

**2010-2015 STRATEGIC PLAN**  
**Recreation, Parks, & Tourism Administration Department**  
**California Polytechnic State University**

***REVISED FALL RETREATS 2011, 2012, 2013, 2014, 2016***

**Mission Statement**

To advance leadership and knowledge in recreation, parks, and tourism.

**Vision**

The Recreation, Parks, & Tourism Administration's vision is to cultivate leaders and innovators in industries that promote healthy lifestyles, protect memorable places, and facilitate life-enhancing experiences for individuals, communities, and the global society.

**Values**

The core values that guide the RPTA Department's interactions with students, parents, alumni, professionals, faculty, staff, administrators, advisory council members and the community involve:

- Life-balance
- Sustainability
- Service
- Leadership and Innovation
- Curiosity and Creativity
- Diversity and Inclusivity
- Community and Collaboration
- Professionalism and Integrity

The mission, vision, and values are realized through the RPTA Department's tagline: "Live. Protect. Explore."

## **2010 Long Range Goals**

### **Goal 1: Faculty will demonstrate a commitment to teaching excellence and innovation**

- Annual student evaluations will provide evidence of teaching excellence
- Faculty will participate in teaching growth and training opportunities annually
- Peer review evaluations will demonstrate continual improvement and commitment to the scholarship of teaching
- Faculty will continue to receive College and University recognition for teaching excellence and innovation

### **Goal 2: The program will promote environmental stewardship as it relates to the recreation, parks, and tourism discipline**

- Within three years, integrate environmental stewardship concepts and practices into the program's curriculum
- Faculty will serve on relevant committees within the College and University to demonstrate the relationship between recreation, parks, tourism and environmental stewardship
- Faculty, as appropriate, will pursue professional development opportunities that promote environmental stewardship and sustainability
- Participate in developing agritourism/recreation plans for Swanton Pacific Ranch and the Cal Poly farm

### **Goal 3: The program will seek opportunities to develop resources and partnerships**

- Establish relationships with three key industry partners
- Expand contract partnerships to additional agencies
- Expand partnerships with statewide and national organizations
- Acquire additional faculty to improve student to faculty ratio
- Increase program's autonomy through access and participation in College of Agriculture decision making
- Increase alumni involvement through annual fundraisers, social activities, recruitment, and networking
- Expand partnerships with academic and university units on campus

### **Goal 4: Faculty will enhance the curriculum through state of the art resources, methods, and learning environments**

- Expand interdisciplinary cooperation through curriculum offerings

- Expand utilization of the central coast's natural resources for courses
- Focus on strategic areas of agritourism, ecotourism, adventure tourism, natural resources and outdoor recreation management, and event management
- Update curriculum to meet student demand and industry and societal trends
- Develop two general education courses
- Further develop graduate program
- Develop non-traditional course offerings
- Enhance assessment strategies and implement assessment results for program improvement

**Goal 5: Faculty will prepare students professionally and academically for career success**

- Expand the breadth of professional involvement opportunities for students
- Increase student/faculty collaboration on projects and research
- Provide excellent advising based on current student characteristics
- Expand students' multicultural and diversity awareness
- Provide students with leadership and experiential opportunities to facilitate professional development and civic leadership
- Continually offer community service learning opportunities and experiences
- Expand students national, global, and societal awareness

**Goal 6: Faculty will pursue professional development and scholarship**

- Provide support for faculty engagement in research and professional development
- Provide leadership to the profession at national, regional, and state levels
- Increase faculty support, collaboration, and communication
- Increase mentoring for new faculty in formal and informal settings

**Goal 7: The program will enhance student academic environment and achievement**

- Attract more diverse students in terms of race, ethnicity, and academic interest
- Increase number of program applicants and quality of applicants
- Monitor and improve student recruitment, retention, and graduation rates

- Promote civility in the classroom

#### Assessment of Goals 2010-15

GOAL	REVISIONS NOVEMBER 2009/SEPTEMBER 2011	GOAL ASSESSMENT EXAMPLES 2010-15	2010-15 TIMELINE & RESPONSIBILITY
<b>Goal 1: Faculty will demonstrate a commitment to teaching excellence and innovation</b>			
Annual student evaluations will provide evidence of teaching excellence		Student evaluations for all 7 RPTA faculty are good to excellent in nearly all classes	Ongoing, all faculty
Faculty will facilitate the scholarship of teaching	<i>New sub-goal 2011</i>	<i>B. Greenwood</i> , 2010-13 CTLT Leadership; <i>Jacobs</i> Faculty Associate 1 <sup>st</sup> Year Experience 2005-2012; <i>Jacobs</i> university Integration of Student Learning Community 2008-2012 <i>Goldenberg</i> , Chair CAFES Teaching Enhancement committee 2012-13; member 2013-present; <i>J Greenwood</i> , speaker CTLT 2012, CAFES Teaching Enhancement committee 2013	Ongoing, all faculty
Faculty will participate in teaching growth and training opportunities annually		<i>Goldenberg, B. Greenwood, J. Greenwood, Jacobs, Schwab, Lin, Mackenzie</i> active in	Ongoing, all faculty

		CTLT, CALSPRE, SPRE, TALS	
Peer review evaluations will demonstrate continual improvement and commitment to the scholarship of teaching		Fall 2012 <i>B Greenwood</i> , promotion to Associate Prof Fall 2013 promotions: <i>Goldenberg</i> to Professor, <i>J Greenwood</i> , Assoc Prof, <i>B Greenwood</i> , tenure	Peer Review Committees for each faculty member in the RPT process
Faculty will continue to receive College and University recognition for teaching excellence and innovation		<i>B Greenwood</i> 2011 NACTA Teaching Award; <i>Hendricks</i> 2012 Distinguished Scholarship Award; <i>Goldenberg</i> 2013 President's Community Service Award; <i>B Greenwood</i> 2014 CAFES New Faculty Award for University Teaching; <i>J Greenwood</i> 2014 CAFES Outstanding Advisor; <i>Goldenberg</i> 2015 CAFES Outstanding Research Award <i>Schwab</i> 2016 CAFES New Scholar Award	Faculty, Staff & Department Head to nominate on an annual basis

GOAL	REVISIONS NOVEMBER 2009/SEPTEMBER 2011	GOAL STATUS	2010-15 TIMELINE & RESPONSIBILITY
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<b>Goal 2: The program will promote environmental stewardship as it relates to the recreation, parks and tourism discipline</b>	The program will promote sustainability as it relates to the recreation, parks and tourism discipline		
Within three years, integrate sustainability concepts and practices into the program's curriculum	<i>Continue to</i> integrate sustainability concepts and practices into the program's curriculum	<p>TIES UCC sustainable tourism member, RPTA 413, new course RPTA 214, revised RPTA 314, RPTA 112 new requirement for OARR concentration, 302, 317, 320 incorporate stewardship/sustainability, 2010 advisory council &amp; RPTA hosted sustainability panel &amp; event on Hornblower hybrid</p> <p>2010-11 <i>Root</i> developed advanced event planning and advanced event management courses by winter 2011 in part for Cal Poly agreement to co-coordinate 2011 CA Sustainable Tourism Summit with CTTC and 2011 International Ecotourism and Sustainable Tourism Summit with TIES, taught summer 2011</p> <p><i>Goldenberg</i> incorporated sustainability into 112 and 325</p>	<p><i>J Greenwood</i> revised RPTA 313 to be required of all RPTA students fall 2013</p> <p><i>Lin</i> to update sustainability content in RPTA 317 fall 2015;</p> <p><i>Schwab</i> developed Sustainable Tourism in the Dominican Republic course, approved summer 2015 for spring 2016 offering</p>

		<i>Hendricks</i> contributed to 2013 CSU HMEI sustainability report;	
Faculty will serve on relevant committees within the College and University to demonstrate the relationship between recreation, parks, tourism and sustainability	Faculty will serve on relevant committees within the College and University to demonstrate the relationship between recreation, parks, tourism and environmental stewardship <i>and sustainability</i>	<i>J Greenwood</i> 2010-present CAFES Center for Sustainability committee; <i>J Greenwood</i> 2010-present CAFES Curriculum Committee; <i>Goldenberg</i> 2010-11 Diversity Learning Objective Committee; <i>Goldenberg</i> 2010-2012 University Inclusive Excellence Committee; <i>Goldenberg</i> CAFES Graduate Committee; 2010-present <i>Goldenberg</i> CAFES Peer Review Committee; <i>Goldenberg</i> 2005-present CAFES Instructional Enhancement Committee; <i>Hendricks</i> 2014 Landscape Architecture Program Internal Reviewer; Committee; <i>J Greenwood</i> 2014-15 Faculty Fellow, CAFES Strategic Vision 2020 project; 2014-15 <i>Hendricks &amp; Lin</i> CAFES Strategic Plan Committee; <i>Hendricks &amp; J Greenwood</i> on University Hospitality Task Force 2015-16; <i>Hendricks</i>	Ongoing all faculty

		2015-16 CAFES Budget Committee and Workforce Committee; <i>Hendricks</i> 2012-present Distinguished Scholarship Committee; <i>Hendricks</i> 2015 Chair California Agricultural Leadership Program Screening Interviews; <i>B Greenwood</i> University More than a Motto project lead 2014-present; <i>B Greenwood</i> 2014-15 University Master Plan Committee for Recreation & Athletics; <i>Schwab</i> 2014-15 CAFES Diversity & Recruitment Committee; <i>Schwab</i> 2014-15 University Academic Enrollment Committee; <i>Mackenzie</i> 2014-present University WASC Quantitative Reasoning Committee; <i>Mackenzie</i> 2015-present CAFES Online Curriculum Committee	
Faculty, as appropriate, will pursue professional development opportunities that promote sustainability		October 2010, <i>Hendricks, J Greenwood, et al.</i> completed Sustainable Tourism Marketing Handbook for CA Travel & Tourism Commission	



		<i>Hendricks, J Greenwood</i> served on 2010 & 2011 CA Sustainable Tourism Summit planning committee; J Greenwood & Hendricks, poster session presentation 2011 CPRS Research Symposium, <i>Hendricks &amp; Root</i> on 2011 TIES Ecotourism & Sustainable Tourism Conference Planning Committee; Root & students planned 2011 ESTC Hilton Head, SC	
Participate in developing agritourism/recreation plans for Swanton Pacific Ranch and the Cal Poly farm	Participate in developing agritourism/recreation plans for Cal Poly	RPTA 314 class project, Kleffman & Devoto senior projects	<i>J Greenwood</i> 2010-11 work with CAFES to develop plan for tour requests at the campus farm

GOAL	REVISIONS NOVEMBER 2009/SEPTEMBER 2011	GOAL STATUS	2010-15 TIMELINE & RESPONSIBILITY
<b>Goal 3: The program will seek opportunities to develop resources and partnerships</b>			
Establish relationships with three key industry partners	Establish relationships with key industry partners	Pebble Beach Resorts, AEG, Visit CA, George P. Johnson (GPJ), Martin Resorts, Boutique Hotel Collection	<i>Root</i> 2010-13, <i>Hobbs</i> (grad student) 2013-15 Director Annual Auction & Dinner

			fundraiser with multiple corporate sponsors; <i>Hendricks</i> Department Head expectation of 20% advancement beginning fall 2015
Expand contract partnerships with statewide, and national organizations	Expand contract partnerships with <i>local</i> , statewide, and national organizations	<p>UP2US, CA State Parks, NOLS/Outward Bound, Pacific Crest Trail Association faculty involvement, ACA Quarter @ camp, TIES, Giants Community Fund, USFS</p> <p><i>Goldenberg</i> NOLS/Outward Bound longitudinal study funding continuing for 2011-12; <i>B Greenwood</i> research expert for UP2US  <i>Hendricks</i> Visit CA co-op agreement for Sustainable Tourism Handbook in 2010, co-op agreement for planning CA Sustainable Tourism Summit in 2011;  <i>Hendricks/Root</i> TIES ESTC Conference partnership fall 2011  <i>Goldenberg</i> First Descents Research 2012-2014, <i>Hendricks</i> CAL FIRE research 2013-14</p>	All tenure-track faculty

		B Greenwood Giants Community Fund Research Jr Giants, 2012-14, <i>J Greenwood</i> & <i>Hendricks</i> 2012 CA Outdoor Rec Opinions & Attitudes Survey; <i>Goldenberg</i> 2012 Botanical Garden Means-End Investigation; <i>Schwab, Mackenzie,</i> <i>Goldenberg, J Greenwood, B</i> <i>Greenwood, Hendricks</i> USFS Youth, Nature, & Social Media Research 2013-present; 2013 <i>Goldenberg</i> First Descents Research; 2014 Lin Leisure Activity Older Adults; 2014 Lin	
Acquire additional faculty to improve faculty to student ratio	<i>Remove sub-goal - accomplished</i>	2007 seven full-time faculty: five tenure-track, 2 lecturers; Dip to six full-time faculty in 2013 due to one resignation and two retirements; 2014 seven tenure-track	<i>Hendricks</i> responsible for proposals to CAFES Dean;
Increase program's autonomy through access and participation in CAFES decision making	Increase program's autonomy through access and participation in College of Agriculture, <i>Food, &amp; Environmental Sciences</i> decision making	RPTA Department status approved and commenced fall 2009 RPTA name on Ag Sciences building 2012	<i>Hendricks</i> Department Head Fall 2009, as of 2014 senior department head among the nine departments in CAFES

Increase alumni involvement through annual fundraisers, social activities, recruitment, and networking		Annual RPTA auction and dinner fundraiser, Visit CA Outlook Forum Alumni & Friends Reception winter 2013, Quiz Bowl & Office Remodel Celebration on Campus 2014; Alumni networking mixer San Francisco summer 2015; Joint state conference social District 8 CA Park & Recreation Society 2010, 2011, 2014	Hired social media student 2012-present; <i>Hendricks, Daniels (staff)</i> , & <i>faculty</i> responsible for assisting with content
Expand partnerships with academic and university units on campus		Faculty involvement with STRIDE, Intercollegiate Athletics, CTLT, Student Affairs, Career Services, Library Search committee, University Academic Advising Council, Academic Senate	On-going all faculty

GOAL	REVISIONS NOVEMBER 2009/SEPTEMBER 2011	GOAL STATUS	2010-15 TIMELINE & RESPONSIBILITY
<b>Goal 4: Faculty will enhance the curriculum through state of the art resources, methods, and learning environments</b>			
Expand interdisciplinary cooperation through curriculum offerings	Note: Need to review/discuss in terms of current budget climate	<i>Hendricks</i> meeting with AGB Dept Head to consider	Faculty assess each curriculum cycle

		accounting courses in RPTA support area	<i>Hendricks</i> to meet with AGB department head spring 2015 to discuss courses
Expand utilization of the central coast's natural resources for courses	<i>Continue to utilize</i> the central coast's natural resources for courses	Field trips RPTA 302, 325, 112, 313, 321, 412	<i>Goldenberg</i> RPTA 112, 325, 321,412 <i>J Greenwood</i> RPTA 313, 412 annually
Focus on strategic areas of agritourism, ecotourism, adventure tourism, natural resources and outdoor recreation management, and event management		Variable topic courses offered including wine tourism, volunteer tourism, adventure travel, hotel & resort management, hospitality customer service, outdoor adventure & leadership, advanced event planning, sustainable event mgmt., hospitality analytics, hospitality technology and e-commerce, sport promotions and the fan experience 2011 Hwy Loops developed in RPTA 314, presented to SLO County BID Board	Faculty to develop variable topic courses as warranted and assigned for annual teaching load <i>Goldenberg</i> outdoor leadership <i>J Greenwood</i> wine tourism & agritourism <i>B Greenwood</i> sport management <i>Root</i> hospitality <i>Lin</i> event planning & analytics
Update curriculum to meet student demand and industry and societal trends		Sport Management concentration added 2011 catalog, Experiential Marketing, Professionalism & Customer Service added to 2013-15 catalog, combined 205/252, and 342/350 in 2013-15; changed Tourism Planning & Management	<i>Moyer</i> curriculum coordinator 2011-13 and 2013-15; <i>J Greenwood</i> curriculum coordinator 2015-17

		concentration to Hospitality & Tourism Management 2013-15; changed Outdoor, Adventure & Resource Recreation concentration to Outdoor Recreation Management 2015-17	
Develop two general education courses	<i>Remove sub-goal</i>	RPTA 201 developed offered spring 2015 first time	<i>B Greenwood &amp; Schwab</i> to develop RPTA 201Area D3 for 2015-17 curriculum
Further develop graduate program		Revision 2011 curriculum proposal add POLS 510 Research Design Added RPTA 450 2013-15 catalog	<i>Jacobs</i> appointed Graduate Coordinator for RPTA, <i>Goldenberg</i> grad coordinator beginning 2013-14
Develop non-traditional course offerings		<i>Moyer</i> developed hybrid course for RPTA 450, <i>B Greenwood</i> developed hybrid RPTA 460, <i>Goldenberg</i> developed hybrid RPTA 101, <i>B Greenwood</i> and <i>K Lin</i> developing online courses 2015	<i>Moyer, Goldenberg, B Greenwood</i> to develop online courses annually
Enhance assessment strategies and implement assessment results for program improvement		Annual assessment reports completed	On-going, <i>J Greenwood</i> assessment coordinator since 2011

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<b>Goal 5: Faculty will prepare students professionally and academically for career success</b>			
Expand the breadth of professional involvement opportunities for students		Funding assistance for students to attend conferences including NRPA Congress, CPRS Conference CAL Travel Summit, District 8 CPRS Conference, 2010 ESTC, 2010 Sustainable Tourism Summit, Visit CA Outlook Forum, NRPA 2010-15; received \$10,000 gift in 2015 from Bickel family for professional development of seniors	<i>B Greenwood</i> coached academic quiz bowl 2011-2015, national champions 2010, 2012, 2014 <i>J Greenwood, Hendricks, &amp; Mackenzie</i> to coordinate student opportunities
Increase student/faculty collaboration on projects and research		Senior project presentations at CPRS Research Symposium, students employed on several research projects, two faculty participated in 2016 CAFES summer undergraduate research program	All faculty to each submit at least one presentation that includes students annually
Provide excellent advising based on current student characteristics	Provide excellent <i>student</i> advising	Annual advising survey indicates very good to excellent advising; Implementation of peer advisor program 2014	CAFES advising model changed fall 2011 to centralized advising model. 2011-13 <i>Moyer</i> appointed as advising coordinator for CAFES. Hired

			<i>Korth</i> serves as professional academic advisor
Expand students' multicultural and diversity awareness		Development of RPTA 201 GE course, refocus of RPTA 257 to Leadership & Diverse Groups	On-going
Provide students with leadership and experiential opportunities to facilitate professional development and civic leadership		Bruce Baltin, PKF Consulting Job Shadow Rho Phi Lambda Career Fair, Morro Bay Harbor Festival volunteers RPTA Club & Rho Phi Lambda, Rho Phi Lambda annual professional development trip, Jim Rogers Executive-in-Residence, RPTA 210 and RPTA 257 class projects	Faculty to promote Learn by Doing opportunities in classes, active faculty involvement in clubs annually
Continually offer community service learning opportunities and experiences		Examples of opportunities have included RPTA 210 students Special Olympics Midnight Fun Run; RPTA 210 Special Olympics program planning; RPTA 320 Hospice du Rhone, RPTA 320 Casa Fundraiser, Super Bowl Host Committee Volunteers, Van Vleck Ranch event planning	On-going
Expand students' national, global, and societal awareness		On-going; discussions Munich partnership. ICMS presentation fall 2010, <i>Goldenberg</i> Semester at Sea, <i>Jacobs</i> 2011 class Fiji, 2012	On-going <i>Goldenberg</i> , <i>Schwab</i> , <i>Mackenzie</i> to develop RPTA international policy 2015-16



		Costa Rica, 2013 Belize, <i>Schwab</i> Dominican Republic planned 2016	
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<b>Goal 6: Faculty will pursue professional development and scholarship</b>			
Provide support for faculty engagement in research and professional development		CSU ARI, CTLT funds available annually; Grants Development resources available; Faculty provided \$1,500 annually for travel from REC Excellence fund; extra funding \$75,000 from Dean's office 2015-16 partially used for faculty travel expenses	All faculty continue to seek external travel funding, and support advancement efforts, <i>Hendricks</i> increasingly involved with advancement as Department Head
Provide leadership to the profession at national, regional, and state levels		<i>B Greenwood, Goldenberg &amp; K Schwab</i> CPRS District 8 Educators Rep, <i>Hendricks</i> 2010-13 NRPA Education Network; <i>J Greenwood</i> CPRS Scholarship Board; <i>Hendricks</i> CA Foundation for Parks & Recreation Board, <i>Hendricks</i> Cal Travel Board, <i>Hendricks</i> Visit CA Research	On-going all faculty

		Committee, <i>Schwab</i> City of SLO Parks & Recreation Commission, <i>Lin</i> 2015 Sustainable Meeting Conference Committee	
Increase faculty support, collaboration, and communication		On-going	
Increase mentoring for new faculty in formal and informal settings	<i>Continue</i> mentoring for faculty in formal and informal settings	CAFES mentoring program, Advising mentoring with <i>Moyer, Korth, J Greenwood</i>	Faculty to participate in CAFES mentoring program on individual basis; <i>Moyer, Goldenberg, B Greenwood, J Greenwood</i> available for advising mentoring as needed; <i>Hendricks</i> to set up individual meetings quarterly with faculty, CAFES onboarding program established 2014

GOAL	REVISIONS NOVEMBER 2009/SEPTEMBER 2011	GOAL STATUS	2010-15 TIMELINE & RESPONSIBILITY
<b>Goal 7: The program will enhance student academic environment and achievement</b>			
Attract more diverse students in terms of race, ethnicity, and academic interest		<i>Jacobs</i> 2010-13 CAFES diversity committee, <i>Goldenberg</i> inclusive excellence, train the trainer; <i>Goldenberg</i> 2010 Diversity Strategic Planning committee;	<i>Schwab &amp; B Greenwood</i> to develop GE D3 course RPTA 201 Sociocultural Dimensions of Work & Leisure by fall 2016; <i>Goldenberg</i> to develop increased course emphasis for fall 2013 on

		<p>RPTA 257 Leadership &amp; Diverse Groups offered 2013-15 catalog</p> <p>RPTA 201 offered spring 2015 for the first time</p> <p><i>Goldenberg</i> EEF 2011, 2013 training</p> <p><i>Goldenberg</i> 2010-12 university Inclusive Excellence Council;</p> <p><i>Goldenberg</i> 2010-11 university Diversity Learning Objective committee;</p> <p><i>B Greenwood</i> 2012-13 university First Generation Organizing committee;</p> <p><i>Goldenberg</i> 2013-15 CAFES Diversity Recruitment committee</p> <p><i>Root</i> coordinate Pre-collegiate Symposium 2011, 2012, 2013, <i>Reynolds</i> 2014, <i>Mackenzie</i> coordinate 2015</p>	<p>diversity with new course RPTA 257 that combines aspects of special populations &amp; leadership into a single course;</p> <p>At least one faculty member to maintain current EEF training</p> <p>Annually one or more faculty on diversity committees for CAFES or university</p> <p>Annually one faculty coordinates winter Pre-collegiate Symposium</p>
Increase number of program applicants and quality of applicants	Maintain number of program applicants and increase quality of applicants	<p>Among top five CAFES growth majors over last decade</p> <p>Hometown heroes not implemented</p>	<p><i>Hendricks</i> meet with Admissions Office spring 2014 to update on student interests</p> <p><i>Hendricks</i> submit enrollment plan to CAFES spring 2014</p>

			<i>Hendricks</i> Reinstitute Hometown Heroes, Focus on partner schools for recruitment by fall 2015
Monitor and improve student recruitment, retention, and graduation rates		Consistently among the highest graduation rates in CAFES and at Cal Poly; 6-year graduation rates: 2005 cohort 78.8%, 2006 cohort 84.4%, 2007 cohort 85.2%, 2008 cohort 91.7%, 2009 cohort 88.9% Change of major policy implemented fall 2009 to consider freshmen based on MCA score is continuing, Change of major policy reviewed annually and revised as needed	Annually monitor graduation rates and persistence, Hendricks work with Korth to strategize increases, develop formalize academic advising strategies in 2025 strategic vision document; Revision of senior project requirements
Promote civility in the classroom		WOW presentation, course syllabi, beginning Fall 2012 faculty including civility statement in syllabi	On-going