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

<table>
<thead>
<tr>
<th>GOAL</th>
<th>REVISIONS NOVEMBER 2009</th>
<th>GOAL STATUS</th>
<th>2010-11 TIMELINE &amp; RESPONSIBILITY</th>
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<tbody>
<tr>
<td>Goal 1: Faculty will demonstrate a commitment to teaching excellence and innovation</td>
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<tr>
<td>Annual student evaluations will provide evidence of teaching excellence</td>
<td></td>
<td>Student evaluations for all 7 RPTA faculty are good to excellent in nearly all classes</td>
<td>Ongoing, all faculty</td>
</tr>
<tr>
<td>Faculty will facilitate the scholarship of teaching</td>
<td>New sub-goal</td>
<td>B. Greenwood, Interim Co-Director CTL SP2010, Faculty Associate CTL Jacobs Faculty Associate Poly Success Program Goldenberg CAFES Instructional Enhancement Committee</td>
<td>Continues 2010-11, Greenwood – CTL Faculty Associate, Jacobs – Faculty Associate Poly Success</td>
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<tr>
<td>Faculty will participate in teaching growth and training opportunities annually</td>
<td></td>
<td>Goldenberg, B. Greenwood, J. Greenwood, Jacobs active in CTL, CALSPRE, SPRE Hendricks WINGED workshop 2009 Goldenberg Dale Carnegie J Greenwood &amp; B Greenwood hybrid course development</td>
<td>Ongoing, all faculty</td>
</tr>
<tr>
<td>Peer review evaluations will demonstrate continual</td>
<td></td>
<td>B. Greenwood “The time, thought and preparation… he</td>
<td>2010-11 retention reviews for B Greenwood, J Greenwood,</td>
</tr>
</tbody>
</table>
| Faculty will continue to receive College and University recognition for teaching excellence and innovation | puts into courses… is far beyond the efforts of most faculty.”  
*J. Greenwood* “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.”  
*Jacobs* “He skillfully provides an… environment that encourages critical thinking, independent judgment, creativity, and student learning.” | *Moyer, Root*  
*Goldenberg* 2009 CAFES New Faculty Teaching Award  
*Jacobs* 2010 CAFES New Faculty Teaching Award  
*Moyer* 2006 CAFES Outstanding Lecturer  
*Moyer* 2008 University Outstanding Advisor  
*Root* 2007 CAFES Outstanding Lecturer  
Continue nominations on an annual basis |
<table>
<thead>
<tr>
<th>GOAL</th>
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<tbody>
<tr>
<td><strong>Goal 2:</strong> The program will promote environmental stewardship as it relates to the recreation, parks and tourism discipline</td>
<td>The program will promote environmental stewardship <em>and sustainability</em> as it relates to the recreation, parks and tourism discipline</td>
<td>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 &amp; RPTA hosted sustainability panel &amp; event on Hornblower hybrid</td>
<td>2010-11 <em>Root</em> 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</td>
</tr>
<tr>
<td>Within three years, integrate environmental stewardship concepts and practices into the program’s curriculum</td>
<td><em>Continue to integrate</em> environmental stewardship concepts and practices into the program’s curriculum</td>
<td>Faculty will serve on relevant committees within the College and University to demonstrate the relationship between recreation, parks, tourism and environmental stewardship</td>
<td>2010-11 <em>Hendricks</em> to investigate feasibility of Sustainable Tourism Center @ Cal Poly</td>
</tr>
<tr>
<td>Faculty will serve on relevant committees within the College and University to demonstrate the relationship between recreation, parks, tourism and environmental stewardship</td>
<td>Faculty will serve on relevant committees within the College and University to demonstrate the relationship between recreation, parks, tourism and environmental stewardship <em>and sustainability</em></td>
<td>Hendricks 2004-08 CAFES sustainability/resources committee, J. Greenwood 2007-present University Sustainable Research Group for the Environment &amp; 2009-present CAFES Center for Sustainability steering committee</td>
<td>2010-11 <em>J Greenwood</em> continues on CAFES Center for Sustainability committee</td>
</tr>
<tr>
<td>Faculty, as appropriate, will pursue professional development opportunities that promote</td>
<td>October 2010, <em>Hendricks, J Greenwood, et al.</em> completed Sustainable Tourism</td>
<td><em>Hendricks, J Greenwood</em> serve on 2010 &amp; 2011 CA Sustainable Tourism Summit planning</td>
<td></td>
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<tr>
<td>GOAL</td>
<td>REVISIONS NOVEMBER 2009</td>
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<tr>
<td>Goal 3: The program will seek opportunities to develop resources and partnerships</td>
<td>Establish relationships with three key industry partners</td>
<td>Establish relationships with key industry partners</td>
<td>Hendricks fall 2009 requested gift from Chumash, 2011 follow-up with revised gift request</td>
</tr>
<tr>
<td>Establish relationships with three key industry partners</td>
<td>Establish relationships with key industry partners</td>
<td>Pebble Beach Resorts, Chumash, CTTC, Hornblower, Meeting Matrix, LA Dodgers relationships developing;</td>
<td>Hendricks to serve on 2011 TIES Ecotourism &amp; Sustainable Tourism Conference Planning Committee; Root also on 2011 CA Sustainable Tourism Summit committee</td>
</tr>
<tr>
<td>Expand contract partnerships with statewide, and national organizations</td>
<td>Expand contract partnerships with <em>local</em>, statewide, and national organizations</td>
<td>UP2US, CA State Parks, NOLS/Outward Bound, Pacific Crest Trail Association faculty involvement</td>
<td>Goldenberg NOLS/Outward Bound longitudinal study funding continuing for 2010-11; <em>B Greenwood</em> research expert for UP2US  <em>Hendricks</em> CTTC co-op agreement for Sustainable Tourism Handbook in 2010, co-op agreement for planning CA Sustainable Tourism Summit in</td>
</tr>
</tbody>
</table>

- Environmental stewardship and sustainability
- Marketing Handbook for CA Travel & Tourism Commission
- Hendricks to serve on 2011 TIES Ecotourism & Sustainable Tourism Conference Planning Committee; Root 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
- J Greenwood 2010-11 work with CAFES to develop plan for tour requests at the campus farm
<table>
<thead>
<tr>
<th>Acquire additional faculty to improve faculty to student ratio</th>
<th>Remove sub-goal - accomplished</th>
<th>Since 2007 seven full-time faculty: five tenure-track, 2 lecturers</th>
<th>2010-11 maintaining staffing level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase program’s autonomy through access and participation in College of Agriculture decision making</td>
<td>Increase program’s autonomy through access and participation in College of Agriculture, Food, &amp; Environmental Sciences decision making</td>
<td>RPTA Department status approved and commenced fall 2009</td>
<td>Hendricks to attend CAFES management team meetings, Dean’s Advisory Council meeting &amp; at least two other department’s functions during 2010-11; Hendricks to work with Associate Dean Mark Shelton to have RPTA name on Ag Sciences Building by spring 2011</td>
</tr>
<tr>
<td>Increase alumni involvement through annual fundraisers, social activities, recruitment, and networking</td>
<td></td>
<td>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</td>
<td>Root to expand promotion of 2011 auction &amp; dinner alumni reception; Root appoint alumna to auction &amp; dinner committee; Hendricks 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; Hendricks to hold 2010 December bay area advisory council meeting include alumni; Student Assistant to send</td>
</tr>
<tr>
<td>GOAL</td>
<td>REVISIONS NOVEMBER 2009</td>
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<tr>
<td><strong>Expand partnerships with academic and university units on campus</strong></td>
<td>STRIDE, Intercollegiate Athletics, Chumash Challenge course, CTL, Student Affairs, Career Services, Goldenberg Library Search committee, Moyer University Academic Advising Council</td>
<td>B Greenwood 2010-11 CTL; B Greenwood STRIDE committee 2010-11; B Greenwood &amp; Hendricks 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, Hendricks to analyze proposal with decision to faculty by January 2011; Moyer 2010-11 search committee University Advising Coordinator; Moyer CAFES Curriculum Committee</td>
<td></td>
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</tbody>
</table>

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

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

Expand utilization of the central coast’s natural resources for

*Continue to utilize the central coast’s natural*

Goldenberg RPTA 112 fall 2009 field trips

*Goldenberg 2010-11 to teach RPTA 325 outdoor leadership*
<table>
<thead>
<tr>
<th>courses</th>
<th>resources for courses</th>
<th>course; <em>Jacobs</em> 2010-11 to teach RPTA 302 environmental and wilderness education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on strategic areas of agritourism, ecotourism, adventure tourism, natural resources and outdoor recreation management, and event management</td>
<td>Variable topic courses offered including wine tourism, volunteer tourism, adventure travel, hotel &amp; resort management, hospitality customer service, outdoor adventure &amp; leadership</td>
<td><em>Root</em> to develop advanced event planning and advanced event management courses in 2010-11; <em>Jacobs</em> offering RPTA 412 Adventure Travel course to Fiji</td>
</tr>
<tr>
<td>Update curriculum to meet student demand and industry and societal trends</td>
<td>2007 catalog changed Natural Resources Recreation concentration to Outdoor, Adventure, &amp; Resource Recreation, 2009 catalog added Event Planning &amp; Management concentration, Sport Management concentration proposed for 2011 catalog, other curriculum changes with each catalog</td>
<td>2011 curriculum package submitted by <em>Moyer</em>; <em>Moyer</em> to advise <em>Hendricks</em> and respond to curriculum package as questions arise in 2010-11</td>
</tr>
<tr>
<td>Develop two general education courses</td>
<td><em>Remove sub-goal</em></td>
<td></td>
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<tr>
<td>Further develop graduate program</td>
<td>Revision 2011 curriculum proposal add POLS 510 Research Design</td>
<td><em>Jacobs</em> appointed Graduate Coordinator for RPTA; to submit plan for graduate program development to graduate faculty by fall 2012</td>
</tr>
<tr>
<td>Develop non-traditional course offerings</td>
<td>Spring 2008 visiting faculty Virginia Tech, hybrid courses, variable topic courses – international courses,</td>
<td><em>Moyer</em> to develop hybrid courses for RPTA 414 and RPTA 450 in 2010-11</td>
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<tr>
<td>GOAL</td>
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<tr>
<td><strong>Goal 5: Faculty will prepare students professionally and academically for career success</strong></td>
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<tr>
<td>Expand the breadth of professional involvement opportunities for students</td>
<td>Funding assistance for students to attend conferences including 2005 &amp; 2006 NRPA Congress, 2008-2010 CPRS Conference 2010 CALTIA Conference on Tourism, annual District VIII CPRS Conference</td>
<td>Hendricks to promote conference opportunities for student attendance at the 2010 ESTC Conference, 2010 CA Sustainable Tourism Summit; All faculty to promote 2011 CPRS Conference student attendance</td>
</tr>
<tr>
<td>Increase student/faculty collaboration on projects and research</td>
<td>Annual senior project presentations at CPRS Research Symposium, students employed on several research projects</td>
<td>Goldenberg, B Greenwood, J Greenwood, Hendricks, Jacobs to each submit at least one presentation that includes students during 2010-11</td>
</tr>
<tr>
<td>Provide excellent advising based on current student characteristics</td>
<td>Provide excellent student advising</td>
<td>Annual advising survey indicates very good to excellent advising</td>
</tr>
<tr>
<td>Goal 6: Faculty will pursue professional development and</td>
<td>As advising coordinator for CAFES, 2012</td>
<td>to develop revised RPTA advising survey</td>
</tr>
<tr>
<td>Expand students’ multicultural and diversity awareness</td>
<td>Faculty 100% attendance at CAFES 2009 and 2010 diversity training</td>
<td></td>
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<tr>
<td>Provide students with leadership and experiential opportunities to facilitate professional development and civic leadership</td>
<td>On-going learn by doing opportunities in nearly every class, Rho Phi Lambda &amp; RPTA Club co-curricular activities</td>
<td></td>
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<tr>
<td>Continually offer community service learning opportunities and experiences</td>
<td>Hendricks &amp; Rho Phi Lambda Board, Rho Phi Lambda 2010-11 activities, Bruce Baltin, PKF Consulting Job Shadow</td>
<td></td>
</tr>
<tr>
<td>Expand students’ national, global, and societal awareness</td>
<td>2010-11 opportunities include Moyer RPTA 210 students Special Olympics Midnight Fun Run; Van Hoorn RPTA 252 field experience; Goldenberg RPTA 210 2011 Special Olympics program planning; Root RPTA 320 Hospice de Rhone</td>
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<p>| GOAL | REVISIONS NOVEMBER 2009 | GOAL STATUS | 2010-11 TIMELINE &amp; RESPONSIBILITY |
| Goal 6: Faculty will pursue professional development and | | | |</p>
<table>
<thead>
<tr>
<th>Scholarship</th>
<th>Provide support for faculty engagement in research and professional development</th>
<th>CSU ARI, CTL funds available annually; Grants Development resources available; Faculty provided $1,500 annually for travel from REC Excellence fund</th>
<th>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</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide leadership to the profession at national, regional, and state levels</td>
<td>Hendricks SPRE Board, Goldenberg WEA Board, Jacobs AEE Board</td>
<td>2010-11 <em>B Greenwood CPRS</em> District VIII Educators Rep; <em>Hendricks</em> 2010-12 NRPA Education Network; <em>J Greenwood CPRS</em> Scholarship Board; <em>Hendricks</em> CA Foundation for Parks &amp; Recreation Board</td>
<td></td>
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<tr>
<td>Increase faculty support, collaboration, and communication</td>
<td>On-going</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase mentoring for new faculty in formal and informal settings</td>
<td><em>Continue</em> mentoring for faculty in formal and informal settings</td>
<td>CAFES mentoring program, Advising mentoring with Moyer</td>
<td>Faculty to participate in 2010-11 CAFES mentoring program on individual basis; <em>Moyer</em> available for advising mentoring as needed; <em>Hendricks</em> to set up individual meetings quarterly with faculty</td>
</tr>
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<tr>
<th>Goal 7: The program will enhance student academic environment and achievement</th>
<th>GOAL: REVISIONS NOVEMBER 2009</th>
<th>GOAL STATUS</th>
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<tbody>
<tr>
<td>Attract more diverse students in</td>
<td>Jacobs CAFES diversity</td>
<td>Fall 2010 <em>Goldenberg</em> assisting</td>
<td></td>
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<tr>
<td>Term</td>
<td>Goal</td>
<td>Outcome</td>
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<td>terms of race, ethnicity, and academic interest</td>
<td>committee, Goldenberg inclusive excellence, train the trainer; Fall 2009 VP Admissions presented at RPTA Advisory Council meeting</td>
<td>CAFES with diversity strategic planning; Jacobs continuing to serve on CAFES diversity committee; Goldenberg presenting at fall 2010 CTL workshop; by fall 2012 Jacobs to develop plan for diversity recruitment</td>
<td></td>
</tr>
<tr>
<td>Increase number of program applicants and quality of applicants</td>
<td>Maintain number of program applicants and increase quality of applicants</td>
<td>Among top five CAFES growth majors over last decade</td>
<td></td>
</tr>
<tr>
<td>Monitor and improve student recruitment, retention, and graduation rates</td>
<td>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”</td>
<td>Hendricks 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</td>
<td></td>
</tr>
<tr>
<td>Promote civility in the classroom</td>
<td>WOW presentation, course syllabi</td>
<td>Civility included in WOW 2010 presentation; by fall 2012 all faculty should include civility statement in syllabi</td>
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</table>

**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