

Strategic Plan for Recreation and Tourism Management Department

2010-2015

Strategic Thinking – 2010-2011

Narrative Drafted 2011-12

Latest Revision (4.15.12)

The RTM department began a strategic planning process in 2010-11 as part of the CSUN Program Review process and began to implement parts of the strategic plan immediately. The Program Review process continued throughout the 2010-11 year and then morphed into the Self-Study for the COAPRT accreditation process for 2011-12. The key connection between the two planning processes was that the initial planning process of Program Review identified the importance to the department to pursue accreditation with COAPRT (as well as pursuing accreditation of the outdoor program with AEE).

The following areas of strategic planning represent the focus of the department for the five year period of 2010-2015. At the end of the narrative format is a table showing a summary of the plan.

I. Program Growth both Qualitatively and Quantitatively.

1. Increase the number of RTM Majors to the maximum level allowed within the resource constraints matrix of CSUN.

Explanation: The state-side program has a significant resource limitation based on macro and micro political forces. The intent is to maximize the state-side resources while also utilizing non-state side resources. A key part of that growth is the development of the Hospitality and Tourism areas at both the graduate and undergraduate levels. Begin 2010 and continues throughout the 5 year plan to 2015.

2. Develop a Master's degree program with Tseng College that will run parallel with the residential master's program but directed at a different market.

Explanation: The curriculum design begins in 2011-12 with a plan for implementation in the Fall of 2013. Details of the program design and the curriculum components are in the curriculum proposal documents.

3. Department Accreditation rationale was reviewed and faculty support was given to proceed with renewal of our accreditation by COAPRT (Coalition on Accreditation of Parks, Recreation, Tourism and Related Areas) as well as renewal of our accreditation of the outdoor program by AEE (Association of Experiential Education).

(1) The Program Review process was suspended since administrative policy only requires program review in the absence of a recognized accreditation process

Explanation: COAPRT accreditation was previously held by the department from the beginning of the NRPA accreditation process in the 1970s. The pursuit of this accreditation will assist in a number of curriculum initiatives (e.g. degree name change, student competency and certification) as well as enrich our assessment process as the new COAPRT standards are based on an assessment framework. The AEE accreditation will enhance our risk management planning for the outdoor curriculum and help integrate partnership with the newly implemented AS Outdoors program as both units will pursue accreditation simultaneously. The ACPHA (hospitality) accreditation process will not be pursued at this time.

Begin COAPRT in 2011-12 with self-study completed for review in spring 2012 and site visit to be scheduled for Fall 2012. AEE begins with self-study document draft in spring 2012, completion in summer 2012 and site visit anticipated in spring 2013.

4. Expand the hospitality and tourism curriculum offerings at the undergraduate level.

Explanation: The undergraduate curriculum expansion in both hospitality and tourism will be submitted in the 2011-12 year. The details of this development are in the curriculum proposal documents. Key course development includes classes in Food and Beverage, Accommodations Management, Sustainable Tourism as permanent courses. Key tenure track faculty hires in 2011 (Dr. Lee and Dr. Xie) plus Dr. Best in 2010 have been an essential part of this growth in addition to pursuing greater depth in part-time instructional faculty.

5. Expand the FTE growth in the department by providing an **expanded RTM Minor that maximizes new and existing areas of emphasis.**

Explanation: The previous minor will be replaced with four distinct minors that focus on recreation management, hospitality and tourism management, leadership development, and outdoor leadership. The curriculum proposal documents provide additional detail and rationale. The recreation management minor provides a flexible minor for our traditional market of non-majors. The hospitality/tourism minor will be particularly attractive to business related minors who want to develop expertise in these industry groups from the context of the leisure experience. The leadership development minor provides a great partnership with the informal leadership development programs on campus delivered through USU, AS, and Student Development combined with a vibrant academic study of leadership. The outdoor leadership minor will enhance the outdoor career track within the department by allowing students from other majors to harness their outdoor interests into an important vocational or a-vocational pathway. Resource challenges for this growth will be managed as discussed in item 1 in the strategic plan. Strategies for resource management include a special focus on limiting access to the Minors as needed and utilizing non-state side resources when additional enrollment cannot be absorbed through more robust class sizes of existing sections. Begin curriculum proposals in Fall 2011 and submission of proposals in Spring 2012 for implementation Spring 2013.

6. **Assessment Strategy** will be reviewed as part of the self-study process for COAPRT in addition to the normal process of on-campus reports.

Explanation: the most central process we have to respond to our quality concerns is increasing the rigor of our assessment process. In other words make assessment a meaningful exercise.

7. **Degree Name Change:** In order to recognize expansion in curriculum and increase the marketability of our degree programs the department will pursue changes in degree name.

Explanation: The curricular request was re-initiated in 2010-11 as a follow-up to the decision made by faculty in 2009-10. Final resolution was achieved in 2011 spring semester after extended negotiation with COBE. B. S. in Tourism, Hospitality, and Recreation Management; M.S. in Tourism, Hospitality, and Recreation Management implemented in Spring 2012.

8. **Recreation Therapy Future** to be determined as part of self-study process.

Explanation: given the low enrollment of Recreation Therapy students at this time the department needs to evaluate the future plan. External factors of licensure, job opportunities, current status of RT at CSU sister campuses, and online delivery options are part of the decision making process. The study will be initiated in 2011-12 with final determination by Spring 2013.

II. Department Centers

9.1: **Center to be renamed to Center for Recreation and Tourism.**

Explanation: The name negotiated for the department center in 2009-10 must be changed because it was impossible to remember in its attempt to be inclusive. Timeline: decision made in Spring 2011. Change in university literature in 2011-12 year.

9.2 A **Strategic Plan for the Aquatic Center** will be imagined and written as the guiding document for leadership at the center for the next five years.

Explanation: The Aquatic Center will undergo a complete review in terms of future directions as the department makes critical leadership transitions with the retirement of John Van Arsdale, the founding director of the center. Consult the strategic plan to see the program initiatives, faculty direction and staffing patterns, funding opportunities, research commitment, and partnerships with USU and ASREC. Timeline: discussion Fall 2010 followed by draft plan and final plan created Spring 2011. Aquatic Center director search and hiring scheduled for 2011-12 year.

III. Resource Development and Partnerships

10. **Partnerships between RTM department and campus auxiliary groups.** This conversation is integrated into other strategic planning components including Aquatic Center, Student Leadership Development Minor, AS Outdoor Adventures cooperation with RTM Outdoor

Education curriculum, and graduate assistantships offered by auxiliaries and supporting RTM masters students.

Explanation: Detailed source documents include the Aquatic Center strategic plan, the Minor curriculum revision with the new leadership program, and the aquatic center marketing study. New graduate assistantships with AS Outdoors and new student SRC begin in 2011-12 academic year.

11. Re-establish advisory boards to work with the following goals. The new Tseng College Master's program, the undergraduate program advisory board, the risk management committee for AEE accreditation, and the new advisory board with the Aquatic Center.

Explanation: Tseng advisory board invitation spring 2012, undergraduate advisory board Fall 2012, risk management committee for AEE accreditation invitations in summer 2012 for Fall 2012 meetings.

12. Succession planning and faculty hiring. A specific hiring plan to be identified in 2011-12 that will compliment strategic initiatives and growth areas and recognize anticipated retirements of existing tenured faculty.

Explanation: Initial hiring pursued during 2011-12 for Aquatic Center faculty position and generalist faculty position. Revised hiring and retirement plan submitted to the Dean of HHD in spring 2012.

13. Resource Development plan. Integrated with other initiatives is the need to increase external funding resources. The Center for Recreation and Tourism will enhance revenue through expanded challenge course programs, grants and contracts, and an alumni focused special event fund raising plan. The Aquatic Center will enhance revenue through expanded aquatic programs to the community and a special event fund raising plan.

Explanation: Begins 2010 and continues throughout the five year plan.

13. Physical space plan. Advocacy for better instructional spaces and faculty office spaces.

Explanation: Begins 2011 with negotiation of new office spaces for tenure track faculty. Long range planning process continues throughout the five year plan.