



ASSESSMENT RESULTS

Exploring a Natural Resource Recreation and Tourism Degree at the University of Wyoming



Executive summary

Outdoor recreation and tourism are integral to Wyoming's historical, cultural, and economic identity. Recent trends in the mineral extraction industry have prompted moves to expand and diversify the state's second largest economic sector—recreation and tourism. As part of this initiative, the University of Wyoming's (UW) Haub School of Environment and Natural Resources and the UW College of Business are developing a degree program in Natural Resource Recreation and Tourism. A development team in the Haub School sought to assess the needs of students, stakeholders in recreation and tourism across Wyoming, and government agencies regarding a possible degree and the trajectory of outdoor recreation in general. We conducted a review of existing, successful recreation and tourism programs at other universities and compared these findings to UW's current course offerings. Additionally, we sought extensive stakeholder input. We conducted four focus group meetings around the state to gather ideas from diverse stakeholders regarding the future of recreation and tourism in Wyoming. We also conducted an online survey of a broad range of stakeholders for opinions on a variety of topics related to recreation and tourism. These results will be used to inform the program's faculty and advisory committees.

Assessment participants indicated the top features that attract visitors to Wyoming are public lands, national parks, natural resources such as open space and mountains, wildlife, and Western culture. The top activities that attract visitors to our State according to our participants are still hunting, fishing, and resort skiing, but also rock climbing and river sports, with an emphasis on all uses on public lands. Our respondents told us that a lack of housing, and insufficient training and experience of the applicant pool were the greatest challenges to finding and hiring good employees. The skills and knowledge they seek in their employees are business skills (e.g., marketing), leadership skills (decision-making, problem solving, creative thinking), communication skills (writing, public speaking, understanding and interacting with people), and job-specific expertise (local history, natural history, ecology, natural resource policy and regulatory frameworks).

Given our assessment participants' support for creating an outdoor recreation degree, Wyoming's need for economic diversification, and the myriad economic opportunities, our conclusion is that UW's Haub School of Environment and Natural Resources, College of Business, Outreach School, and other departments should create an interdisciplinary four-year degree that will allow the State of Wyoming to maximize these opportunities. This degree should include the components our participants indicated were most needed: business, leadership, and communication skills, combined with a variety of other disciplines including ecology, history and policy.

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Recreation and Tourism in Wyoming

THAT'S WY™: REASONS TO VISIT

Wyoming offers unparalleled opportunities for adventure and exploration. Whether it's summiting the peaks of our abundant public land, or spotting a moose as you cast your fly rod, there are limitless ways to experience nature in Wyoming. Wildlife is a principal attraction; wildlife viewing, hunting, and fishing are popular forms of recreation for locals and visitors alike. Other popular activities include hiking, biking, and off-roading in the summer and cross-country and downhill skiing, and snowmobiling in the winter. 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.

HISTORY OF TOURISM AND RECREATION IN WYOMING

Recreation and tourism form a central theme in Wyoming's history. The industry of attracting visitors for a rare glimpse into nature, wildlife, and "the Old West" emerged in the late 1880s. The Wild West Shows of this era introduced millions of Americans to a highly romanticized vision of cowboys and Indians and the untamed West. Perhaps as a result of these vaudevillian performances, dude ranches proliferated in 1890s so that visitors could indulge their nostalgia for a bygone era. Guest ranches remain an important draw for tourists to this day.

Early conservation efforts in the state were a concurrent draw for eastern visitors. Thanks to conservation leaders like Theodore Roosevelt, Wyoming boasts the first national park (Yellowstone 1872), first national forest (Shoshone Forest 1891), and first national monument (Devils Tower 1906). As early as 1915, Yellowstone National Park was attracting over 50,000 visitors per year. Today, more than half of Wyoming is public land, attracting sportspersons from far and wide for a range of outdoor activities.

ECONOMIC IMPORTANCE OF RECREATION AND TOURISM

Recreation and tourism are also 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.

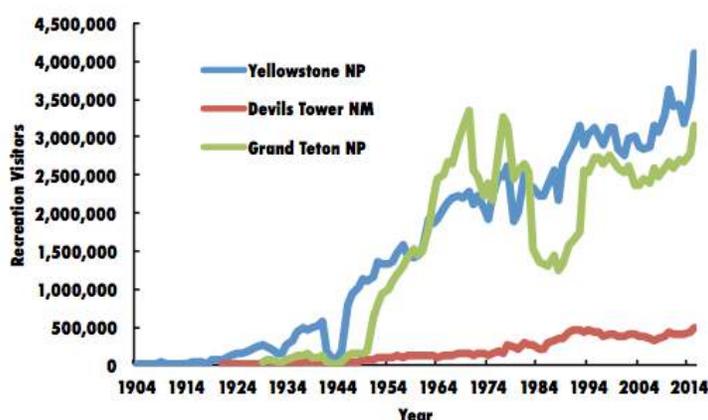


Figure 1. National Park Service lands attracted over 7 million visitors to Wyoming in 2015. Yellowstone National Park, Grand Teton National Park, and Devils Tower National Monument account for the greatest proportion of visits of the seven park units in the state.

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 (Figure 1). 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 TOURISM AND RECREATION 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.

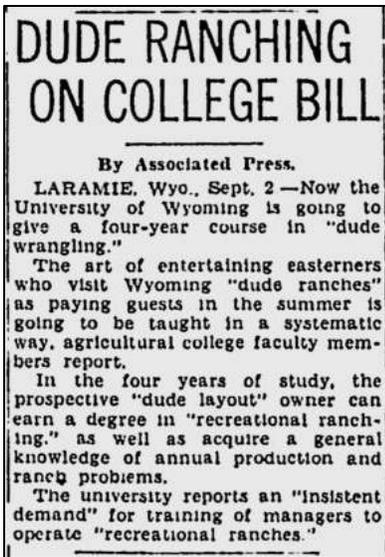


Figure 2. UW offered a bachelor's degree in Recreational Ranching during the height of the dude ranching economy in the 1930s¹⁰.

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 offers an Outdoor Leadership Development Series to students wanting to improve their leadership skills. A number of graduate students and

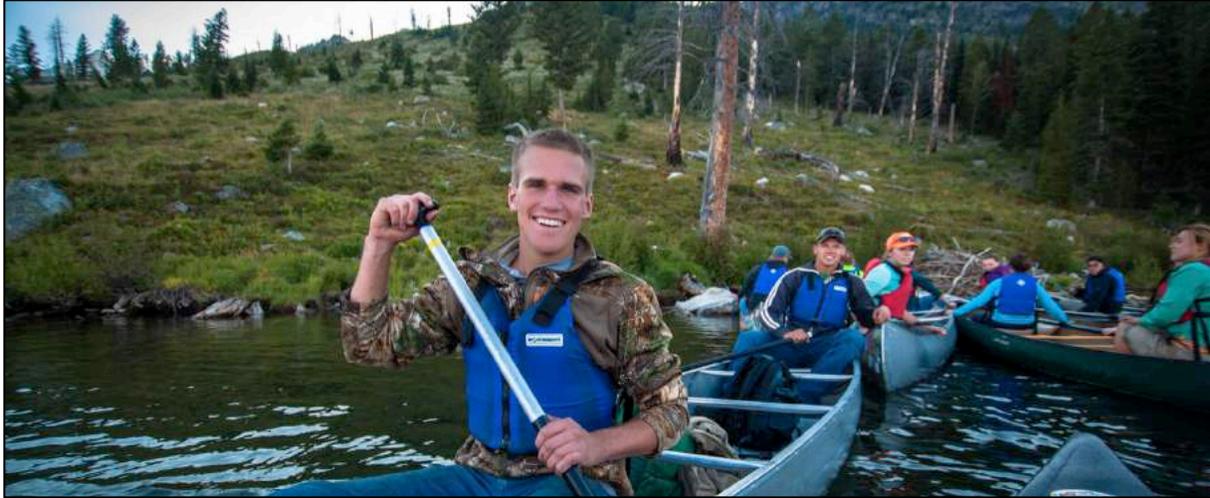
faculty continue to conduct research on the economic and environmental impacts of recreation and tourism as well as serve as advisors for planning in related fields. For example, current research includes a study examining carrying capacity for rock climbing at nearby Vedauwoo.

NEED FOR A RECREATION AND TOURISM DEGREE PROGRAM

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 has recently formed an Outdoor Recreation Task Force. The outdoor recreation and tourism industries have asked UW to explore adding a recreation-related degree program. Current students often find they need to design their own majors to fit professional recreation requirements. These students are spread across disciplines such as Geography, Business, and Environment and Natural Resources.

The Haub School of Environment and Natural Resources and the College of Business are responding to this renewed interest in outdoor recreation and tourism by developing a degree program in Natural Resource Recreation and Tourism. The degree program would start out as a bachelor's degree, but could be extended to offer a minor, certifications, and graduate degrees.

A team of faculty and staff at the Haub School and College of Business is working on degree program development. This team has reviewed successful degree programs at other universities and has conducted a survey and facilitated focus groups to gather ideas and opinions from a broad range of stakeholders on what is desired in a proposed degree. The online survey was sent primarily 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.



Data Collection Results

RECREATION AND TOURISM PROGRAMS AT OTHER UNIVERSITIES

We conducted a review of existing recreation and tourism programs at 18 institutions throughout the country, including 11 western institutions and six peer institutions. 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.

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	
Outdoor Recreation Leadership	Biology courses (zoology, mammalogy, ornithology)
Environmental Interpretation	Spatial analysis (GIS, remote sensing, risk analysis)
Inclusion and Diversity in Recreation and Tourism	
Natural Resource Management	Environmental courses (ethics, cultural, economics, policy)
Parks Administration	
Environmental/Experiential Education	
Wilderness Medical Training	
Entrepreneurship/Business Management	Varies significantly across programs
~30 credits common across programs	

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. Given the substantial gaps in what would be a typical recreation and tourism degree program, UW will need to develop a new curriculum.

SURVEY RESPONDENTS

We created an online survey for business and government stakeholders throughout the state. We asked questions regarding current perceptions of recreation and tourism as well as addressing thoughts on potential avenues for change and growth.

An invitation to take the survey was sent to 95 recreation and tourism stakeholders. Of these, 51 anonymous stakeholders completed the survey. Sixty-four percent of survey takers represented business owners or employees, while the remainder represented other stakeholders such as government employees. About 15% of survey takers were business owners, and most businesses were locally owned. Detailed survey results can be found in the Appendix.

FOCUS GROUP PARTICIPANTS

Additionally, we facilitated meetings with four focus groups: 1) Shaping How We Invest for Tomorrow (SHIFT), an event to foster recreation and conservation partnerships, with ~20 attendees, 2) Wyoming Lodging and Restaurant Association (WLRA) with ~100 attendees, 3) undergraduate and graduate students from UW with 11 attendees, and 4) citizens of Lander with 16 attendees. These groups were broken out into smaller units and asked to answer a set of questions before reconvening with the larger group to share their answers.

IMPORTANCE OF NATURAL RESOURCES

Survey takers stressed the importance of Wyoming's natural resources for our economy. They believed that our national parks, natural resources, and wildlife were the three most important attractions for visitors. They also thought that enjoyment of nature, activities on public lands, and wildlife viewing and photography were the most economically important activities.

One hundred percent of respondents agreed or strongly agreed that the Wyoming features that attract the most visitors are public lands, national parks, wildlife, and Western culture. The activities our respondents felt were the most economically important (>97% agreed or strongly agreed) were nature enjoyment, "activities on public lands", fishing, hunting, recreational vehicle camping, and resort skiing.

NEED FOR SKILLED EMPLOYEES

Survey respondents were asked several questions about the skills they look for in potential employees. They said that it is challenging to find employees who are adequately trained, experienced, or educated in the recreation and tourism industry. The skills and knowledge that are most sought after in potential applicants relate to interacting with and understanding people, problem solving, and decision-making (Figure 3). The top skills they valued but did not find in

abundance in the current applicant pool were work ethic, communication skills, business skills, and leadership ability.

Our respondents desired employees with a capacity for decision-making, people skills, and problem solving (100% each), creative thinking and writing/communication skills (96%), interdisciplinary understanding of the field and leadership skills (87%), and public speaking, marketing skills, and knowledge of local and natural history (81%). Only 23% of respondents agreed that all of their skill needs were met within their organization. The biggest challenges to hiring and finding good employees with the required skills were housing (primarily in Jackson), training, and experience.

Echoing the results of the online survey, focus groups believed that essential job skills include decision-making, communication, leadership, and a work ethic. There was also a desire for business acumen, including knowledge of marketing, investment, accounting, grant writing, small business development, and entrepreneurship. Other stakeholders look for employees with a social science background, including diversity, consumer choice, and an understanding of local community needs. Employers also look for a working knowledge of outdoor recreation, including outdoor ethics, knowledge of land management, conservation, and environmental policy.

What skills and knowledge do you seek in potential employees?

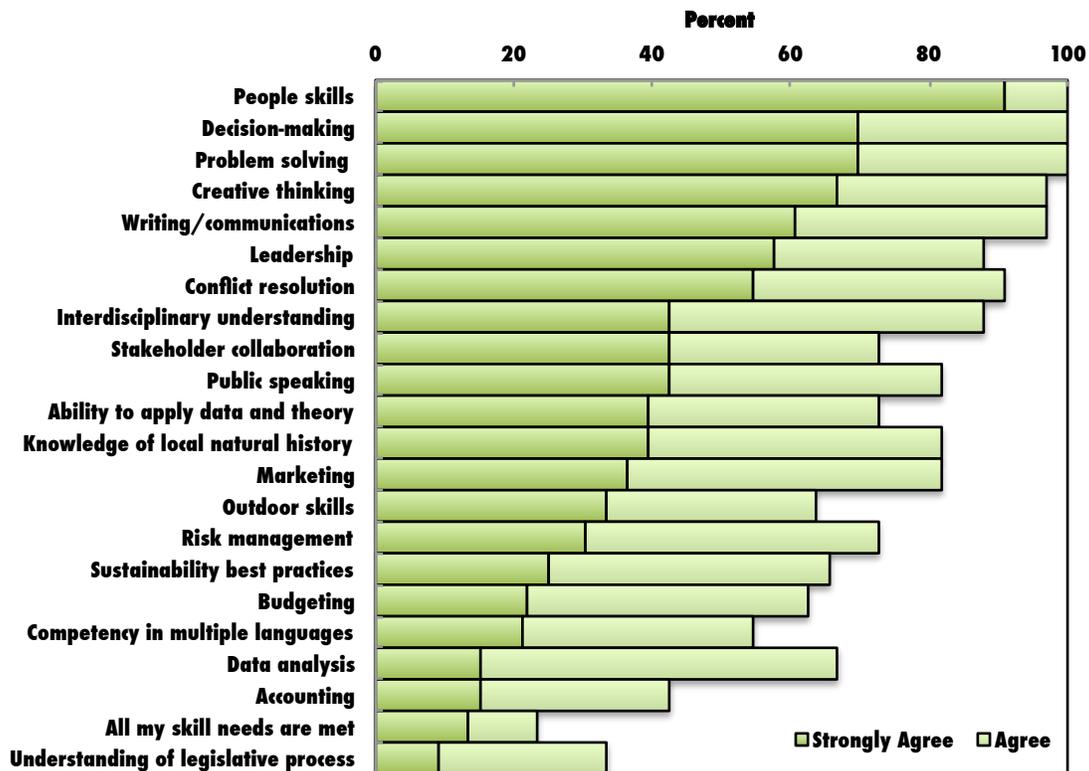


Figure 3. Skills and knowledge that survey participants valued in potential employees in the recreation and tourism sector. These responses reflect a need for well-rounded workers with good communication, interpersonal skills, and leadership capabilities.

THEMES FOR CREATING A MORE ROBUST ECONOMY

Recently, Governor Matt Mead charged his Task Force on Outdoor Recreation to boldly and broadly explore opportunities related to outdoor recreation in Wyoming, and to give him recommendations that allow Wyoming to economically benefit from its natural resources without “killing the golden goose.” Additionally, Governor Mead tasked them with using outdoor recreation as a means to retain and draw young people to our State and to consider infrastructure, families, school access, manufacturing, marketing to businesses and quality of life in the long-term. Our focus group participants almost verbatim communicated the same concepts.

A number of themes emerged from stakeholders to create a more robust recreation and tourism economic sector in Wyoming.

Marketing and technology innovation: There was a strong emphasis on improved marketing, particularly for local tourism, targeted user groups, and international markets. Stakeholders also stressed a need for improved information sharing (e.g., through guides that are accessible on cell phones). There was also an emphasis on attracting entrepreneurial talent to the state.

Funding and infrastructure: All focus groups echoed the need for improved infrastructure and increased funding. Some examples include forming a Wyoming Office of Outdoor Recreation, and offering small business grants.

Partnerships: The need for partnership was another common thread among all groups. Stakeholders cited the need for improved cooperation between government agencies, educational institutions, and public-private stakeholders.

Sustainability: Stakeholders agreed that growth and development should be guided by best practices to avoid impairing Wyoming’s landscapes and natural resources and to leave them intact for future generations.

Education and awareness: Focus groups supported the development of a degree program at UW, with the hopes of encouraging graduates to stay in Wyoming.

OPPORTUNITIES FOR SUCCESS

Our respondents also felt that there were many opportunities related to outdoor recreation and adventure tourism for Wyoming. We were impressed with the enthusiasm we encountered related to the opportunities that participants saw for these fields, and the positive difference expansion of these activities can make in our State economically, socially, and environmentally.

All groups acknowledged the continued importance of existing forms of recreation and tourism operations while highlighting the need for diversification. Many stakeholders were interested in seeing locally focused community development, particularly through improved recreation opportunities for small communities.

When asked about promising areas for development, respondents cited biking (road and mountain), cultural and historical tours, fishing and hunting, and backcountry experiences. Only around half of

respondents believed that the facilitating infrastructure (information, retailers, transport, etc.) for recreation and tourism is robust in Wyoming. Respondents suggested that ways to improve this infrastructure include education, incentives (e.g., small business grants), marketing, and a focus on local development.

HOW UW CAN HELP

The Haub School, the College of Business, the Outreach School, and other departments at UW 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.

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 majors to accommodate their desire to complete studies in this field. 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 delve into a broader skill set that would make them appealing to potential employers.

Additionally, we are pursuing discussions and potential collaborations with community colleges around the State, Colorado State University, and the National Outdoor Leadership School. We are identifying existing degree program gaps and areas of potential overlap. We are also looking at establishing credit transfers between UW and these various institutions.



Discussion and Future Plans

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 indicates that there is a social and economic desire of stakeholders in this economic sector for an 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. Now, people engaged in recreation and tourism discuss the power and utility of mobile apps, the effects of climate change and internationalization, new forms of recreation including fat tire snow bikes, and a telecommuting clientele. Despite this growing breadth in outdoor recreation and tourism, the essence of outdoor recreation in Wyoming has changed very little and more traditional activities such as horseback riding, hiking, fishing, and hunting are unlikely to go out of fashion. Quite the opposite, as Governor Mead also told his Task Force, the premium in Wyoming "is on open space. Therefore, here in Wyoming, we are on the cutting edge because we are rural."

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 needs to provide the leaders to help our State achieve exactly that.

Our assessment clearly indicates the need for this degree to focus on courses related to business, human dimensions in natural resources, and outdoor recreation skills. An interdisciplinary approach to this degree—one that includes natural history and local historical knowledge, ecological science and communication skills—would be preferable. Our respondents not only want capable and reliable employees, they want leaders and innovators.

NEXT STEPS

The information-gathering phase being complete, we are now poised to develop a proposed curriculum in detail. A faculty curriculum committee will develop the curriculum. An external advisory committee, consisting of prominent stakeholders in the tourism industry, government, and non-profit organizations, will provide general input on degree program development and insight into current and future trends in outdoor recreation and tourism. Concurrently, a hiring committee will conduct searches for an Academic Professional Lecturer and two new tenure-track faculty. The proposed curriculum will undergo a rigorous approval process within UW, requiring review and/or approval from the faculty senate, dean's council, academic affairs, and trustees. Once the curriculum has been approved, the degree program can begin to recruit students for enrollment.

The general timeline is as follows:

Spring 2017

- Form faculty and advisory committees
- Develop a draft curriculum
- Hire Academic Professional Lecturer
- Develop a financial plan

Fall 2017

- Develop a marketing plan
- Complete degree approval process

Spring 2018

- Recruit students
- Hire two tenure-track faculty

Fall 2018

- Launch degree program for freshman, transfers, and existing students

Acknowledgments

Thanks to Bill Gribb and Tex Taylor of UW and Diane Shober of the Wyoming Office of Tourism for valuable background information.

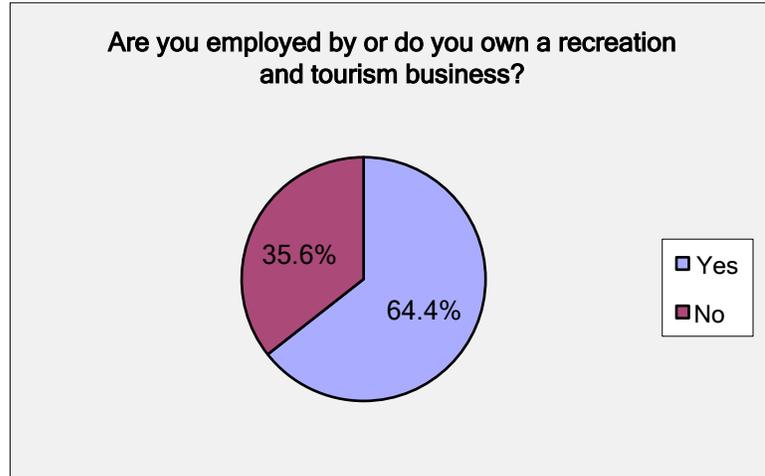
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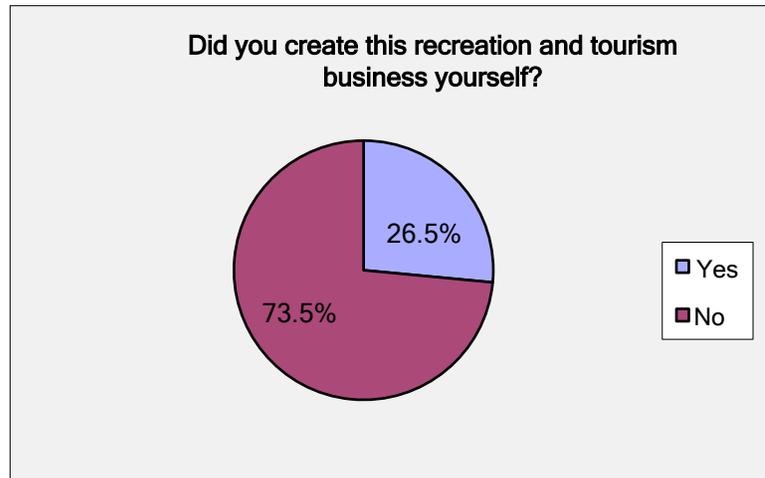
Appendix. Online survey results

Part I: Participation in Recreation and Tourism

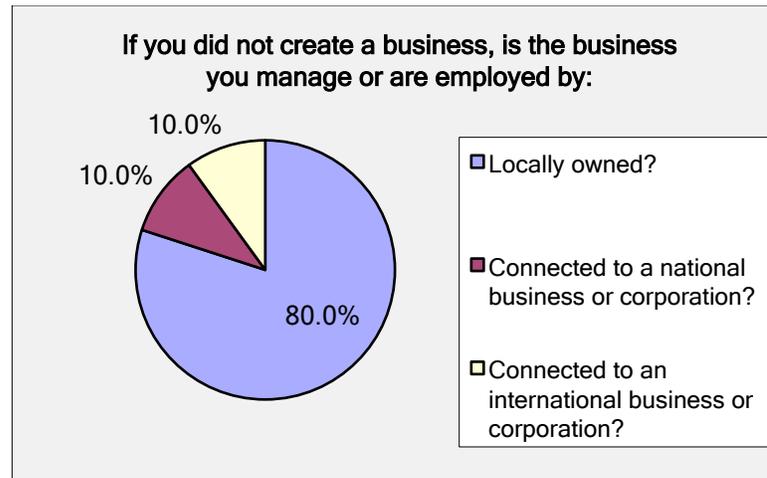
2. Are you employed by or do you own a recreation and tourism business?



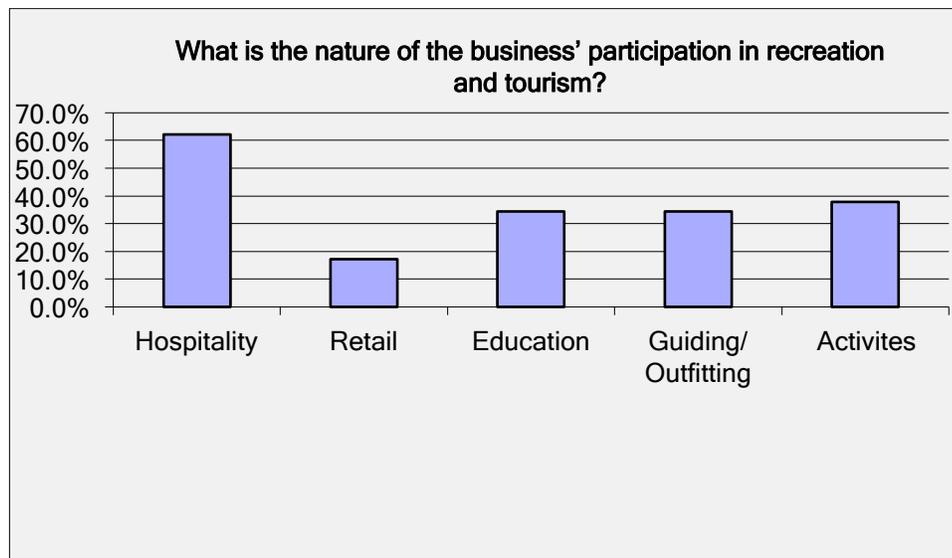
3. Did you create this recreation and tourism business yourself?



4. If you did not create a business, is the business you manage or are employed by locally owned, connected to a national business or corporation, or connected to an international business or corporation?



5. What is the nature of the business' participation in recreation and tourism?



Part II: Recreation and Tourism Activities and Features

12. Please tell us whether you agree or disagree that the following activities are economically important to tourism in Wyoming. Please select one response for each item.

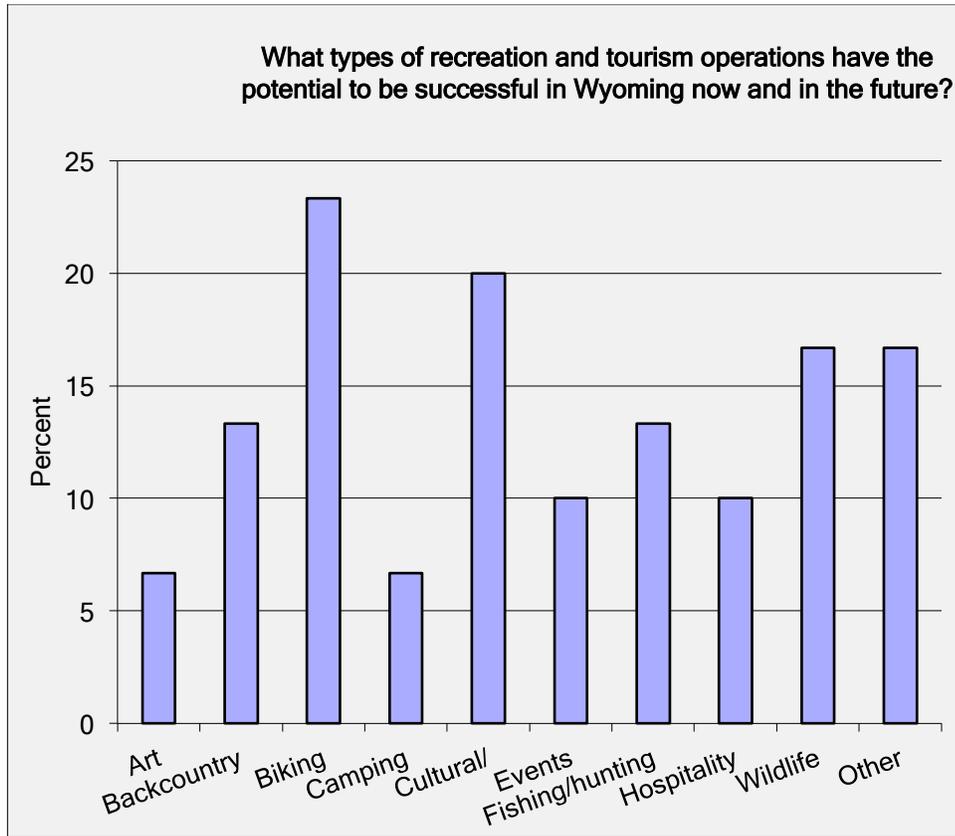
Please tell us whether you agree or disagree that the following activities are economically important to tourism in Wyoming. Please select one response for each item.							
Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Response Count
Rock climbing	16	25	3	0	1	0	45
Fishing	34	10	0	1	0	0	45
Hiking and/or backpacking	31	12	0	0	0	0	43
Resort skiing	34	10	1	0	0	0	45
Backcountry skiing (cross-country or alpine)	19	23	2	0	1	0	45
Hunting	33	11	1	0	0	0	45
Horseback riding or packing	22	20	1	0	0	0	43
RV camping	29	15	1	0	0	0	45
Trail running	9	18	13	3	1	0	44
Mountaineering	13	22	8	1	0	0	44
Four wheeling/Jeep adventures	12	18	13	1	1	0	45
ATVing or dirt biking	17	16	9	2	1	0	45
River sports (non-motorized; raft, kayak)	20	23	2	0	0	0	45
River sports (motorized; jet ski, power boat)	9	20	12	3	1	0	45
Nature enjoyment	38	6	0	0	0	0	44
Motorcycling	15	17	8	3	1	0	44
Wildlife viewing/observing	35	8	1	0	0	0	44
Mountain biking	21	19	4	0	1	0	45
Orienteering	10	13	15	4	1	1	44
Ice climbing	5	16	17	6	1	0	45
Scenic automobile touring	28	14	2	1	0	0	45
Activities on public lands	38	7	0	0	0	0	45
Tent camping	25	18	2	0	0	0	45
Snowmobiling	27	16	2	0	0	0	45
Photography	29	14	2	0	0	0	45
<i>answered question</i>							45
<i>skipped question</i>							6

13. Please tell us whether you agree or disagree that the following Wyoming features attract tourists. Please select one response for each item.

Please tell us whether you agree or disagree that the following Wyoming features attract tourists. Please select one response for each item.							
Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Response Count
National parks	43	1	0	0	0	0	44
Public lands	38	7	0	0	0	0	45
Cultural history	16	24	5	0	0	0	45
Natural resources (e.g., mountains, views, open spaces, wildflowers, wildlife, dark skies)	39	6	0	0	0	0	45
Abundant wildlife	39	6	0	0	0	0	45
Common interest groups (e.g., birding groups, motorcycle riders)	17	20	7	1	0	0	45
Trail access	23	20	2	0	0	0	45
Western culture (e.g., cowboy culture, wild west authenticity)	25	20	0	0	0	0	45
Western cuisine (e.g., wild game, local beef or dairy products)	6	23	14	1	1	0	45
Western brewing, distilling, and wineries	8	18	17	1	1	0	45
Scenic highways	27	12	6	0	0	0	45
Interactions with local people	11	21	8	3	1	0	44
Climate	10	15	16	3	1	0	45
Music	6	13	20	6	0	0	45
Low population density	14	16	12	3	0	0	45
Theater, arts, and artisanal craft	9	9	19	7	1	0	45
Events (Cheyenne Frontier Days, Chugwater Chili Cookoff, conferences, pow-wows, festivals, etc.)	22	17	4	1	0	0	44
answered question							45
skipped question							6

Part III: Needs in Wyoming Now and in the Future

15. What types of recreation and tourism operations have the potential to be successful in Wyoming now and in the future?



16. Please indicate your level of agreement with the following statement: The facilitating infrastructure (information, retailers, transport) for recreation and tourism is robust.

Please indicate your level of agreement with the following statement:							
Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Response Count
The facilitating infrastructure (information, retailers, transport) for recreation and tourism is robust.	0	18	14	5	2	1	40
					<i>answered question</i>		40
					<i>skipped question</i>		11

17. Please identify whether you agree or disagree with the following statements about Wyoming's recreation and tourism economy. Please select one response for each item.

Please identify whether you agree or disagree with the following statements about Wyoming's recreation and tourism economy. Please select one response for each item.							
Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Response Count
Recreation and tourism can help meet the need for a more diversified economy	35	6	0	0	0	0	41
The skills necessary to increase the recreation and tourism sector in Wyoming are currently abundant	5	11	12	10	3	0	41
A market exists for new recreation and tourism business	25	13	3	0	0	0	41
Wyoming has the natural resources to be a model for recreation and tourism globally	31	9	1	0	0	0	41
Recreation and tourism would benefit from greater retention of young professionals in Wyoming	28	10	3	0	0	0	41
Wyoming needs creative solutions to transition to a more diverse economy	37	3	0	1	0	0	41
<i>answered question</i>							41
<i>skipped question</i>							10

Part III: Maximizing Wyoming's International Tourism Potential

19. International tourists may visit Wyoming for many reasons. Please indicate whether you agree or disagree that the following Wyoming features or opportunities attract these tourists. Please select one response for each item.

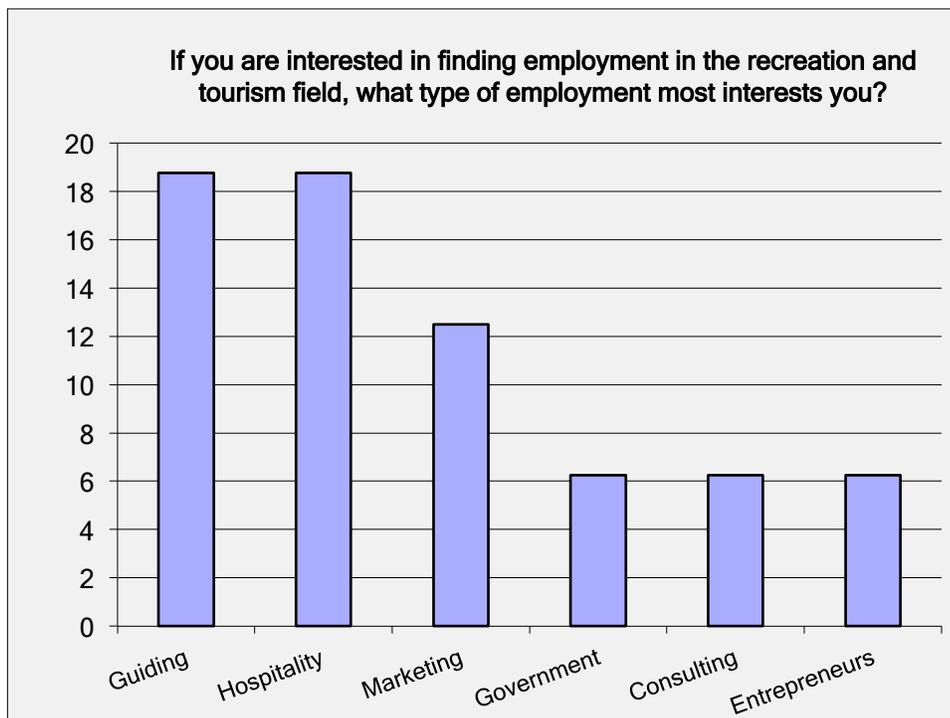
International tourists may visit Wyoming for many reasons. Please indicate whether you agree or disagree that the following Wyoming features or opportunities attract these tourists. Please select one response for each item.							
Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Response Count
National parks	38	1	0	0	0	0	39
Fishing and/or hunting	16	9	11	2	0	0	38
Non-motorized recreation	14	16	6	2	0	0	38
Skiing	24	13	2	0	0	0	39
Nature enjoyment	29	8	2	0	0	0	39
Wildlife viewing/observing	31	8	0	0	0	0	39
Public lands	20	10	7	1	0	0	38
RV camping	8	19	10	2	0	0	39
Tent camping	8	16	12	3	0	0	39
Motorized recreation	9	12	12	5	0	0	38
Open space	23	10	5	0	0	0	38
Photography	26	11	2	0	0	0	39
Trail access	12	17	8	1	0	0	38
Western culture (cowboy culture, wild west authenticity)	28	10	1	0	0	0	39
Western cuisine	10	15	12	1	0	0	38
Interactions with local people	9	18	10	1	0	0	38
Local history	14	17	7	0	0	0	38
<i>answered question</i>							39
<i>skipped question</i>							12

Part IV: Wyoming Needs for Skills and Knowledge in Recreation and Tourism

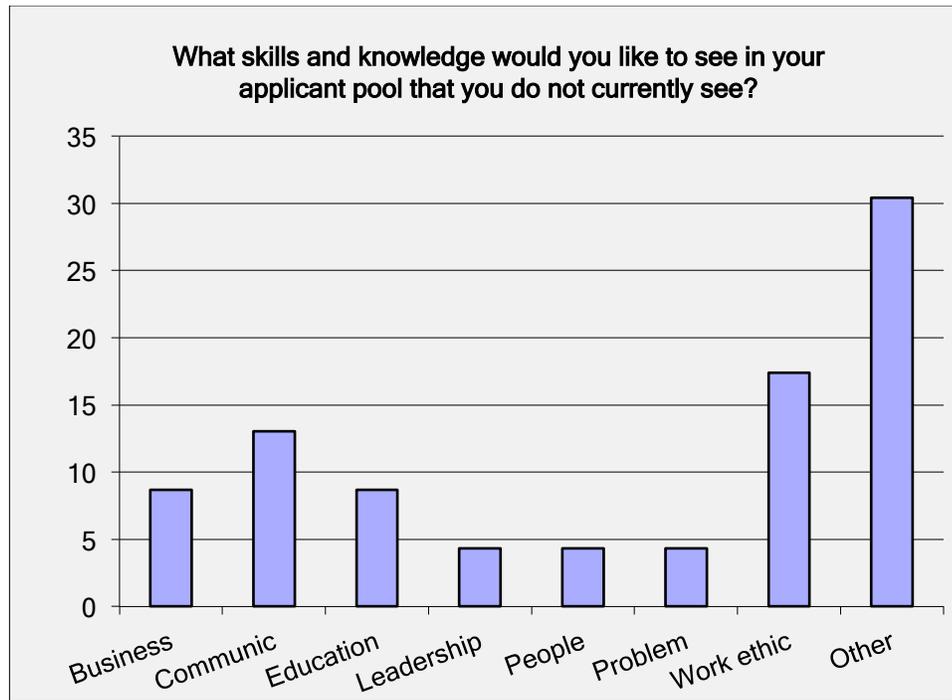
22. What are your challenges and strategies to finding and hiring good employees?



23. If you are interested in finding employment in the recreation and tourism field, what type of employment most interests you?



25. What skills and knowledge would you like to see in your applicant pool that you do not currently see?

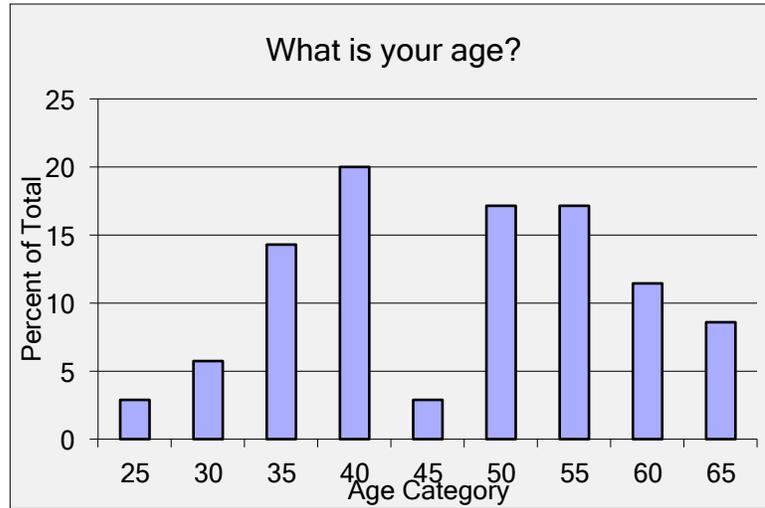


26. What skills and knowledge do you seek in potential employees? Select one response for each skill set.

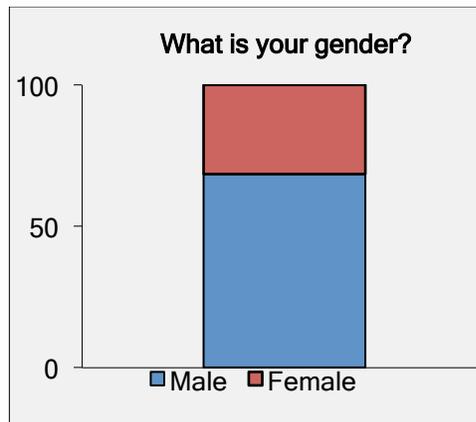
Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Response Count
Leadership	19	10	4	0	0	0	33
Decision-making	23	10	0	0	0	0	33
Writing/communications	20	12	1	0	0	0	33
Interdisciplinary understanding	14	15	4	0	0	0	33
Creative thinking	22	10	1	0	0	0	33
Marketing	12	15	5	0	1	0	33
Stakeholder collaboration	14	10	7	0	2	0	33
People skills	30	3	0	0	0	0	33
Budgeting	7	13	11	0	1	0	32
Public speaking	14	13	5	1	0	0	33
Data analysis	5	17	8	2	1	0	33
Ability to apply data and theory to real world	13	11	7	1	1	0	33
Conflict resolution	18	12	3	0	0	0	33
Understanding of legislative process	3	8	15	5	2	0	33
Competency in multiple languages	7	11	12	2	1	0	33
Problem solving	23	10	0	0	0	0	33
Accounting	5	9	16	2	1	0	33
Outdoor skills	11	10	8	4	0	0	33
Risk management	10	14	7	2	0	0	33
Sustainability best practices	8	13	8	2	1	0	32
Knowledge of local natural history	13	14	6	0	0	0	33
All my skill needs are met within my organization	4	3	8	8	6	1	30
answered question							33
skipped question							18

Part V: In This Section, We Would Like to Learn about You and Your Community

32. What is your age?



33. What is your gender?



34. What is the highest level of education you have completed and in what subjects? Please select one response.

