

## PRM Mission, Vision, Values & Strategic Plan

**PRM Vision:**

We envision a global community where individuals and groups can equitably and responsibly access spaces for recreation, pursue healthy active lifestyles, and promote social and environmental justice.

**PRM Mission:**

Our mission is to advance knowledge, educate professionals, engage communities, and affect positive social and environmental change using innovative, experiential, and equitable practices. PRM graduates are prepared to design, implement, and evaluate components of the leisure service industry.

Tagline: #WheeExplore

**PRM Values:**

- Diversity & Social Justice
- Lifelong learning
- Professionalism
- Environmental Stewardship
- Healthy active lifestyles
- Compassion
- Integrity
- Adventure
- Experiential Learning
- Community
- Innovation
- Engagement

### Strategic Planning Part #1: SWOT Analysis

<b>PRM Strengths:</b>	<b>PRM Weaknesses:</b>
Location (geographical) Trail system on campus Marketing-Winning best adventure college lots of times Advisory Board New EOE program Green Room/Community of Students/Culture of Community among students Poverty Simulation Grant New Liberal Studies Course Faculty continue to be actively engaged in a teaching/scholarship informed fashion Resources: TDC, gear that meets programmatic needs, trails, basecamp partnership, meeting spaces Reputation of faculty-Andrew-editor JOREL Reputation of the program-28+ years	Faculty Diversity Inadequate TT lines to support growing PRM/EOE programs Student diversity LMS doesn't meet our needs Gender inclusive bathrooms needed to support faculty, staff, students Would use a high ropes course often High advising loads-A set advisor would be helpful for the program Classroom instructional space which transitions to an activity space is limited Team Development Course without restroom facilities Aging Reid Gym

<p>Support from administration  Support from local and regional partners, agencies, businesses, organizations  Creative partnerships for courses, certifications, internships  Articulation agreements with community colleges  Landmark Learning Partnership  GMIT International Exchange Program in Ireland  Equipment needs are met through ongoing support  Full-time and adjunct faculty  Scholarship of Faculty  Reputation of alumni  Loyalty of and connectivity of alumni  Two scholarships fully funded for undergraduates  Increased student numbers (undergrad) annually  Professional development funding for faculty  AEC/OEC  WCU Trail System  Climbing wall  Small class size (skills courses)  Transportation (van, trailers)  Equipment Storage (boat shed, equipment rooms)</p>	<p>Challenges with amount of field-based courses and number of “moving parts” while constantly changing administrative protocols  Challenges with offering outdoor activity courses as the program grows due to faculty loads and limited pool of adjuncts with experience, certifications, and master’s degree.  Difficulty getting adjunct instructors approved to teach without a master’s degree (e.g. rock climbing, canoeing, kayaking, etc.)  Size of PRM 430/461/370  The way FTE is calculated for loads</p>
<p style="text-align: center;"><b>PRM Threats:</b></p> <p>Less students graduating from high school in a few years  Public land access changes (changes or removal of permits for core field classes)  Broadband Internet access  Pandemic - impact on faculty and student health; challenges for curriculum delivery  “Rising Administrivia” (aka increased policies, procedures, paperwork and red tape) / Regulatory Bodies  Financial incentives for grant seeking  Lower salaries (CUPA-only 75% of CUPA-we should be at 100% of CUPA)  No or very few raises  Poor benefits packages</p>	<p style="text-align: center;"><b>PRM Opportunities:</b></p> <p>NC Promise Tuition  National Outdoor Recreation trends  Great American Outdoors Act passed which will increase opportunities for jobs for PRM graduates  Funding for the NC Outdoor Recreation Industry  Office-Director based out of Asheville  Ongoing partnership with OEC  AEC-student partnerships/#/EOE students  Liberal studies class in the works-Nature RX  We could partner with Teacher Ed.-Diversity focus  Partnership with Leadership Minor  Access to public land in our area  Articulation Agreements with Other NC Community Colleges  Articulation Agreements with Kindred Agencies  Make \$ from the TDC for the program  Promote WFR and other courses with Landmark for WCU students and generate scholarship funds  Local charter school promotion of PRM program  Look into integrated core</p>

## Strategic Planning Part #2: Goal Development

### PRM 5-year “strategic direction” goals & corresponding objectives

Where do we want to be in 2025? (Goals)

How do we get there? (Objectives)

<b>Goal #1: Continuous curriculum review and revision to meet current student and industry needs</b>		
Objective	Point Person	Target Deadline
Review and revise first aid core course requirement to determine if we teach first aid as a core course or if a certification becomes a “graduation requirement”	Andrew Bobilya	May 2021
Re-visit PRM professional career paths & clearly identify where they fit with PRM core and electives courses offered.	Callie Schultz	December 2022
Develop Nature Rx as a PRM course and apply for liberal studies course designation.	Debby Singleton	March 2021
Evaluate course content for PRM 461: Management & Administration in PRM do determine if it needs to be split it into multiple courses.	Jeremy Schultz & Debby Singleton	December 2021
Evaluate our current students’ level of PRM-related experience (career prep) and explore experience requirements from other universities to best prepare students for careers in PRM fields.	Rebekah Campbell & Debby Singleton	May 2022

<b>Goal #2: Continuous assessment and improvement of PRM’s online curricula</b>		
Objective	Point Person	Target Deadline
Ensure faculty have the resources to become proficient in new LMS-Canvas	All Faculty	May 2023 (ongoing)
Identify student need and industry trends for online PRM courses. Following that assessment, identify courses within the PRM curriculum that can be offered online and developed additional courses as needed.	Jeremy Schultz & Callie Schultz	December 2023
Assess ways to integrate technology in PRM core and elective classes to meet industry training and student interest.	All Faculty	May 2023 (ongoing)

<b>Goal #3: Sustainable growth of PRM Program and related outreach programs</b>		
Objective	Point Person	Target Deadline
<p>Secure appropriate faculty and graduate assistantship positions to support growing PRM/EOE programs.</p> <p>Sub-objective A: Submit and receive approval for new Assistant/Associate Tenure Track PRM/EOE position to begin August 2022.</p> <p>Sub-objective B: Submit and receive approval for a ¾ time PRM instructor position to begin in August 2022</p> <p>Sub-objective C: Receive approval for 2-4 graduate assistantship positions to teach PRM activity courses and support PRM faculty.</p> <p>Sub-objective D: Recruit and retain an adequate pool of adjunct instructors (Point person: ALL)</p>	<p>Andrew Bobilya</p> <p>Callie Schultz</p>	<p>October 2021 (sub-objective a &amp; b)</p> <p>February 2021 (sub-objective c)</p> <p>December 2025 &amp; ongoing (sub-objective d)</p>
Successfully apply for, receive, and maintain COAPRT accreditation	All	March 2021 and Ongoing
Continued support for faculty research and professional development (eg. support for conference travel, industry required certifications) as well as PRM program supplies and equipment to offer current and future PRM courses.	Lisen Roberts	Ongoing
Maintain and expand our community and industry partnerships	Rebekah Campbell (and All-through courses and additional outreach)	December 2025 and Ongoing
Maintain and strategically expand our current and future MOUs and articulation agreements (ie. GMIT (Galway-Mayo Institute of Technology, Landmark Learning, Adventure Treks, Southwest Community College).	Andrew Bobilya & Callie Schultz	December 2025 and Ongoing

<b>Goal #4: Strategic administrative directions for positive growth</b>		
Objective	Point Person	Target Deadline
Explore opportunities to utilize the Team Development Course for community outreach, practical experience (for undergrad and graduate students), and income potential.	Andrew Bobilya Callie Schultz Jeremiah Haas	December 2025 and Ongoing
Hold ourselves accountable to creating a more diverse and inclusive PRM program. Sub-objective a: Intentionally seek to hire faculty members who represent diverse identities/ideas Sub-objective b: Intentionally seek to partner with more diverse community agencies Sub-objective c: Partner with other academic programs to develop a interdisciplinary social justice minor at WCU Sub-objective d: Review our courses and determine how we can intentionally build-in diversity/equity/inclusion content in all of our courses. Sub-objective e: Add a “diversity coordinator” position to the PRM student club Sub-objective f: Support Earl Hunter (Black Folks’ Camp Too) in working to implement more outdoor recreation and education programs at HBCUs.	All	December 2025 and Ongoing
Evaluate and address faculty pay inversion. Work to ensure faculty are compensated at levels consistent with CUPA codes.	Lisen Roberts Callie Schultz Andrew Bobilya	December 2022 and Ongoing