communication
- COJO 1040 Introduction to Human Communication
- COJO 2010 Public Speaking

Human Dimensions (choose one; 3 credits)

- AGECE 4660 Community and Economic Development (prereqs ECON 1020 or SOC 2090, junior)
- ENR 3900 Conservation Economics for Non-economists
- ENR 3950 Environmental Sociology (online, prereq SOC 1000)
- ENR 4500 Risk Analysis (prereqs MATH 1000 or 1400, statistics, consent)
- MKT 4240 Consumer Behavior (prereqs MKT 3210, STAT 2010)

Natural History (choose 3+ credits)

- ENR 4010 Winter Ecology: Skills of the Winter Naturalist (prereq 6 hrs of ENR or science; 1 credit)
- ENR 4011 Winter Ecology: Snowpack Science and Dynamics (prereq 6 hrs of ENR or science; 1 credit)
- ENR 4012 Winter Ecology: Wildlife and Plant Adaptations (prereq 6 hrs of ENR or science; 1 credit)
- GEOG 1010 Intro to Physical Geography (can't be double-counted for core)
- GEOG 4000 Terrain Analysis (4)
- GEOL 1100 Physical Geology (4)
- LIFE 1002 Discovering Science (4)
- LIFE 1010 General Biology (4)
- RNEW 1000 Wyoming Wildlands: Science & Stewardship (4) (can't be double-counted from core)

Concentration: Creative Studies in Recreation and Tourism <24 credits>

For transfer students or students with specific interests that fall outside of designated concentrations.

Required

- Students must submit a proposal to the NRRT Degree Coordinator.
- Proposal must be approved before choosing concentration courses.

Themes (24 credits)

- Self-designed program of study

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RESOURCES

The program would be administered by the Haub School of Environment and Natural Resources. The new faculty in Natural Resource Recreation and Tourism would join faculty of the Haub School. We predict the need for four faculty members to teach in, perform scholarly research of, and aid the needs of the state, industry, and partners through active service. We hired a Degree Coordinator in Fall 2017. The aim is to hire three tenure track faculty. We envision the faculty with titles of: Professor of Recreation Operations and Management, Professor of Cultural & International Tourism, and Professor of Tourism Business and Hospitality.

We are suggesting the creation of 11 new courses as part of the core curriculum. The remaining 8 core requirements are covered by existing courses. The concentrations were designed around current course availability. The one exception being a proposed course in Global Tourism, required for the Cultural and International Concentration. Thus, roughly 60% of the major requirements can be met with existing courses.

Future development will be required to address facility needs and financial planning.

Pro Forma Budget		Year 1	Year 2	Year 3
Revenue	# students	50	75	100
	Tuition	\$379,260	\$568,890	\$758,520
	Private gifts	\$100,000	\$50,000	\$50,000
	Revenue Estimate	\$479,260	\$618,890	\$808,520
Expenses	# Instructors	3	3	4
	Salary - full time instructors	\$112,500	\$382,500	\$532,500
	Salary - Temporary Instructors	\$150,000	\$30,000	\$-
	Program costs	\$30,000	\$40,000	\$50,000
	Expense Estimate	\$292,500	\$452,500	\$582,500
	Revenue - Expenses	\$186,760	\$166,390	\$226,020

IMPLEMENTATION SCHEDULE

We have hired a Degree Coordinator and Lecturer (Academic Professional Lecturer, non-extended term) for Fall 2017, and UW currently offers many proposed courses. We believe that we could start offering the program Academic Year 2018-19.

Conclusions

All our findings lead to one conclusion: the time is right for UW to create an interdisciplinary Natural Resource Recreation and Tourism degree. A window of opportunity currently exists to develop this degree, given the State's renewed interest in economic diversification and the University's efforts to streamline and maximize its abilities. Our assessment clearly indicated that there is a social and economic desire of stakeholders for a tourism and outdoor recreation-related degree at UW.

The message we received from participants in our assessment was that the opportunities for outdoor recreation and tourism are diversifying, reaching more people than ever before, and that protecting Wyoming's unique natural features and cultural flavor is critical to a sustainable outdoor recreation and tourism economy. Both Governor Mead and our participants told us the challenge is to expand outdoor recreation and tourism in Wyoming, both in conceptual and geographic scope, while enhancing the capacity that we already have. This degree at UW can provide the leaders to help our State achieve exactly that.

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NEW COURSE DESCRIPTIONS

The core consists of three components: Foundations, Core Topics, and Synthesis and Applied Experience. The core is the standard by which COAPRT accreditation will be judged, as concentration courses would not count toward accreditation. Foundations courses are meant to provide a broad overview of the recreation and tourism industries. Core Topics will provide a well-rounded introduction to related disciplines. Synthesis and Applied Experience will provide students with the real-world skills they need to be successful in their chosen careers.

Foundations

Foundations of Recreation and Tourism (3) 1000-level

Introduces students to the conceptual foundations, array of services, and management issues associated with national and international recreation and tourism. Primary focal points for this course include: a) historical and psychological underpinnings, b) market trends in supply and demand for resources and services, c) types of resources and services and how they are managed, d) cultural, economic, political, and legal considerations for management agencies and businesses, and e) career and professional opportunities. Emphasizes the relationship of these industries to resource stewardship.

Natural and Cultural Resources of the West (3) 1000-level <H>

The American West is a bucket-list attraction for national and international visitors alike; largely due to its unique sense of place, blend of people and culture, a tumultuous frontier history and incomparable natural resources. Within the context of outdoor recreation use and cultural and historical tourist attractions, students will examine the diverse natural history inventory, as well as the various contributions made by railroad workers, miners, explorers, loggers, trappers, outlaws, native tribes, and others in defining the heritage and romance of the west. Students will gain an understanding of what draws visitors to the region and will examine both historic and modern attractions.

Foundations of Customer Service and Hospitality (3) 2000-level <COM2>

Customer service and hospitality are fundamental to providing high-quality programs and services. This course examines the critical elements of excellent guest services within the context of the tourism industry, which includes transportation, accommodation, food and beverage, and attractions. The student will develop in-depth communication skills relating to customer service, self-presentation, and interpersonal interactions, including international and cultural communication differences. In addition, students will navigate handling difficult conversations and problem solving from leadership and hospitality perspectives. Students will develop and articulate their own work ethic and customer service philosophy.

Tourism Theory and Practice (3) 3000-level (prerequisite Foundations of Recreation & Tourism)

Tourism is more than travel; it is a dynamic system of global interconnection and impacts human and natural environments in myriad ways. This course will introduce students to the history of tourism as a field of inquiry, and examine the different kinds of tourism that have developed in the last 150 years. The behavioral, social, economic, political and environmental issues implicated in and affected by tourism and its industries will be studied. Finally, students will reflect on and develop a

critical understanding of the ethical implications of tourism today, and increase their awareness of responsibility and sustainability-centered challenges in the practice of tourism.

Core Topics

Operations, Management & Resource Stewardship (3) 3000-level

Operation and management are critical aspects of the successful delivery of quality recreation and tourism experiences. Students will evaluate challenges and potential solutions to the integration of operation and management with the stewardship of natural resources. Students will develop an understanding of functions that are critical to operational leadership, such as revenue management (budgeting, cost controls, profit centers) and human capital management and development.

Program Planning, Design and Delivery (3) 3000-level

This course is a focused study of the design, delivery, and marketing of popular and successful outdoor programs and events to diverse and inclusive audiences. Students will examine the tools, analytics, and techniques utilized in both the direct supply and facilitation of an array of planned experiences as offered by a variety of agencies, enterprises, and associations. Students will analyze trend and user preference data, examine case studies, prepare budgets, and evaluate logistical components, leading to the design of experiences which optimally match supplier's desired outcomes with participant expectations.

Synthesis and Applied Experience

Business Strategies in Recreation & Tourism 4000-level

Application of the successful delivery of hospitality, tourism, and outdoor recreation enterprises. Business activities covered include tourism-specific marketing, market-based research and analytics, regional challenges and opportunities, business plan components, financial risk analysis, and law and policy.

Human Dimensions of Recreation & Tourism 4000-level

Synthesizes the social, environmental, and economic aspects of outdoor recreation and tourism. This course will be an applied experience in consumer relations, cultural and psychological dimensions of recreation and tourism, recreation user conflict, and motivations for participation in outdoor recreation and tourism.

Recreation Venue Operations 4000-level

Applies best practices of resource management in conjunction with recreation use and infrastructure development and maintenance. Students will examine the importance and challenges of matching user expectations with quality amenities of both private business and resource management agencies. Students will evaluate real-world problems and opportunities, including financial limitations, natural resource conservation issues, consumer demand, permitting, staffing, and policy.

Capstone Project 4000-level <COM3>

Integrates theory and practice to create solutions to real-world problems and opportunities in natural resource recreation and tourism. Industry or government sponsors will propose projects; students will research and execute the project and share a product with direct value to the sponsor.

Internship

An intensive, practical experience with an approved agency or enterprise, extending over at least a 10-week, 400-hour span. Approved hosts will reflect the diversity of the outdoor recreation tourism industry and can include: resorts, ski areas, outfitters, public natural resource and recreation agencies, tourism and visitor services agencies and associations, non-profit conservation associations and enterprises, outdoor adventure enterprises, and outdoor recreation and tourism planning, or marketing and consulting firms.

The purpose of an internship is to provide NRRT majors with a structured, transitional experience from the classroom to the professional workplace. Interns must be juniors and above and as such, are capable of contributing to host operations.

The experience itself can be somewhat tailored to the host and student's needs, but essentially includes work in a variety of settings (e.g., maintenance and venue operations, marketing, guest services and programs). It should be considered a management-trainee type experience, where the student—through on-site experiences, required written reports, and a special project—is exposed to the breadth of the host's operations.

Signed Memorandums of Understanding will be required. Pay and housing for the student intern is encouraged. Host supervisors assist in student evaluations.

Concentration/Elective Course


Global Tourism 4000-level

Tourism is a global phenomenon. But why do tourists visit certain international sites and not others? What kinds of services, attractions, and cultural aspects must be in place for a *location* to become a *destination*? This course focuses on global destinations and the people who inhabit and visit them. Students will examine tourism from different human angles including that of the tourist, the tourism service providers, the government agencies that promote and regulate it, researchers, and the local populations whose lives are impacted.

FOUR-YEAR PLAN (Part I)

Natural Resource Recreation & Tourism, BS				
University of Wyoming, 2018-2019				
Freshman Fall Semester		Hrs	Min Grade	Notes
NRRT	1XXX Foundations of Recreation and Tourism	3		
	First Year Seminar	3	C	<FY>
MATH	1XXX One course in math prerequisites	3	C	<Q> MATH 1000 or 1400
	COM1	3	C	<COM1>
	One course in environmental science	4	C	<PN> ENR 1200 or 1500, GEOG 1010, or GEOL 1100
Credit hours subtotal:		16		
Freshman Spring Semester		Hrs	Min Grade	Notes
NRRT	1XXX Natural and Cultural Resources of the West	3	C	<H>
	One course in social science	3	C	<H> GEOG 1000 {G} or 1020 {G}, PSYC 1000, or SOC 1000
ECON	10XX One course in economics	3		ECON 1010, 1020, or 1200 {V}
ACCT	1010 Principles of Accounting	3		
	One course in US and WY Constitution	3	C	<V>
Credit hours subtotal:		15		
Sophomore Fall Semester		Hrs	Min Grade	Notes
NRRT	20XX Program Planning, Design and Delivery	3		
STAT	20XX One course in statistics	3	C	<Q> STAT 2050 or 2070
	One course in culture or diversity	3		AIST 1350 {D}, AMST 2110 {D}, ANTH 2200 {G}, ENR 2000 {D}
	One course in conservation or sustainability	3		ENR 1300, GEOG 4040, GEOL 1600, or RNEW 1000
	Additional PN credits	3	C	<PN>
Credit hours subtotal:		15		
Sophomore Spring Semester		Hrs	Min Grade	Notes
NRRT	20XX Foundations of Customer Service and Hospitality	3	C	<COM2>; NRRT 1XXX prerequisite
MKT	3210 Introduction to Marketing	3		
	Concentration courses	9		
Credit hours subtotal:		15		
Notes:				
Must also complete the Haub School's Global and Diversity requirements.				

FOUR-YEAR PLAN (Part II)

Natural Resource Recreation & Tourism, BS				
University of Wyoming				
Junior Fall Semester		Hrs	Min Grade	Notes
NRRT	3XXX Tourism Theory & Practice	3		
	Additional Haub School {G} or {D}	3		
	Concentration courses	6		
	Elective	3		
	Credit hours subtotal:	15		
Junior Spring Semester		Hrs	Min Grade	Notes
NRRT	3XXX Operations, Management & Environmental Stew	3		
	Concentration courses	6		
	Electives	5		
	Credit hours subtotal:	14		
Senior Fall Semester		Hrs	Min Grade	Notes
	Concentration course	3		
	Upper Division Electives	9		
	Internship	2		
	Credit hours subtotal:	14		
Senior Spring Semester		Hrs	Min Grade	Notes
NRRT	4XXX Business Strategies for Recreation & Tourism	4		
NRRT	4XXX Human Dimensions of Recreation & Tourism	4		
NRRT	4XXX Recreation Venue Operations	4		
NRRT	4XXX NRRT Capstone	4	<COM3>	
	Credit hours subtotal:	16		
TOTAL CREDIT HOURS:		120		
<p>Notes: The spring(?) semester of senior year will consist of a professional semester. The internship will typically be done between junior and senior year.</p>				

References

1. Consensus Revenue Estimating Group. *Wyoming State Government Revenue Forecast: Fiscal Year 2017 - Fiscal Year 2022*. (2016).
2. Dean Runyan Associates. *Wyoming travel impacts 2000 - 2015*. (2016).
3. SMARI. *2015 overnight visitor profile*. (2016).
4. U.S. Fish & Wildlife Service. *2011 national survey of fishing, hunting, and wildlife-associated recreation: Wyoming*. (2011).
5. Nagler, A. M., Bastian, C. T., Taylor, D. T. & Foulke, T. K. *2012 Wyoming comprehensive off-road vehicle recreation*. (2013).
6. Taylor, D. T., Nagler, A., Bastian, C. T. & Foulke, T. *The economic impact of non-motorized trail usage on national forests in Wyoming*. (2013).
7. Outdoor Industry Association. *The Outdoor Recreation Economy: Wyoming*. Outdoor Industry Association (2013).
8. Clayton, J. Romancing the West: dude ranching in Wyoming. Available at: <http://www.wyohistory.org/essays/romancing-west-dude-ranching-wyoming>. (Accessed: 15th November 2016)
9. National Park Service. National Register of Historic Places. **900**, 1–2 (1989).
10. Associated Press. Dude ranching on college bill. *The Spokesman-Review* (1935).

Appendix A. Letters of Support

(Letters of support from industry leaders will be provided to the Board of Trustees with the Request for Authorization)

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Appendix B. List of Partners

Educational partners

Casper College
Central Wyoming College – Lander
Northwest College – Powell
National Outdoor Leadership School (NOLS) - Lander

Industry partners

Center of the West
Grand Teton Lodge Company
Jackson Hole Chamber of Commerce
Jackson Hole Mountain Resort
Little America Hotel & Resort
Paradise Guest Ranch
The Wort Hotel
Wyoming Lodging and Restaurant Association
Yarrow Group

Government partners

Bureau of Land Management
United States Forest Service
Wyoming Office of Tourism
Wyoming State Parks, Historic Sites & Trails

Appendix C. Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT) Standards Met by Core Curriculum Courses

Course Title	COAPRT Standard					
	7.01a	7.01b	7.01c	7.02	7.03	7.04
Foundations of Recreation & Tourism	x	x	x		x	ability to use diverse, structured ways of thinking to solve problems related to different facets of professional practice, engage in advocacy, and stimulate innovation
Foundations of Customer Service & Hospitality	x	x	x	x		
Natural & Cultural Resources of the West	x					
Tourism Theory & Practice	x	x	x		x	
Statistics	x	x			x	
Accounting					x	
Marketing	x	x			x	
Economics					x	
Operations, Management & Environmental Stewardship		x	x	x	x	
Program Planning, Design & Delivery		x		x	x	
Business Strategies		x			x	
Human Dimensions		x	x			
Recreation Venue Operations		x	x	x	x	
Capstone		x			x	x
Internship		x				x

