

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

**Mission Statement**

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

**Vision**

The Recreation, Parks, & Tourism Administration's vision is to promote healthy lifestyles, protect memorable places, and facilitate life-enhancing experiences.

**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-long learning
- Environmental stewardship
- Diversity of experiences
- Healthy lifestyles
- Personal and leadership development
- Service
- Community
- Celebration

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

## **2005 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 & 2009 Revisions

GOAL	REVISIONS NOVEMBER 2009	GOAL STATUS	2010-11 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</i>	<i>B. Greenwood</i> , Interim Co-Director CTL SP2010, Faculty Associate CTL <i>Jacobs</i> Faculty Associate Poly Success Program <i>Goldenberg</i> CAFES Instructional Enhancement Committee	Continues 2010-11, <i>Greenwood</i> – CTL Faculty Associate, <i>Jacobs</i> – Faculty Associate Poly Success
Faculty will participate in teaching growth and training opportunities annually		<i>Goldenberg</i> , <i>B. Greenwood</i> , <i>J. Greenwood</i> , <i>Jacobs</i> active in CTL, CALSPRE, SPRE <i>Hendricks</i> WINGED workshop 2009 <i>Goldenberg</i> Dale Carnegie <i>J Greenwood</i> & <i>B Greenwood</i> hybrid course development	Ongoing, all faculty
Peer review evaluations will demonstrate continual		<i>B. Greenwood</i> “The time, thought and preparation... he	2010-11 retention reviews for <i>B Greenwood</i> , <i>J Greenwood</i> ,

improvement and commitment to the scholarship of teaching		<p>puts into courses... is far beyond the efforts of most faculty.”</p> <p><i>J. Greenwood</i> “She has developed a clearly articulated teaching philosophy that reflects her interest in helping students become engaged citizens who are active in life-long learning.”</p> <p><i>Jacobs</i> “He skillfully provides an... environment that encourages critical thinking, independent judgment, creativity, and student learning.”</p>	<i>Moyer, Root</i>
Faculty will continue to receive College and University recognition for teaching excellence and innovation		<p><i>Goldenberg</i> 2009 CAFES New Faculty Teaching Award</p> <p><i>Jacobs</i> 2010 CAFES New Faculty Teaching Award</p> <p><i>Moyer</i> 2006 CAFES Outstanding Lecturer</p> <p><i>Moyer</i> 2008 University Outstanding Advisor</p> <p><i>Root</i> 2007 CAFES Outstanding Lecturer</p>	Continue nominations on an annual basis

GOAL	REVISIONS NOVEMBER 2009	GOAL STATUS	2010-11 TIMELINE & RESPONSIBILITY
<b>Goal 2: The program will promote environmental stewardship as it relates to the recreation, parks and tourism discipline</b>	The program will promote environmental stewardship <i>and sustainability</i> as it relates to the recreation, parks and tourism discipline		
Within three years, integrate environmental stewardship concepts and practices into the program's curriculum	<i>Continue to</i> integrate environmental stewardship concepts and practices into the program's curriculum	TIES UCC in 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 & RPTA hosted sustainability panel & event on Hornblower hybrid	2010-11 <i>Root</i> to develop 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
Faculty will serve on relevant committees within the College and University to demonstrate the relationship between recreation, parks, tourism and environmental stewardship	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>	Hendricks 2004-08 CAFES sustainability/resources committee, J. Greenwood 2007-present University Sustainable Research Group for the Environment & 2009-present CAFES Center for Sustainability steering committee	2010-11 <i>J Greenwood</i> continues on CAFES Center for Sustainability committee 2010-11 <i>Hendricks</i> to investigate feasibility of Sustainable Tourism Center @ Cal Poly
Faculty, as appropriate, will pursue professional development opportunities that promote		October 2010, <i>Hendricks, J Greenwood, et al.</i> completed Sustainable Tourism	<i>Hendricks, J Greenwood</i> serve on 2010 & 2011 CA Sustainable Tourism Summit planning

environmental stewardship and sustainability		Marketing Handbook for CA Travel & Tourism Commission	committee; <i>Hendricks</i> to serve on 2011 TIES Ecotourism & Sustainable Tourism Conference Planning Committee; <i>Root</i> also on 2011 CA Sustainable Tourism Summit committee
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	GOAL STATUS	2010-11 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, Chumash, CTTC, Hornblower, Meeting Matrix, LA Dodgers relationships developing;	<i>Hendricks</i> fall 2009 requested gift from Chumash, 2011 follow-up with revised gift request
Expand contract partnerships with statewide, and national organizations	Expand contract partnerships with <i>local</i> , statewide, and national organizations	UP2US, CA State Parks, NOLS/Outward Bound, Pacific Crest Trail Association faculty involvement	<i>Goldenberg</i> NOLS/Outward Bound longitudinal study funding continuing for 2010-11; <i>B Greenwood</i> research expert for UP2US <i>Hendricks</i> CTTC co-op agreement for Sustainable Tourism Handbook in 2010, co-op agreement for planning CA Sustainable Tourism Summit in

			2011; <i>Hendricks</i> TIES Conference partnership by winter 2011
Acquire additional faculty to improve faculty to student ratio	<i>Remove sub-goal - accomplished</i>	Since 2007 seven full-time faculty: five tenure-track, 2 lecturers	2010-11 maintaining staffing level
Increase program's autonomy through access and participation in College of Agriculture 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	<i>Hendricks</i> to attend CAFES management team meetings, Dean's Advisory Council meeting & at least two other department's functions during 2010-11; <i>Hendricks</i> to work with Associate Dean Mark Shelton to have RPTA name on Ag Sciences Building by spring 2011
Increase alumni involvement through annual fundraisers, social activities, recruitment, and networking		Annual RPTA auction and dinner fundraiser, fall 2009 department celebration and Vince Gill concert @ Hotel Corque and Chumash Casino, CPRS Conference socials 2008-2010, Sustainability panel on Hornblower, 2009 alumni social The Cliffs Resort, 2009 alumni social San Francisco, increase alumni membership on advisory council	<i>Root</i> to expand promotion of 2011 auction & dinner alumni reception; <i>Root</i> appoint alumna to auction & dinner committee; <i>Hendricks</i> to invite at least five new members to 2010-11 advisory council – Dianne Hoover, NRPA President; Tim Cohee, China Peak Resort; Cady Wolf VP Travelocity; Lisa Mayo, Director Visitor Bureau Calaveras County, Sara Hunt, Events SF Giants; Cheryl Cuming, SLO BID; <i>Hendricks</i> to hold 2010 December bay area advisory council meeting include alumni; <i>Student Assistant</i> to send



			messages on RPTA facebook site weekly
Expand partnerships with academic and university units on campus		STRIDE, Intercollegiate Athletics, Chumash Challenge course, CTL, Student Affairs, Career Services, Goldenberg Library Search committee, Moyer University Academic Advising Council	<i>B Greenwood</i> 2010-11 CTL; <i>B Greenwood</i> STRIDE committee 2010-11; <i>B Greenwood &amp; Hendricks</i> to meet with intercollegiate athletics following hiring of new athletic director in 2011; ASI has proposed that RPTA manage and operate Chumash Challenge Ropes Course, <i>Hendricks</i> to analyze proposal with decision to faculty by January 2011; <i>Moyer</i> 2010-11 search committee University Advising Coordinator; <i>Moyer</i> CAFES Curriculum Committee

GOAL	REVISIONS NOVEMBER 2009	GOAL STATUS	2010-11 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	WVIT minor includes RPTA classes until 2011, Wine tourism course, Hendricks & J. Greenwood membership WVIT committee	
Expand utilization of the central coast's natural resources for	<i>Continue to utilize</i> the central coast's natural	Goldenberg RPTA 112 fall 2009 field trips	<i>Goldenberg</i> 2010-11 to teach RPTA 325 outdoor leadership

courses	resources for courses		course; <i>Jacobs</i> 2010-11 to teach RPTA 302 environmental and wilderness education
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	<i>Root</i> to develop advanced event planning and advanced event management courses in 2010-11; <i>Jacobs</i> offering RPTA 412 Adventure Travel course to Fiji
Update curriculum to meet student demand and industry and societal trends		2007 catalog changed Natural Resources Recreation concentration to Outdoor, Adventure, & Resource Recreation, 2009 catalog added Event Planning & Management concentration, Sport Management concentration proposed for 2011 catalog, other curriculum changes with each catalog	2011 curriculum package submitted by <i>Moyer</i> ; <i>Moyer</i> to advise <i>Hendricks</i> and respond to curriculum package as questions arise in 2010-11
Develop two general education courses	<i>Remove sub-goal</i>		
Further develop graduate program		Revision 2011 curriculum proposal add POLS 510 Research Design	<i>Jacobs</i> appointed Graduate Coordinator for RPTA; to submit plan for graduate program development to graduate faculty by fall 2012
Develop non-traditional course offerings		Spring 2008 visiting faculty Virginia Tech, hybrid courses, variable topic courses – international courses,	<i>Moyer</i> to develop hybrid courses for RPTA 414 and RPTA 450 in 2010-11

		condensed classes	
Enhance assessment strategies and implement assessment results for program improvement		On-going	2010-11 <i>Goldenberg</i> to coordinate assessment plan focusing on senior project during fall 2010; <i>J Greenwood</i> to coordinate beginning winter 2011; <i>All faculty</i> to include RPTA mission, vision, tagline on course syllabi by fall 2012

GOAL	REVISIONS NOVEMBER 2009	GOAL STATUS	2010-11 TIMELINE & RESPONSIBILITY
<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 2005 & 2006 NRPA Congress, 2008-2010 CPRS Conference 2010 CALTIA Conference on Tourism, annual District VIII CPRS Conference	<i>Hendricks</i> to promote conference opportunities for student attendance at the 2010 ESTC Conference, 2010 CA Sustainable Tourism Summit; <i>All faculty</i> to promote 2011 CPRS Conference student attendance
Increase student/faculty collaboration on projects and research		Annual senior project presentations at CPRS Research Symposium, students employed on several research projects	Goldenberg, B Greenwood, J Greenwood, Hendricks, Jacobs to each submit at least one presentation that includes students during 2010-11
Provide excellent advising based on current student characteristics	Provide excellent <i>student</i> advising	Annual advising survey indicates very good to excellent advising	CAFES advising model changing by fall 2011 to centralized advising model. <i>Moyer</i> appointed

			as advising coordinator for CAFES. 2012 <i>J Greenwood</i> to develop revised RPTA advising survey
Expand students' multicultural and diversity awareness		Faculty 100% attendance at CAFES 2009 and 2010 diversity training	
Provide students with leadership and experiential opportunities to facilitate professional development and civic leadership		On-going learn by doing opportunities in nearly every class, Rho Phi Lambda & RPTA Club co-curricular activities	<i>Hendricks</i> & Rho Phi Lambda Board, Rho Phi Lambda 2010-11 activities, Bruce Baltin, PKF Consulting Job Shadow
Continually offer community service learning opportunities and experiences		On-going	2010-11 opportunities include <i>Moyer</i> RPTA 210 students Special Olympics Midnight Fun Run; <i>Van Hoorn</i> RPTA 252 field experience; Goldenberg RPTA 210 2011 Special Olympics program planning; <i>Root</i> RPTA 320 Hospice de Rhone
Expand students' national, global, and societal awareness		On-going	<i>Jacobs</i> 2010-11 to investigate international tourism curriculum feasibility; Jacobs RPTA 412 2010-11 class to Fiji; TIES UC three additional students by 2012; ICMS presentation fall 2010

GOAL	REVISIONS NOVEMBER 2009	GOAL STATUS	2010-11 TIMELINE & RESPONSIBILITY
Goal 6: Faculty will pursue professional development and			

<b>scholarship</b>			
Provide support for faculty engagement in research and professional development		CSU ARI, CTL funds available annually; Grants Development resources available; Faculty provided \$1,500 annually for travel from REC Excellence fund	Due to budget cuts, in 2010-11 faculty asked to attempt to support travel for professional development with sources external to RPTA; Funding will be provided as necessary
Provide leadership to the profession at national, regional, and state levels		Hendricks SPRE Board, Goldenberg WEA Board, Jacobs AEE Board	2010-11 <i>B Greenwood</i> CPRS District VIII Educators Rep; <i>Hendricks</i> 2010-12 NRPA Education Network; <i>J Greenwood</i> CPRS Scholarship Board; <i>Hendricks</i> CA Foundation for Parks & Recreation Board
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 Moyer	Faculty to participate in 2010-11 CAFES mentoring program on individual basis; <i>Moyer</i> available for advising mentoring as needed; <i>Hendricks</i> to set up individual meetings quarterly with faculty

GOAL	REVISIONS NOVEMBER 2009	GOAL STATUS	2010-11 TIMELINE & RESPONSIBILITY
<b>Goal 7: The program will enhance student academic environment and achievement</b>			
Attract more diverse students in		Jacobs CAFES diversity	Fall 2010 <i>Goldenberg</i> assisting

terms of race, ethnicity, and academic interest		committee, Goldenberg inclusive excellence, train the trainer; Fall 2009 VP Admissions presented at RPTA Advisory Council meeting	CAFES with diversity strategic planning; <i>Jacobs</i> continuing to serve on CAFES diversity committee; Goldenberg presenting at fall 2010 CTL workshop; by fall 2012 <i>Jacobs</i> to develop plan for diversity recruitment
Increase number of program applicants and quality of applicants	<i>Maintain</i> number of program applicants and <i>increase</i> quality of applicants	Among top five CAFES growth majors over last decade	
Monitor and improve student recruitment, retention, and graduation rates		2003 freshmen 6-year cohort 85.3% graduation rate, 10% higher than CAFES and University; 2009-10 RPTA following CAFES and Cal Poly procedures to graduate “super seniors”	<i>Hendricks</i> to attend CTL workshop fall 2010 regarding graduation/retention; Change of major policy implemented fall 2009 to consider freshmen based on MCA score is continuing
Promote civility in the classroom		WOW presentation, course syllabi	Civility included in WOW 2010 presentation; by fall 2012 all faculty should include civility statement in syllabi

### Fall 2007 SPOT Analysis

The development of the current mission, vision, and the goals began in earnest during the fall 2007 RPTA faculty retreat. Development and refine continued based on the 2008 vision development with Sostrin Consulting, input from the RPTA Advisory Council, the Capital Campaign Assessment, and the assessment of long-range goals in November 2009.

Content of the 2007 SPOT analysis is provided below.

## **Strengths**

- Graduation rates
- Learn-by-doing throughout the curriculum
- Innovative classes
- Student advising
- Faculty reputation on campus, in California, and nationally

## **Problems**

- Lack of exposure on campus and in academic senate
- Organizational structure in NRM Department
- Program rather than department status
- Not present at the “CAFES table”
- Lack of space and resources
- Only one tenured faculty member
- Lack visibility

## **Opportunities**

- Capital Campaign
- Oreggia Funding
- Alumni close ties to RPTA
- Seven full-time faculty – increase in human resources
- SLO Location
- NRM Department location in Building 11
- Quality of students
- Student international & study abroad travel course experiences
- Leadership
- CA State Parks Outdoor Recreation Opinions and Attitudes Survey

## **Threats**

- Other campus entity pursuing hospitality
- Other campus entity pursuing sport management
- Recession
- New CAFES Dean in the future
- New NRM Department Head in the future

## **Where Do We Want to Be in Five Years?**

### **Program & Faculty**

- Major contributions to the local community
- Local, state, national, international recognition
- Adaptive program able to embrace change
- Mutual respect with industry partners
- Maintain accreditation
- Cutting edge & innovative teaching and research
- Known as stewards of sustainability
- Development of Center/Institute
- Increase space, labs
- Department status
- Strong foundation to build continued success

### **Students**

- Major of choice in the Western U.S.
- Industry actively recruits RPTA students
- Contribute to “college experience” of all CAFES students
- Character development of students
- Model student mentoring program



**Alumni**

- Sought after for graduates, research, outreach, faculty expertise
- Successful graduates reaching the pinnacle of their careers
- Alumni well connected and respected