June 10, 2014

To: James H. Page

From: Susan J. Hunter

Subject: New Program Proposal - UMF

The University of Maine at Farmington is requesting the creation of a B.A. in Outdoor Recreation Business Administration. This program would replace the current Interdisciplinary Studies concentration in the same area, which has been highly successful since its inception in fall of 2010. The proposal has been reviewed by two external reviewers, both of which were positive. I recommend approval of this program.
June 2, 2014

Memorandum

TO: Susan Hunter  
Vice Chancellor for Academic Affairs  
UMS

FROM: Daniel P. Gunn  
Interim Provost and VPAA  
UMF

RE: External Review of Outdoor Recreation Business Administration Program

I have discussed the external reviews of our proposal for a B.A. in Outdoor Recreation Business Administration (ORBA) with the program faculty, and I am writing now to summarize our response.

We are gratified that the two reports provide strongly positive endorsements of our proposal. One report characterizes ORBA as “a pioneering program,” offers “full support to the program developers’ vision of providing a solid general education and a practical, rigorous, and specialized education in outdoor recreation,” and concludes that “program objectives are clear, program need is justified, program content is rigorous and relevant, program resources are sufficient.” The other report concludes that “the ORBA program at UMF is well thought out and offers a quality, well-rounded curriculum to its students.” “Clearly,” the reviewer goes on, “the students who complete the ORBA program enter the workforce armed with the tools they need to not only be successful leaders in the outdoor recreation field but they will have the transferable skills needed to be successful in any industry.” Both reviewers emphasize the value of programs like ORBA in meeting industry needs in Maine and New England and commend the consultative process that led to the development of the major.

We also appreciate the suggestions the reviewers have made and will take them into account as we move forward with the program. We would certainly like to have a full-time faculty member in recreation, as one reviewer recommends, and we will seek opportunities to make this investment in the future, as the program grows. In the meantime, we are grateful to have a staff of highly qualified adjunct professors, who offer us specific expertise in multiple areas and who provide us with the flexibility to meet students’ evolving needs. We will also continue to explore the possibility of offering certifications. In the past, our industry and community partners have preferred to offer the certifications themselves, and we want to preserve our cooperative and collaborative relationships with them. Finally, we have already begun to develop a focused, detailed academic assessment program, and we appreciate the helpful suggestions one reviewer makes in this regard.
Thank you for the opportunity to respond to these external reviews. Given the strong support that the reviewers have provided, we hope the program proposal can now move forward to the Board of Trustees.

Please let me know if you have questions or need additional information.

cc:

Kathryn Foster
Sheena Bunnell
S. Waleck Dalpour
Frank Engert
Clyde Mitchell
Proposal for Bachelor of Arts in Outdoor Recreation Business Administration

University of Maine at Farmington
Proposal for Bachelor of Arts in Outdoor Recreation Business Administration

I. Program Information
Title: Outdoor Recreation Business Administration (ORBA)
Location: UMF
CIP Code: 52.9999

Person Responsible: Dr. Clyde Mitchell, Department of Business Economics
Address: Division of Social Science, Business, and Global Studies, University of Maine at Farmington, 270 Main Street, Farmington, ME 04938
Tel: 207 7787417

II. Program Objectives

A: Program Rationale

This program would replace the current Interdisciplinary Studies concentration in the same area, which has been highly successful since its inception in fall, 2010. This proposal is motivated by the demonstrated viability of the program, the pressing need to enhance the branding of the program, and a desire to better support Maine’s outdoor recreation sector.

ORBA was initially offered as an interdisciplinary studies degree to establish that it was viable; it is now beginning its fourth year and we believe this viability has been demonstrated, with an average of fifty students in the program for the last three semesters. Other programs at UMF have evolved this way, including business-economics, political science, and international and global studies, all of which have proven to be sustainable and successful.

As noted above, the proposal is also motivated by the pressing need to enhance the perceived credibility and sustainability of the program. In the increasingly competitive college admission environment, this is essential for the clear branding of the program within Maine and out-of-state. A survey\(^1\) conducted in 2012, interviews of ORBA students, and informal discussions with parents have all indicated that there is significant confusion as to what an interdisciplinary studies degree means. Thus it is suggested that a Bachelor of Arts degree in Outdoor Recreation Business Administration rather than in Interdisciplinary Studies would be more meaningful not only to students, but to their parents and potential employers, in Maine, out of state, and internationally. This is an important consideration, since it is expected that many ORBA students will seek

\(^1\) A 2012 survey, which included 71\% of ORBA students, found that 92\% of these students would prefer or strongly prefer to have a stand-alone degree; in addition, 73\% believed their parents would prefer a stand-alone degree.
employment in other states and possibly even internationally, as was often the case with
students in our previous ski industry certificate program, who work throughout the U.S.
and in other countries.

The ORBA program has been widely accepted and supported by employers in Maine’s
outdoor recreation sector. Demand for student interns has exceeded the ability of the
program to supply them. Undoubtedly, the ORBA program will play a key role in
training future employees and business leaders for this sector. As we move forward, it is
critically important that we nurture our relationships with the industry and demonstrate
our desire to support it. Enhancing the sustainability and branding of the program with a
stand-alone degree will strengthen this partnership by demonstrating a significant long-
term commitment to the program and its graduates. In addition, a stand-alone degree is
likely to be perceived as more professional, which also benefits the industry. As Maine’s
tourism sector evolves, the professionalism of tourism providers (both real and perceived)
will become increasingly important.

When UMF’s winter-only ski industries concentration was phased out during the 2009-10
academic year, President Kalikow began discussions with recreation industry leaders in
our area to determine how UMF might best be responsive to their needs. Planning for the
current concentration and the proposed degree program was driven in large part by these
industry leaders, who requested a substantial, professional, practical program, with a
four-season focus and an internship component, to produce flexible and well-prepared
graduates who might fill entry-level, junior management and administration positions in
the recreation industry in western Maine.

The University also felt that “the creation of outdoor recreation opportunities through
extracurricular and curricular avenues within the university could have a significant
impact upon the university’s ability to recruit students” and that “snow sports and
outdoor recreation attract students to schools north of Boston.” Consequently, UMF
decided to develop an outdoor recreation initiative. Most of the planning for this program
was done in 2009-2010; the process was broadly inclusive. The initial planning was
undertaken by a committee consisting of staff and faculty internal to UMF. This
committee included: Celeste Branham (Vice President for Student and Community
Services), James Toner (Director of the Fitness and Recreation Center), Julie Davis
(Director of Athletics), Clyde Mitchell (Professor of Business Economics), Leigh
Breidenbach (former Director of the Ski Industries certificate program), Tom Donaghue
(Marketing), Maya Kasper (Center for Student Involvement), and Brian Schmedding (a
recent graduate).

The further development of the program in 2010 was guided by a larger steering
committee including UMF faculty and staff, industry leaders, and community members.
This committee included all of the persons listed above and the following: Theodora
Kalikow (President), Allen Berger (Provost), Sheena Bunnell (Professor of Business
Economics), Matthew McCourt (Associate Professor of Geography), Frank Engert

\[2\] Report of the task force created by President Kalikow to consider the development of a four-season approach to
outdoor recreation at UMF.
(Professor of Business), Bruce Hazard (Maine Woods Discovery, Maine Heritage Trust), Warren Cook (Former CEO of Saddleback), John Christie (Maine State Dept. of Labor), Dana Bullen (CEO of Sunday River), Scott Hoisington (former golf resort manager for Sugarloaf), Alison Hagerstrom and Betty Gensel (Greater Franklin Development) and Andy Shepard (Maine Winter Sports). This committee met regularly for a period of months and offered specific direction about the skill sets needed by potential employees in the industry, and members were instrumental in the development of the curriculum in a collaborative process with the Business Economics faculty. This resulted in a program with a core of business administration programming but included courses in geography and recreation. Furthermore students in this program would be encouraged to select electives from related areas that could strengthen their knowledge and skills for a career in this field.

All of the Business Economics faculty are involved in the curriculum for the current interdisciplinary concentration, as was Leigh Breidenbach (former Ski Industries Program Director), who coordinated internship placements and training for the program. Regular internship placements have been developed with Sugarloaf, Saddleback, Sunday River, and other industry partners. Ms. Breidenbach has since moved on to follow career opportunities in the retail industry, and Ms. Denise Boothby, the program coordinator of the Community Health Program at UMF, has taken over her role as the liaison for the recreational programming. The internships are now administered through the Partnership for Civic Advancement, which is led by Celeste Branham, and is administered by Lorraine Pratt. This unit coordinates and facilitates a large number of internships at UMF. The current process of developing a B.A. proposal has been led by Profs. Mitchell, Engert, and Bunnell, with support from the Division of Social Science, Business, and Global Studies, the Curriculum and Academic Policy Committee, Interim Provost Daniel Gunn, and President Kathryn Foster.

The current interdisciplinary degree focuses on business administration in the outdoor recreation sector. Industry leaders in the recreation and tourism sector (a major part of the economy in Western Maine) have indicated the need for a program that focuses on the development of business knowledge and leadership skills appropriate to careers in the outdoor recreation industry for both entry level and management positions. This program addresses those needs. This program is distinctive in New England and across the US, and qualifies for the New England Board of Higher Education’s Tuition Break program. While numerous recreation management programs exist throughout the US, the majority of those programs focus on (natural) resource management. There are relatively few focusing on business administration for organizations operating in the outdoor recreation sector. Thus this program differs from the typical resource management programs that are offered throughout the country, as well as programs that existed in the University of Maine System at the time this program was initiated. Our initial investigations in 2009-2010 also found that there were no similar programs in Maine or New England (see section III.C). There are business programs throughout the country with a concentration in recreation and/or tourism; however, this program would be significantly different, since the focus on the outdoor recreation sector would permeate the entire program,
rather than just offering a few courses within a concentration. A final distinguishing feature of the program was our focus on sustainability throughout the curriculum.

The proposed program would also take advantage of existing recreational programming at UMF and would nurture community partnerships. The Fitness and Recreation Center's Outdoor Recreation Programs (Mainely Outdoors) and the on-campus outdoor recreation clubs, which have been consolidated into the UMF Ski and Outing Club, currently present a range of outdoor recreation activities that support students' interests and build additional skills. UMF has also created an Outdoor Recreation Collaborative Steering Committee that is responsible for outreach efforts to build community partnerships and wide-ranging outdoor recreational opportunities for UMF; training and instructional programs; advising students who seek to obtain a major, concentrations, certifications; and potentially continuing education in related outdoor recreation and eco-tourism fields. These partnerships would be invaluable in providing opportunities for internships and work opportunities that would be a core component of the program.

As of 2013, the ORBA program has a new steering committee of industry leaders, who are there to guide the further development of the curriculum and content for the degree program, as well as to aid in recruitment of students and forge relationships with industry partners for both internship and career opportunities for ORBA graduates. This committee consists of Dana Bullen (chair and CEO of Sunday River), Russell Walters (Director of North Country Rivers Maine), Nancy Marshall (CEO of Nancy Marshall Communications), and Gretchen Ostherr (Manager of the Outdoor Discovery School at LL Bean). With the advice and guidance of these key industry leaders, it is anticipated that the ORBA program will continue to thrive and produce graduates with the skill sets needed for the outdoor recreation industry in Maine.

B: Program Goals

About
The Outdoor Recreation Business Administration Program is housed in the Department of Business Economics in the Division of Social Science, Business and Global Studies. This program develops skills and a knowledge base that will allow students to pursue careers in the Outdoor Recreation and Tourism sector in Western Maine or elsewhere. The focus of the program is to develop specific competencies and business skills that will facilitate career progression in the existing snow sports, golfing, river industry, hiking and camping resorts, service and retail businesses that provide the economic core of the tourism and recreation industry in Western Maine and many other regions nationally.

Mission
To enable students to pursue their passion for the outdoors and their aspirations for meaningful careers related to the outdoor recreation and tourism industry. We aim to instill in our students a commitment to excellence and an orientation to community service, and to provide them with the skills and knowledge that will enable them to play a
leadership role in the industry and contribute to the development of outdoor recreation opportunities in Maine.

Learning Goals
Students will be able to

- Demonstrate an understanding of business practices appropriate to managing and developing an organization operating in the outdoor recreation sector.
- Demonstrate an understanding of business and economics principles and practices appropriate to achieving a competitive advantage in the outdoor recreation sector.
- Demonstrate an understanding of the opportunities and challenges facing the outdoor recreation sector, with particular emphasis on Western Maine.
- Articulate their ideas in an effective manner, by speaking and writing coherently.
- Understand and analyze a broad range of issues by engaging analytical inquiry, informational literacy, ethical reasoning, problem solving skills and a broad multidisciplinary knowledge base.
- Understand the principles related to the development of human capital and effective leadership from an organizational and personal perspective.
- Develop an appreciation of the value of life-long learning.

C: Expected Outcomes

Student Outcomes

- Students will be able to present (orally or in writing) analyses and discussions that demonstrate the appropriate use of analytical inquiry, informational literacy, ethical reasoning, problem solving skills and a broad multidisciplinary knowledge base in solving problems, analyzing cases and discussing issues related to outdoor recreation businesses.
- Students will demonstrate an understanding of business practices, goal setting, leadership, cultural sensitivity and interpersonal relations through their performance in professional situations.
- Through papers, projects, exams, and discussions students will demonstrate:
  - An awareness of strategies facilitating the development of a competitive advantage, for organizations in the outdoor recreation sector.
  - An awareness of the opportunities and challenges facing the outdoor recreation sector, with particular emphasis on Western Maine, including how geography, people and the environment impact, and are impacted by, the development of a region.
  - Their understanding of human capital development principles and the development of leadership and interpersonal skills;
  - Their ability to apply relevant business practices
- Students will be able to communicate effectively. Oral and written communications will be coherent, articulate and will follow an appropriate professional style.
- Students will show a commitment to lifelong learning
III. Evidence of Program Need

A: Social and Economic Need

The Maine Department of Tourism 2008 strategic five-year plan states, “the focus of this five year plan is on improving our state’s competitive infrastructure; to put Maine in a position not only to compete effectively, but to ‘set the bar’ on tourism marketing and delivery.” Clearly, having skilled employees within the industry to deliver on this objective is essential. While there are many academic programs within Maine that support this overall goal, the ORBA major will be unique in serving the needs specifically of the outdoor recreation industry, by providing skilled employees for entry level, junior management and administration positions.

Studies including the National Survey on Recreation and The Environment (2008), the Outdoor Industry Foundation (2006), and the National Survey on Fishing, Hunting and Wildlife Recreation (US Fish and Wildlife Service 2006, 2011), have reported significant increases in participation by people of all age groups in outdoor recreation since the 80’s, 90’s and 2000’s. This has resulted in a need for more skilled personnel. The increase in participation has also led to more conflicts and litigation, with more pressure placed on limited resources, and to demand for the sustainable use of outdoor resources. These factors have led employers to seek knowledgeable and skilled personnel prepared to address an increasingly complex recreation environment. The increasing focus on nature-based tourism as a means to rural economic development in Maine (which has been a project of the Maine Office of Tourism, and for which western Maine was selected as a test region) has also reinforced our commitment to the ORBA program.

Tourism as a whole provides $10.1 billion in goods and services, 140,000 jobs and $425 million in state tax revenue for Maine (Maine SCORP 2009-2014), making the largest industry in the state, and hence its promotion is a factor of key importance. Tourism as a whole provides one out of every six jobs in Maine and brings in $1 out of every $5 in State revenue, and hence its promotion is of key importance within the state. The Longwood’s 2005 visitor study showed that 21% of visitors coming to Maine were specifically seeking outdoor recreation (Longwood’s 2005), thus the tourism sector, of which outdoor recreation is a vital component, needs not only state support, but will need skilled employees to provide these services. The outdoor recreation sector itself had seen significant growth prior to 2008, experiencing a 25% increase from 1999 to 2008 nationally in average number of days spent participating in outdoor recreational activities (Cordell, Betz, Green and Mou, 2008). Activities such as kayaking have shown more than a 600% increase in participation from 1995 to 2009 (greenspacehealth 2013), with other outdoor activities such as snowboarding, canoeing, day hiking, wildlife viewing all showing significant increases in participation, all over 75% during this time period (NSRE 2009). Clearly not all these activities have direct commercial value, but they are still significant to the state for indirect revenue, and to the residents of the state. The Maine SCORP 2009-2014 report identifies a variety of outdoor activities with extremely high participation rates by Maine residents themselves, such as walking (87.6%), viewing
nature (73.1%), swimming (64.4%), picnicking (61.7%) and boating (56.9%). Indirect revenue from such activities and the tourists that it attracts should not be discounted either. For example, in 2004 restaurant and lodging sales made up more than 13% of totals sales in all of Western Maine, and over 15% in Franklin and Oxford counties.

While western Maine may lack the infrastructure and industry that southern and central Maine enjoys, it is an area rich in natural and scenic resources, including dozens of spectacular lakes, mountains that offer great hiking, some of the finest ski slopes in the northeast, and excellent whitewater rafting and kayaking. It is critical for the economic wellbeing of western Maine that the outdoor recreation and tourism industries continue to thrive and grow and is supported by skilled and knowledgeable staff. The ORBA major aims to provide those key staff.

The interdisciplinary version of the program was approved internally within UMF in the 2009-2010 academic year, with a press release announcement in October, 2009. Due to the enormous interest from students who at that time were either undeclared or enrolled in other programs, a course equivalent to the introductory ORBA course was offered in spring of 2010 and filled to capacity. This spring class and two sections of this class offered in the fall of the same year helped accommodate students who wanted to change majors, or who had come to UMF to do the Ski Industries Certificate, which had been discontinued in 2008. (These students could now take this four-season outdoor recreation program instead.) These large initial classes in 2010 were considered to be a bubble and not a sustainable intake level. However, all subsequent introductory classes (in the fall semesters 2011, 2012, and 2013) have filled to the standard 25 seat capacity (with preference being given to those students who have declared ORBA as a major).

In May, 2012, the first few ORBA graduates who had transferred or converted from other programs graduated from UMF. In 2013, another cohort of 9 transfer/converted ORBA students graduated.

Student demand for the interdisciplinary program is shown in the table below. Since the program is still relatively new, the total enrollments after a full four-year cycle is not known, but is probably likely to be in the region of about 50 students. A useful predictor of demand is also the number of new students each year in the introductory class that were either initially registered as ORBA students, or who subsequently converted their registration to ORBA, which is shown in the table below.

<table>
<thead>
<tr>
<th>Term</th>
<th>S '10</th>
<th>F '10</th>
<th>S '11</th>
<th>F '11</th>
<th>S '12</th>
<th>F '12</th>
<th>S '13</th>
<th>F '13</th>
</tr>
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<tbody>
<tr>
<td>Student Term Level</td>
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<td></td>
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<tr>
<td>10-First Year</td>
<td>12</td>
<td>10</td>
<td>12</td>
<td>8</td>
<td>14</td>
<td>12</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>20-Sophomore</td>
<td>10</td>
<td>11</td>
<td>13</td>
<td>10</td>
<td>7</td>
<td>10</td>
<td>16</td>
<td></td>
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<tr>
<td>30-Junior</td>
<td>4</td>
<td>5</td>
<td>18</td>
<td>15</td>
<td>12</td>
<td>11</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>40-Senior</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>19</td>
<td>20</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Total students enrolled in program</td>
<td>28</td>
<td>28</td>
<td>48</td>
<td>43</td>
<td>52</td>
<td>53</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>Students who graduated</td>
<td></td>
<td></td>
<td>3</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Total enrollment in introductory class (all majors)</td>
<td>24</td>
<td>35</td>
<td>27</td>
<td>25</td>
<td>27</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Students declared as ORBA majors</td>
<td>7</td>
<td>23</td>
<td>15</td>
<td>16</td>
<td>14</td>
<td></td>
<td></td>
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</tbody>
</table>

The data above suggests that the program is sustainable with an average introductory class of about 25 students, of whom approximately 15 will be ORBA students by the end of the semester.

This level of enrollment has been achieved with no concerted marketing or enrollment strategy. The current trends would suggest an average enrollment of around 50 students in the program. However, it is envisaged that as a stand-alone major, with a stronger and more focused marketing and enrollment strategy, an enrollment goal of 60 or more could be achievable and sustainable.

At the time of the preparation of this proposal in fall, 2013, there were 48 students enrolled in the ORBA program.

**B: Potential Employers (Two-Year Programs Only)**

Not applicable. But see above.

**C: Survey of Similar Programs within the State**

Given its location in western Maine—in the heart of Maine skiing, and an hour's drive from the Forks, Maine (the heart of whitewater rafting in the US northeast), and not more than an hour from some of the best hiking, camping spots and the beautiful lakes of Maine—UMF is ideally situated to serve not only local students, but students specifically interested in the skiing, whitewater rafting or any other of the outdoor recreation pursuits that are distinctive to western Maine. In this sense, the program is region-specific, and does not offer substantial competition to other programs in the state. Nevertheless, we have compared the UMF program carefully to other programs that might be seen as similar within the state and northern New England.

**University of Maine System**

<p>| College                  | Degree                                   | Credits | Focus                                                          |
|--------------------------|------------------------------------------|---------|                                                               |
| University of Maine      | BS in Parks, Recreation and Tourism      | 120     | Includes forest management, wilderness management, tourism, recreation, environmental policy |
|                          | BS in Economics, concentration in        |         |                                                                |
|                          | Recreation Business                      |         | Economics major, and concentration subjects which include accounting, finance, management, tourism management wilderness and outdoor |</p>
<table>
<thead>
<tr>
<th>Management</th>
<th>leadership classes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor in Forest Recreation Management</td>
<td>18 (for minor) Classes in Forest recreation management, tourism, visitor management</td>
</tr>
<tr>
<td>Certificate in Tourism</td>
<td>22 Various business administration classes and classes in tourism and service management</td>
</tr>
<tr>
<td>University of Southern Maine</td>
<td></td>
</tr>
<tr>
<td>BA in Tourism and Hospitality</td>
<td>120 Extensive course work in Tourism and Hospitality, including development, management, promotion, trends and planning</td>
</tr>
<tr>
<td>BS in Recreation and Leisure Studies (majoring in Therapeutic Recreation)</td>
<td>121 Extensive classes in Therapeutic recreation, and recreation and leisure studies</td>
</tr>
<tr>
<td>Minor in Recreation Leadership</td>
<td>20-21 Various classes recreation and leisure studies</td>
</tr>
<tr>
<td>Certificate in Sustainable Tourism</td>
<td>15 Consortium certificate offered in conjunction with outside body</td>
</tr>
<tr>
<td>Minor in Nature Based Tourism</td>
<td>19-20 Various classes in tourism, recreation, communication and environmental studies</td>
</tr>
<tr>
<td>Minor in Tourism and Community Development</td>
<td>21 Various classes in tourism, development, Land use, regional development etc.</td>
</tr>
<tr>
<td>University of Maine at Machias</td>
<td></td>
</tr>
<tr>
<td>BS in Environmental Recreation and Tourism Management</td>
<td>120 Extensive courses in Recreation and Tourism studies, including management, programing, behavior and supervision. Additional courses in concentrations in recreation and natural resources, leisure programming, and sports and fitness management.</td>
</tr>
<tr>
<td>Associate’s degree in Recreation Management</td>
<td>64 General and business courses, and recreation courses</td>
</tr>
<tr>
<td>University of Maine at Presque Isle</td>
<td></td>
</tr>
<tr>
<td>Business Administration with a concentration in Recreation</td>
<td>120 General and Business Courses, with a concentration in Recreation that includes courses such as ropes, climbing and outdoor pursuits</td>
</tr>
<tr>
<td>Minor in Recreation and Leisure</td>
<td>21 Courses in recreation and leisure, leadership, programming and outdoor pursuits</td>
</tr>
</tbody>
</table>

Ref: CenTRO, USM³, University Websites

When UMF developed the interdisciplinary ORBA program in 2009-2010, there was no program within the University of Maine System, Maine Community College System, or Maine private colleges that offered a curriculum focusing primarily on business administration in outdoor recreation. Subsequent to the introduction of ORBA, the University of Maine at Presque Isle (UMPI) introduced a concentration in their Business Administration program that included recreation. This was due to reduced staffing and student demand.⁴ Their majors in Community Recreation, Natural Resource Management, and Outdoor Recreation Leadership were discontinued, and the only recreation programming that was retained was a recreation minor and a new recreation

³ USM prepared a submission to the University of Maine System for their Bachelor of Arts in Tourism and Hospitality in 2011, and collected data not only on programs throughout Maine, but central and northern New England. Dr. Kreg Ettenge of USM was the lead author of this extensive research document.

⁴ Personal communication with Prof. Clare Exner program chair at UMPI.
concentration in their Business Administration program. Although there are now similarities between ORBA and this latter program, the ORBA program requires a significant “People and Place” component and is more interdisciplinary in its structure. UMF does not have a Business Administration degree, only a Business Economics degree, which looks substantially different from the traditional Business Administration degrees as offered by UMPI. Finally, within the recreation concentration, UMPI offers courses such as ropes and climbing, whereas UMF offers inland fishing, river industries, and ski industries, which are more relevant to outdoor recreation in western Maine. It is not anticipated that the two programs would represent significant competition for each other, as the UMF program will be attracting primarily local students from western or southern Maine interested in outdoor recreation as well as those students specifically interested in skiing from within and out of state. It is anticipated that the UMPI program will be attracting students from northern and eastern Maine looking for a business degree combined with recreation.

Students interested in a career specifically in outdoor recreation that is not business/management oriented would likely choose the program at University of Maine at Machias (UMM). UMM has a Business degree with a Sports and Fitness management concentration, which is clearly different from the outdoor recreation focus of UMF. They also have an Environmental Recreation and Tourism Management Degree, with a concentration in Sports and Fitness Management and then another concentration in Recreation and Natural Resources, both of which are distinctly different from the ORBA program.

The degree programs offered at the University of Maine differ significantly from ORBA. One is based on an economics degree (as opposed to business administration), and the other is a broad degree in Recreation and Tourism, which as noted above includes forest and wilderness management, and which does not have a focus on business administration or outdoor recreation.

With respect to the University of Southern Maine, the BS in Recreation and Leisure studies focuses on general recreation, leisure and therapeutic recreation studies (as opposed to ORBA’s outdoor recreation) and does not cover broad business topics. The new BA in Tourism and Hospitality extensively covers tourism and general recreation (not specifically outdoor recreation), and it not primarily a business administration degree and hence differs from ORBA.

**MCCS**

In the Maine Community College System there is a variety of two-year associate’s degrees in culinary arts, food services and restaurant management, as noted in the table below. These are not full bachelor’s degrees, nor are they business administration degrees.

<table>
<thead>
<tr>
<th>College</th>
<th>Degree</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Maine Community College</td>
<td>Culinary Arts Certificate</td>
<td>34</td>
</tr>
<tr>
<td>Eastern Maine Community College</td>
<td>Associates in Culinary Arts</td>
<td>62</td>
</tr>
<tr>
<td></td>
<td>Associates in Food Services Management</td>
<td>63-65</td>
</tr>
<tr>
<td></td>
<td>Food service Specialist Certificate</td>
<td>30</td>
</tr>
<tr>
<td>College</td>
<td>Degree</td>
<td>Credits</td>
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<tr>
<td>-------------------------------------</td>
<td>------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Southern Maine Community College</td>
<td>Associates in Culinary Arts</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>Associates in lodging and Restaurant management</td>
<td>70</td>
</tr>
<tr>
<td>Washington County Community College</td>
<td>Associates in Adventure Recreation &amp; Tourism</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>(note: UMF is presently working on a transfer agreement with WCCC for these students to transfer into the ORBA program)</td>
<td></td>
</tr>
<tr>
<td>York County Community College</td>
<td>Culinary and Baking Certificate</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Associates in Culinary Arts</td>
<td>64</td>
</tr>
</tbody>
</table>

Ref CenTRO, USM, College Websites

Private colleges operating in Maine have degrees in business administration that focus on tourism and hospitality management, as noted in the table below.

<table>
<thead>
<tr>
<th>College</th>
<th>Degree</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thomas College</td>
<td>BS in Hospitality Management (this can be extended to an MBA)</td>
<td>120 / 150</td>
</tr>
<tr>
<td>Unity College</td>
<td>BS in Parks, Recreation and Eco-tourism</td>
<td>120</td>
</tr>
<tr>
<td>Husson University</td>
<td>BS in Business Administration – Hospitality and Tourism Management</td>
<td>126 / 150</td>
</tr>
<tr>
<td></td>
<td>(this can be extended to an MBA)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BS in Business Administration – Hospitality and Tourism Management</td>
<td>63+63</td>
</tr>
<tr>
<td></td>
<td>(culinary arts track, as transferred from EMCC)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Minor in Hospitality Management</td>
<td>18</td>
</tr>
<tr>
<td>Kaplan University</td>
<td>Associate in Travel and Hospitality Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Certificate in Travel and Hospitality Management</td>
<td></td>
</tr>
</tbody>
</table>

Ref CenTRO, USM, University and College Websites

Of the full degree programs offered by private universities within Maine, only Husson College has a related degree that is a business administration degree. Where the Husson degree is broadly focused on hospitality and tourism management, ORBA is specifically focused on outdoor recreation and related industries. As a public institution, UMF has only a relatively small crossover target market with the private colleges.

There are obviously a variety of online degrees that can be taken by students living within Maine, offered by institutions based outside of Maine. These include the major providers such as DeVry, University of Phoenix, Robert Morris and American Public University. Degrees available include,

- Hospitality Management
- Hotel and Restaurant Management
- Hospitality and Tourism
- Hospitality and Restaurant
- Culinary Arts / Food Services

We could not find an online program in Business Administration and Outdoor Recreation. We also reviewed programs offered in New Hampshire, Vermont, Rhode Island and Massachusetts, and found degrees offered in:

- Hospitality Management / Administration / Business
- Hotel and Restaurant Management
- Hospitality and Tourism / Travel
- Hospitality and Restaurant Management
• Culinary Arts/ Food Services
• Hotel (and Lodging) Administration
• Travel and Tourism
• Tourism Planning
• Sports and Event Management
• Parks and Recreation

Again there was no evidence of any program with a business administration base and outdoor recreation focus.

Thus UMF is confident that the ORBA program is not a replication of anything offered within the system, and does not have direct competition from other institutions within Maine, nor does it have direct competition within central and northern New England. However it is acknowledged that students could substitute other degrees for ORBA and still gain entry into the industries ORBA strives to serve.

IV. Program Content

A. Required Courses

The proposed requirements for the ORBA degree are as follows:

<table>
<thead>
<tr>
<th>Required BUS/ECO Courses</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 130 – Introduction to Recreation and Tourism</td>
<td>4</td>
</tr>
<tr>
<td>BUS 225 – Retailing Operations</td>
<td>4</td>
</tr>
<tr>
<td>BUS 240 – Financial Management for Recreation and Tourism</td>
<td>4</td>
</tr>
<tr>
<td>BUS 210 – Principles of Management</td>
<td>4</td>
</tr>
<tr>
<td>BUS 220 – Principles of Marketing</td>
<td>4</td>
</tr>
<tr>
<td>BUS 315 – Human Resource Development</td>
<td>4</td>
</tr>
<tr>
<td>BUS 320 – Consumer Behavior</td>
<td>4</td>
</tr>
<tr>
<td>BUS 360 – Entrepreneurship</td>
<td>4</td>
</tr>
<tr>
<td>BUS 480 – Service Operations Management</td>
<td>4</td>
</tr>
<tr>
<td>ECO 228 – Environmental and Resource Economics</td>
<td>4</td>
</tr>
</tbody>
</table>

And either

- ECO 101S – Principles of Macro-Economics (4) or
- ECO 102S – Principles of Micro-Economics (4)

Recreation Courses

Eight credits from the following: 8
- REC 102 – Snow Sports Industry (2)
- REC 103 – River Industry (2)
- REC 104 – Camping and Hiking (2)
- REC 105 – Golf (2)
- REC 106 – Inland Fisheries (2)
- REC 107 – Adventure Education (2)
- REC 177 – Topics in Outdoor Recreation (2)

People and Place

Two of the following: 8
- GEO 219S Geography of Maine (4)
- GEO 320S Economic Geography (4)
- GEO 331S Nature and Society (4)
GEO 332S Cultural Geography (4)
GEO 340S Land Use (4)
GEO 200S Geographical Imaginations (4)
HTY 240S History of Maine (4)
ANT 240S Cultural Ecology (4)
GEO 212S Latin America: Peoples and Environment (4)
GEO 214S Asia: Peoples and Environment (4)
GEO 343S Town and Regional Planning (4)
Internship 5

TOTAL FOR MAJOR 66

GENERAL EDUCATION REQUIREMENTS 40

OPEN ELECTIVES 22

TOTAL FOR DEGREE 128

The ORBA program has been designed taking into consideration the expressed needs of the industry. The program incorporates the skill sets that the industry leaders believe are essential to employees with the potential of reaching lower and mid-level management within a few years of working within their organizations. Although such employees need a passion (and skills and knowledge) for the specific industry and outdoor recreation activity, they primarily need management and organizational skills, including skills for each of the major business functions, including but not limited to general management, marketing, finance and accounting, operations, retail and human resources. Thus the base of the program is a business administration degree. Both the industry leaders and literature (Crossley, Jamieson and Brayley, 2011) indicate that employees in outdoor recreation should also have a knowledge of people and place, and that this was expected by the clientele in their interactions with the staff at resorts and operators. This need has been met through selected geography, history, and anthropology courses.

Another key component of the program is a required internship. This gives students the opportunity to apply knowledge and skills acquired in the classroom setting to real world situations, as well as to acquire practical experience and build networks within the industry. It is expected that students will choose an internship in the particular aspect of the industry they would prefer to work in after graduation (skiing, rafting, etc.). To date students have completed internships with the following operators amongst others:

- Sugarloaf USA
- Sunday River
- Saddleback
- Titcomb
- Windfall (whitewater rafting)
- New England Outdoor Center (whitewater rafting)

5 The internship must be a minimum of 6 credit hours and usually one placement; however students can and have chosen to do several internships at multiple placements for up to 16 credit hours.

6 See Section II for a description of the taskforce that guided the development of the program
- Kennebunk Department of Parks and Recreation
- Belgrade Lakes Golf Resort
- Todesco Country Club (Golf)
- Skydive New England
- YMCA (New York)
- Ipswich Country Club (tennis)
- Farmington Chamber of Commerce (tourism liaison)
- Northern Lights (outdoor recreation retail and rental)

Students have also completed internships as ski retail, snowmobiling retail and rental shops as well as numerous forms of camps. Students can also have more than one internship experience if desired to increase their exposure to different industries.7

B: New Courses
There will be no new courses offered for this program. The program will utilize existing required and elective courses offered through Business Economics, Geography, Anthropology, History and Recreation. The recreation course electives are shared with the Community Health program and their concentration in outdoor recreation.

C: Research Activity
The program has no required research component. This program attempts to introduce the student to a range of skills and knowledge that will be useful to a career in the management of outdoor recreation businesses. This does not prevent any student who has research interests from working with faculty and undertaking such research as an independent study. UMF is very supportive of such work.

D: Internship Requirement
As noted above, ORBA students will be required to do complete a six-credit hour internship. This provides the students with an opportunity to apply classroom knowledge and skills to the real world, developing invaluable experience as well as establishing a network of contacts for their future careers. This initial experience provides a significant advantage to both students seeking careers in the industry as well as to employers (whose initial training costs are reduced). It is anticipated that internships will regularly lead to initial job offers for graduating students.

As a legacy from the former Ski Industries certificate program, now expanded through ORBA to a four season outdoor recreation program, UMF still enjoys strong relationships with the major ski resorts in Western Maine including Sugarloaf, Saddleback and Sunday River. Many students are attracted to UMF due to the proximity of the campus to these resorts, and a significant proportion of students in the interdisciplinary ORBA program,

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7 One of the first transfer students to the interdisciplinary version of this program did in fact do two internships for degree purposes as well as a third, non-credit bearing internship for work experience.
are avid skiers or snowboarders.\textsuperscript{8} It is expected that a large proportion of ORBA students will choose internships and aspire to work in this industry upon graduation.

\textbf{E. Impact of the Program on Existing Programs on Campus}
The proposed degree program is intended to replace the existing interdisciplinary program, and it is anticipated all currently enrolled students will transfer to the new program. However the new program is essentially identical to the existing interdisciplinary program,\textsuperscript{9} so students currently enrolled in the interdisciplinary program will be able to complete the interdisciplinary degree if they prefer. Beyond this, the proposed degree program is not expected to have any additional impact on existing programs on campus.

The change from an interdisciplinary program to a stand-alone degree is expected to strengthen the marketing potential and credibility of the program (at least in terms of parents of potential students, and perhaps employers). However due to the overall state of both the national as well as the Maine economy, we do not foresee any significant short-term increase in enrolments until the economy and discretionary spending improve.

As the economy has been struggling over the last several years, enrolments at community colleges have been rising due to the lower costs of tuition at those colleges, so UMF is presently completing articulation agreements with regional community colleges.

The former Ski Industries program and the current interdisciplinary ORBA program have consistently attracted a fair number of out of state students due to the unique nature of the programs. This trend is expected to continue.

\\textsuperscript{8} An informal survey conducted in the 2012 BUS130 introductory class revealed a combined experience of over 200 years in skiing and snowboarding amongst 25 students.

\textsuperscript{9} The only changes are to allow students History and Anthropology courses to meet their requirements for the ‘People and Place’ component.
V. Program Resources

A. Personnel

1. Faculty

Please refer to Appendix 1 for Curriculum Vitae of faculty who will be playing a leading role in the program.

Key faculty and staff in this program include

Dr. Sheena Bunnell, Professor of Economics
Dr. Frank Engert, Professor of Business
Dr. Clyde Mitchell, Professor of Business
Dr. Matthew McCourt, Associate Professor of Geography
Dr. Brad Deardon, Associate Professor of Geography
Dr. Cathleen McNenny, Professor of Geography

Note: There are 6.167 FTE Business Economics faculty available to deliver the program curriculum: Profs. Waleck Dalpouer, Frank Engert, Sheena Bunnell, Thomas Maroney, Wendy Harper, Clyde Mitchell and John Messier. One professional staff person at the Partnership for Civic Advancement (Lorraine Pratt) supports the program by supervising ORBA internships (including training students in advance of their placements). There are also three FTE faculty in Geography who provide supporting courses, namely Profs. Cathleen McNenny, Brad Dearden, and Matthew McCourt. In addition, the Provost has authorized .5 FTE part-time faculty each semester to offer REC electives in support of the program. The latter has been used by the Community Health Program to hire highly qualified external adjuncts to provide instruction for the recreation courses.

2. Effects on Staffing in Existing Programs

The change from an interdisciplinary major to a full major will have no effect on faculty assignments.

B. Current Library Acquisitions Available for New Program

This change from an interdisciplinary major to a full major entails no change in the needed library or media resources. In 2010, when the interdisciplinary program was introduced, the UMF library was kind enough to reallocate a significant proportion of new book money to enable the library to acquire resources for the program.

The current library funding system will function adequately for the new program, as will current access to multimedia and other equipment.
C. New Equipment Necessary
The financial costs of operating an ORBA major will be no different than the interdisciplinary major. It will entail no new demands for resources and equipment. The program does not require any special equipment. However, between the UMF Fitness and Recreation Center and the Ski and Outing Club, equipment can be accessed for use in the associated recreation classes.

D. Additional Space Requirements
There will be no additional space requirements. No special facilities are required for the program. However, UMF does have a great Fitness and Recreation Center that supports activities in the associated recreation classes.

E. Extent of Cooperation with Other Programs, Both on the Initiating Campus and Other Campuses

The ORBA Major is an interdisciplinary major that involves numerous faculty members and several fields of study. It is by nature a cooperative venture. Cooperation with other campuses may involve guest speakers and communication with other Outdoor Recreation, Hospitality and Tourism programs in the system. However this is not necessary for the functioning of the program, as it is, and it will continue to be completely self-sufficient. At present the ORBA program is housed in the Business Economics Department, but has required courses in Recreation and Geography. Social Science. Geography and other Social Science departments fall in the same division as Business Economics, report to the same chair, and fall under the same budget structure. The recreation classes are offered by the Community Health Department, and are run by adjuncts or through overloads with existing faculty. These courses have been very popular and have been consistently oversubscribed, easily filling with students from other majors (besides ORBA and Community Health majors). The faculty of the Community Health program has been actively involved in the ORBA program from its inception to all subsequent developments. The faculty members from Business Economics, Geography and Community Health Departments are in continuous communication about course cycling and staffing, as well as any potential future developments of the program.

Another area requiring internal co-operation is the internships. During the initial phases of the interdisciplinary degree these internships were supervised by a variety of faculty and staff, but were then centralized through one staff member (Ms. Leigh Breidenbach, former head of the Ski Industries program), who had a split appointment between Community Health and the Fitness and Recreation Center, where she ran the Mainly

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10 Informal discussions about potential collaboration and cooperation have been held between faculty from ORBA and key faculty from the USM Tourism and Hospitality program.

31 Ms. Breidenbach was also the former faculty advisor for the ski and outing club (now jointly advised by Prof. Mitchell and James Toner of the FRC) which provides the students both resources and learning opportunities to participate in, plan and lead outdoor recreational activities, from climbing, whitewater rafting, ski and snowboarding, hiking, camping and other exciting outdoor recreational activities.
Outdoors program\textsuperscript{12}. After Ms. Breidenbach's retirement in 2013, all internships have since been coordinated through UMF's Partnership for Civic Engagement, which is run by Ms. Lorraine Pratt.

Informal discussions have been held UMF faculty and Dr. Kreg Ettinger representing the major in Tourism and Hospitality at USM, regarding potential future collaborations. (See the attached letter of support from Dr. Ettinger.) Informal discussions with Prof. Andrea Ednie of the University of Maine at Machais concluded that both campuses would be interested in collaborating if the opportunity arose in the future.

Initial contact has also been made with faculty at the University of Maine at Presque Isle, specifically Clare Exner, the chair of the division, and Carolyn Dorsey, the program coordinator, to consider potential future collaboration.

VI. Total Financial Consideration

\textbf{A. Anticipated Cost and Income}
Since the B.A. program will be delivered in the same fashion as the current interdisciplinary concentration, no additional resources will be required in any of the above areas, and no additional funds are requested. The current program is fully funded through UMF's E&G budget.

\textbf{B. First-Year Costs}
There are none that are not already built into the UMF budget

VII. Program Evaluation

UMF has a regular schedule for comprehensive program review of each major, including a self-study, a visit by an outside reviewer, and a summary report by the Provost. As a new program, the B.A. in Outdoor Recreation Business Administration will be evaluated two years following the initial approval, and every seven years thereafter. In addition, the ORBA program faculty will engage in continuing program assessment on an annual basis, as do faculty in all programs at UMF. These efforts will be documented in annual assessment reports, the results of which will undoubtedly influence the further development of the program.

VIII. References

University of Southern Maine (2011). New Program Proposal for Program in Tourism and Hospitality. Published in the University of Maine System

\textsuperscript{12}The Mainly Outdoors program is an outreach program available to both students, staff and faculty as well as community members that provides family friendly outdoor recreational programming, such as hiking, snowshoeing, cross country skiing, camping, mountain biking, whitewater rafting, kayaking and canoeing.

http://umaine.edu/centro/education/hospitality-tourism-education/

commercial recreation and tourism an entrepreneurial approach. Sagemore Publications.


Savignano, P. (2005)

NSRE (2009), National Survey in Recreation and the Environment.

in United States: A national Report from the National Survey in Recreation and the
Environment.


February 18, 2013

Kathryn A. Foster  
President  
University of Maine at Farmington  
Merrill Hall  
224 Main Street  
Farmington, ME 04938

Dear President Foster:

Greater Franklin Development Corporation is a non-profit economic development organization that works toward the creation and retention of quality employment opportunities in the greater Franklin County region, primarily through business attraction, assisting existing businesses, and encouraging entrepreneurship.

As we all know, tourism is one of the largest economic sectors in Maine contributing $7.7 billion in direct sales and economic impact, and $414 million in tax revenues. It employs, directly and indirectly, about 108,000 workers.

In Franklin County and Western Maine tourism is an integral part of the overall economy. On an annual basis, the Maine’s Lakes and Mountains Region receives an estimated 2.97 million overnight visitors and 1.78 million day visitors.

The Franklin County Region is truly a four season recreational destination, boasting ten of Maine’s fourteen highest peaks, and some of Maine’s largest lakes including Flagstaff and Rangeley lakes.

The idea of a stand-alone degree that is a Bachelor in Arts in Outdoor Recreation Business Administration focusing specifically on the needs of Western Maine is distinctive, and with the demand for UMF interns, we hope that will translate into jobs for your graduates here in Western Maine.

We enthusiastically support your efforts and are willing to help you in moving forward with this very exciting endeavor.

Best regards,

Alison A. Hagerstrom  
Executive Director

www.GreaterFranklin.com
February 26, 2013

Kathryn A. Foster  
President  
University of Maine at Farmington  
Merrill Hall  
224 Main Street  
Farmington, ME 04938

Dear President Foster:

Just over two years ago as Resort President and General Manager of Sunday River, I had the pleasure of serving on the task force aimed at creating the Outdoor Recreation Business Administration Degree at UMF. I was very excited about the prospect of the University offering to its students a variety of classes that are specifically focused on the outdoor tourism industry of our great State. Since that time, the program has exceeded all of my expectations.

Sunday River Resort employs over 150 fulltime, year-round staff and an additional 1,300 seasonal team members. The seasonal nature of the ski industry results in a high level of turnover and the ORBA program, with its skilled entry-level graduates, is a valuable resource for our resort.

I am writing to express my full support for University to convert the ORBA degree to a full-fledged stand-alone degree. I would be happy to offer my assistance in any way possible to help in moving this conversion forward.

Sincerely,

[Signature]

Dana A. Bullen II  
Resort President and General Manager
August 5, 2013

Dr. Kathryn A. Foster  
President  
University of Maine at Farmington  
Merrill Hall, 224 Main Street  
Farmington, ME 04938

Dear President Foster:

I have reviewed the Intent to Plan for the proposed B.A. in Outdoor Recreation Business Administration and support the development of this program. This degree should fulfill a need for undergraduate training in the business aspects of outdoor recreation in western Maine, and is a nice complement to what we are now offering at USM.

As I discussed with faculty from the Department of Business Economics last fall, I believe there are many opportunities for collaboration between UMF and USM’s new Program in Tourism & Hospitality, including joint student activities and direct transfer of credits between programs. Such mechanisms would further the goals of the UMaine System to find new ways for campuses to work together and create flexible programs that meet the needs of today’s college students.

I would also like to pursue the idea of an intercampus exchange program between our two campuses involving students from either program spending one or two semesters at the other campus, taking courses and possibly completing a professional internship. Such a program would help build a sense of community between our programs, and would expose students from each campus to another part of the state and to opportunities they might not otherwise have.

In my opinion, such ideas for collaboration will be easier to pursue if UMF has a stand-alone degree in this area. I therefore applaud UMF’s development of this new degree and look forward to working together to help build Maine’s tourism, hospitality and recreation workforce.

Sincerely,

Kreg T. Ettenger, Ph.D.

Chair, Program in Tourism & Hospitality  
Associate Professor of Anthropology  
College of Management and Human Service