



Parks and Recreation Management - B.S. [EABS PRM]

WCU's Parks and Recreation Management (PRM) Program prepares students for professions in the leisure service, recreation, outdoor, and tourism industries, as well as with land agencies such as the National Parks and U.S. Forest Service. Students in the program earn a Bachelor of Science (B.S.) degree in Parks and Recreation Management.

Cycles included in this report:

Aug 1, 2023 to Jul 31, 2024

Program Name: Parks and Recreation Management - B.S. [EABS PRM]

Reporting Cycle: Aug 1, 2023 to Jul 31, 2024

1 Student Learning Outcome (SLO) SLO 3 Discipline Specific Knowledge

Students graduating from the program shall be able to demonstrate entry-level knowledge about operations and strategic management/administration in parks, recreation, tourism and/or related professions. [2021-22; 2020-21; 2019-20]

Outcome Links

SLO 3 Discipline Specific Knowledge [Program]

Students graduating from the program shall be able to demonstrate entry-level knowledge about operations and strategic management/administration in parks, recreation, tourism and/or related professions. [2021-22; 2020-21; 2019-20]

1.1 Data Collection & Assessment Method - When, Where, Why, Who, & How

This particular course was chosen for this assignment because this course is one of two 400-level management-focused courses in our degree. In this course, students focus on developing a business plan and a feasibility study and gain a variety of management knowledge and business skills. This assignment (feasibility study) was chosen because students are asked to demonstrate and apply knowledge about how a business would operate and suggest strategic research-based management strategies.

This assessment occurred during the PRM 430: Entrepreneurship & Commercial Recreation courses in the fall of 2023. We taught one section of this course for 30. Students in these courses are juniors or seniors and the course is residential face-to-face.

We used the final feasibility study for PRM 430: Entrepreneurship and Commercial Recreation because it is an assignment that is scaffolded throughout the semester. The focus of the feasibility study is determining whether or not the business plan the students develop is feasible and will produce a return on investment. In order to write this plan, the student create a comprehensive business plan. Then based on industry and market research and trends opportunities within the commercial recreation field, the students must complete an in-depth feasibility study which demonstrates their ability to do research, to summarize data, to pitch management strategies, complete financial plans, do market analyses, and to present the results of this work in a concise, compelling, and professional way. It is a direct measure of learning.

1.2 Target Expectation & Rubric/Scoring Criteria

The program's baseline target expectation is that 70% of students will score at 75% or higher on the feasibility study.

Feasibility Study Guidelines

PRM 430: Entrepreneurship & Commercial Recreation

General Requirements for each section and the final product:

- The Feasibility Study should be produced in Microsoft Word. Save document with “.docx” extension. Please do NOT use pages, rich text format, google docs links, or programs found on tablets. I will NOT accept these.
- 1” margins all the way around, 12 point font, double-spaced.
- APA formatting with running head and page numbers.
- Sources are required in APA style. For each chapter, provide a reference page at the END of the chapter. Please reference websites, personal interviews, books, manuals, class lectures, etc.

Included within the Canvas learning modules are very detailed instructional handouts and detailed grading rubrics for each chapter. Make sure you review these materials prior to starting each chapter, while proofing and editing your chapter and before you submit the chapter as part of the Feasibility Study.

The information in this handout is an overview of the entire project and the basic requirements.

- **Please include all of the following in your final plan in this order:**

Cover Page

Table of Contents

Executive Summary

Chapter 1: Description of the Business

Chapter 2: Regulatory and Risk Analysis

Chapter 3: Location Analysis

Chapter 4: Management Analysis

Chapter 5: Marketing Plan

Chapter 6: Financial Analysis

Chapter 7: Feasibility Recommendation

Appendices

Descriptions of each section and the order they should appear in final plan. Detailed instructions for each section and chapter are found in Canvas.

Cover Page

- Name of company
- Address (where will it be located?)
- Logo
- Name(s) and title(s) of owner(s)/entrepreneur(s)
- Date

Table of Contents

- Please include page numbers

Executive Summary

- This is the **last** section you'll write
- Include a brief overview of the entire operation
- Should be 1-2 pages in length
- Include everything you'd include if discussing your business in a 5-minute interview
- Make it enthusiastic, professional, complete, and concise
- Keep it professional, not conversational

Chapter 1: Description of the Business

This chapter sets the stage... It presents the description of the business, including mission, goals, objectives, and philosophy. It also includes an explanation of the legal form of organization of the business. Essentially: What business will you be in? What will you do?

The chapter will include the following:

- Business concept – what type of product or service do you plan to offer?

- Are you looking to a new market or to one that has already been established?
- Describe the life cycle of the industry that you fall into.
- Production plan (if applicable) – If you are manufacturing goods, how will this be done? Are you going to make them or contract them out?
- What is your competitive niche?
- How do you differentiate yourself from what already exists in the market? If this business does not currently exist, why?
- Mission statement
- Business goals (2 or 3) and objectives (3-5 per goal)
- Company strengths and core competencies – what factors will make the company succeed? What background experience, skills, and strengths are you bringing to the equation?
- Which legal form of business organization will you use and **why**? Use Table 4.2 for talking points.
- References

Chapter 2: Regulatory & Risk Analysis

It is essential to find out what regulations must be complied with, what licenses are needed, and what insurance must be purchased. You will also need to reflect the costs of these items in the financial section.

- Identify any regulations and special licenses that may be pertinent to your business, including taxes. Be sure to discuss a minimum of 5 that your business will require. Table 4.3 can help.
- Identify your insurance needs and estimated costs.
- What about risk management? Which aspects of your business will require a focus on risk management? There's a section in your textbook (p. 199) that will help you.
- Discuss any patents you may need.
- References

Chapter 3: Location Analysis

This chapter examines the opportunities and challenges associated with the location of the business; physical, online, or mobile.

- Choosing a location is a 2-step process. First, decide on a general area using the following criteria:
 - Demographics
 - Community environment
 - Business environment
- Second, select a specific area for your business. Figure 4.3 in your textbook gives you numerous talking points. Use this chapter to discuss a minimum of 6 of these site selection considerations.
- You may want to include maps, building designs, property layouts, etc. in the appendices for this section.
- References

Chapter 4: Management Analysis

There are 3 major areas for your management analysis. Be sure to include:

1. Organizational – develop an organizational chart along with associated job descriptions for each area
2. Staffing – considerations may include skills, benefits, housing, transportation, training, and incentives
3. Operational – equipment, maintenance, specialized instruction, facilities, geographic features, IT, suppliers, subcontracted services, scheduling, and down time (seasonality)
4. References

Chapter 5: Market Analysis

For this chapter you will describe how you plan to market your product or service. Talk about how you plan to advertise. What is your public relations strategy? Include information about competitive pricing and your plan for selling your product or service.

This is one of the most difficult chapters of a feasibility study, but it is also the MOST important. Spend some time doing your research. If there's no market, there's no business.

- Start out by describing all of the products/services that you will offer?

- Who is your target market? What is your market segment? Describe their common characteristics. What are their purchasing tendencies?
- Who are your competitors? Where are they? How many of them are there?
- How are you going to position yourself in the market? Develop quadrants similar to Figure 4.5.
- Do your best to project the demand for your product/service. Use data from the census, trade associations, existing businesses, industry research, and the SBA.
- Describe your pricing structure.
- Develop a promotional budget.
- References

*Include in your plan the following: *Note: not all businesses require each one, discuss with instructor. The ones in **BOLD** are required.

- **LOGO**
- **Website layout** (you do not need to create an actual website)
- brochure or rack card (if applicable)
- **sample ad in a magazine, newspaper, or online**
- Social networking layout (Facebook, Twitter, blogs, etc)
- sign design/layout (if applicable)
- any other promotional/marketing tools you feel are beneficial to your business

-

-

Chapter 6: Financial Analysis

You will receive budget templates to use. We will spend class time on each item.

This section is based on information presented or considered in all the previous chapters. The golden rule for the financial analysis is to be liberal in estimating expenses and conservative in estimating revenues. The financial analysis supports your plan and provides a realistic picture of the financial future of your business.

Financial statements should be completed using Microsoft Excel. Save as: yourlastname_startup.xlsx and each statement individually. If you are able to save them in one document, that is fine.

You will need each of the following financial statements in this chapter.

1. Financial Introduction (word document) explaining what the reader will be viewing in your statements.
2. Break-even analysis (word document) *Can be part of your financial introduction.
3. Excel spreadsheets:
 - Start-up budget: showing start-up costs, business needs, capital equipment list, source of funding, should include projected for 1st year revenue and expenses.
 - Income statement (first year sales and expenses)
 - Cash flow analysis (1 year)
 - Pro forma statement (3 years)
1. Written Summary of financial plans and needs and where you will obtain funding for your business. (word document) *Will be placed after your spread sheets in the final business plan.
2. References

****This section should be submitted using spreadsheets with gridlines and any supporting documentation typed.**

-

Chapter 7: Feasibility Recommendation

- What is your feasibility recommendation? Use the 4 categories of decisions (p. 105) to drive your recommendation. Be sure to support your decision by explaining how the previous chapters are related to each other, assisting you in making your final decision for Chapter 7.
- Be sure to use **Return on Investment (ROI)** as a talking point. Calculate your ROI for year one. Table 4.4 is a great visual for 5 different services using pessimistic, realistic, and optimistic forecasts.

$$\text{ROI} = (\text{Net Profit/Equity}) * 100$$

Appendix (OPTIONAL)

Supporting documents may include, but are not required:

1. Resumes of owners
2. Lease agreement (or sample)
3. Business layout
4. Capital equipment list
5. Maps showing business location and market information
6. Photos of products, equipment, etc.
7. Supporting charts and graphs
8. Relevant articles to support industry trends
9. Legal documents such as patents, trademarks, licenses, tax info, non-profit info
10. Sample website, blog, promotional materials, etc.

Tips for Writing a Good Business Plan:

- Keep it simple and focused.
- Make it easy to read.
- Use understandable language, a layout that is pleasing to the eye, and charts or graphs to explain difficult concepts.
- Be objective.
- Review the plan with the critical eye of an outsider who doesn't know your business and isn't committed to the business.
- Be honest.

Mistakes to Avoid When Creating a Feasibility Study

- Submitting a "rough draft".
- Out-dated historical financial information or industry comparisons.
- Unsubstantiated assumptions can undermine a plan.
- Failure to consider potential problems will lead the reader to view the plan as unrealistic.
- A lack of understanding of financial information. If you use an outside source to prepare financial statements, make sure you fully comprehend the information.
- Absence of any consideration of the impact of outside influences on the business.

Rubric used for grading FINAL Feasibility Study

Feasibility Study Grading Rubric

Group:

Requirements	Excellent	Average	Fair	Possible Points	Actual Points
Cover Page Name of company Address Logo Names of Owners Date	Everything included (50 points)	Subtract three points for each missing item and misspelled word	Cover page not included (0 points)	50	
Table of Contents	Each chapter included (50 points)	Subtract one point for each missing item and misspelled word.	Table of Contents not included (0 points)	50	

Comments:

Requirements	Excellent	Average	Fair	Possible Points	Actual Points
--------------	-----------	---------	------	-----------------	---------------

Executive Summary

Grabs the reader's attention. Enthusiastic, professional, concise.	Hits all the right marks. (20 points)	Average readability, could be better. (16 points)	Needed more umph to the delivery. (12 points)	20
Describes business idea, products, and /or services.	Clearly describes business, concise, professional. (5 points)	Business is identified but it is not very clear. Could be re-written in a more concise manner. (3 points)	Doesn't describe business. (2 points)	5
Brief synopsis of operations	Synopsis of business is clear, well organized, engaging, and written in a professional manner. (5 points)	Synopsis is somewhat clear, could be better organized, writing style could be more professional. (3 points)	Synopsis needs better organization and a clearer focus. Writing style needs to be professional. (2 points)	5
Identified market (customers)	Clearly identifies market, demonstrates understanding, applies knowledge. (5 points)	Market is identified but it is not very clear. Could demonstrate a better understanding of market. (3 points)	Doesn't really mention their market or demonstrate understanding and knowledge. (2 points)	5
Management structure Who are the owners	Clearly identifies owners and management structure (5 points)	Mentions owners and management structure but doesn't clearly define it. (3 points)	Doesn't mention owners or management structure. (2 points)	5
Future of your business, trends in the industry	Clearly describes future and trends, professional and concise. (5 points)	Mentions some information regarding future of business and trends in industry. Could be better defined. (3 points)	Doesn't mention future of the business or trends in industry. (2 points)	5
Summary of financial analysis *start up costs *operating expenses and revenue *profit projections	Clear, concise, easy to understand, demonstrates knowledge and understanding of financial needs, operating needs, and profit projections. (5 points)	Somewhat clear, could be more concise, could demonstrate a better understanding of financial needs. (3 points)	Not very clear or concise. Doesn't demonstrate an adequate amount of understanding of their financial needs. (2 points)	5

Resources Cited *If appropriate for this section.	All resources cited correctly using APA style. (no points deducted)	At least 50% of resources are cited and properly documented. (2 points deducted)	No resources cited OR resources are listed but not cited using APA style. (5 points deducted)	
			Total	50

Comments:**Chapter 1: Description of the Business**

Requirements	Excellent	Average	Fair	Possible Points	Actual Points
Mission Statement	Clear, concise, to the point (10 points)	Somewhat clear, could be more concise and to the point. Needs a little refinement. (8 points)	Too vague, or too wordy, doesn't match business idea. (6 points)	10	
Company Goals & Objectives	Well written, match mission statement. Goals are broad with specific objectives to match them. (10 points)	Included goals. Objectives somewhat match goals, could be refined more, strategies need clarification. Could match mission statement better. (8 points)	Too vague or too broad, doesn't match business idea or mission statement. (6 points)	10	
Business Concept	Clearly and concisely explains business concept which attention to market, life cycle and production plan if applicable. (10 points)	Somewhat clear, could be more concise and to the point. Needs a little refinement. (8 points)	Too vague or too broad, doesn't match mission, goals, objectives, or business idea. (6 points)	10	
Competitive Niche	Clearly, concise, to the point. Provide excellent examples of how the business will differentiate itself in the market and industry. (5 points)	Needs refinement, doesn't quite explain how the business will differentiate itself. Needs to be condensed and clearer. (3 points)	Too vague or too broad, doesn't define market or industry, rambles and doesn't follow a logical thought process. (2 points)	5	
Core Strengths & Competencies	Clearly defines strengths and core competencies of the business. Concise, to the point. (5 points)	Needs refinement, doesn't quite answer questions or needs to be condensed and made clearer. (3 points)	Too vague or too broad, doesn't answer questions, rambles and doesn't follow a logical thought process. (2 points)	5	
Legal Form of Organization	Selected correct form of organization and adequately explained why. (10 points)	Described form of organization, but may need to redefine, explanation on "why" is okay but could use more information. (8 points)	Doesn't describe correct form of organization or doesn't give any form. No explanation. (6 points)	10	
Resources Cited	All resources cited correctly using APA style. (no points deducted)	At least 50% of resources are cited and properly documented. (2 points deducted)	No resources cited OR resources are listed but not cited using APA style. (5 points deducted)		
			Total Points	50	

Comments:**Chapter 2: Regulations-Taxes-Risk**

Requirements Chapter 2	Excellent (10 points)	Average (7 points)	Fair (5 points)	Possible Points	Actual Points
Regulations Required	Clear, thorough analysis, clearly researched information	Somewhat clear, has a good understanding of requirements, missing a few	Too vague, does not demonstrate research or understanding of regulations	10	
Taxes required	Clear, thorough analysis, clearly researched information	Somewhat clear, has a good understanding of requirements, missing a few	Too vague, does not demonstrate research or understanding of taxes	10	
Licenses & permits required	Clear, thorough analysis, clearly researched information	Somewhat clear, has a good understanding of requirements, missing a few	Too vague, does not demonstrate research or understanding of licenses & permits	10	
Insurance requirements	Clear, thorough analysis, clearly researched information	Somewhat clear, has a good understanding of requirements, missing a few	Too vague, does not demonstrate research or understanding of insurance	10	
Risk Analysis	Clear, thorough analysis, demonstrates understanding of risk management	Somewhat clear, lists most of the risk involved with business, provides some analysis and how to minimize risks, could have provided more information	Too vague, doesn't adequately display understanding of risk management, doesn't analyze risk	10	
Resources Cited	All resources cited correctly using APA style. (no points deducted)	At least 50% of resources are cited and properly documented. (2 points deducted)	No resources cited OR resources are listed but not cited using APA style. (5 points deducted)		
			Total Points	50	

Comments:**Chapter 3: Location Analysis**

Requirements Chapter 3	Excellent	Average	Fair	Possible Points	Actual Points
Business Location	Clear, thorough analysis, clearly researched information (20 points)	Somewhat clear, has a good understanding of required elements, missing a few. (16 points)	Too vague, doesn't examine the required elements. Evidence of little research or understanding. (12 points)	20	
Location Challenges	Clear, thorough analysis, clearly researched information (10 points)	Somewhat clear, has a good understanding of requirements, missing a few. (8 points)	Too vague, doesn't provide required info. Evidence of little research or understanding. (6 points)	10	
Supporting Materials	Included ample materials to support information in chapter. (10 points)	Include some materials to support information in chapter, but could have provided more. (8 points)	Didn't provide any supporting materials. (6 points)	10	
Site Selection Considerations woven into narrative of chapter	Includes at least 6 site selection considerations from textbook. (10 points)	Included 2-5 site selection considerations from textbook. (8 points)	Included 1 or less site selection considerations from textbook. (6 points)	10	
Resources Cited	All resources cited correctly using APA style. (no points deducted)	At least 50% of resources are cited and properly documented. (2 points deducted)	No resources cited OR resources are listed but not cited using APA style. (5 points deducted)		
			TOTAL	50	

Comments:**Chapter 4: Management Analysis**

Requirements Chapter 4	Excellent	Average	Fair	Possible Points	Actual Points
Organizational -Major areas -Job Descriptions -Organizational chart	Clear, thorough discussion, clearly researched information, chart is easy to follow (20 points)	Somewhat clear, has a good understanding of what is needed, could be more in depth, chart could be better organized (16 points)	Too vague, does not demonstrate research or understanding of what is needed, chart is poor or lacking (12 points)	20	
Staffing - Skills - Compensation - Benefits - Training	Clear, thorough discussion, clearly researched information, well organized (15 points)	Somewhat clear, has a good understanding of what is needed, could be more in depth, some items not discussed fully (12 points)	Too vague, does not demonstrate research or understanding of what is needed, several items not mentioned (9 points)	15	
Operational	Clear, thorough discussion, clearly researched information, well organized, included all applicable categories (15 points)	Somewhat clear, has a good understanding of what is needed, could be more in depth, some items not discussed fully (12 points)	Too vague, does not demonstrate research or understanding of what is needed, several items not mentioned (9 points)	15	
Resources Cited	All resources cited correctly using APA style. (no points deducted)	At least 50% of resources are cited and properly documented. (2 points deducted)	No resources cited OR resources are listed but not cited using APA style. (5 points deducted)		
			Total Points	50	

Comments:

Chapter 5: Marketing Analysis

Requirements Chapter 5	Excellent	Average	Fair	Possible Points	Actual Points
Description of Products /Services	Clear, concise to the point. Covers each required element, excellent discussion. Thoroughly understands their product and/or service. (7 points)	Somewhat clear, has a good understanding of what is needed, could be more in depth and describe more. (5 points)	Too vague, does not demonstrate knowledge or understanding of what is needed (3 points)	7	

Target market and demographic profile	Clear, concise to the point. Covers each required element. Excellent discussion, demonstrates research and understanding as it relates to the topic. (7 points)	Somewhat clear, has a good understanding of what is needed, could be more in depth and provide more discussion or research. (5 points)	Too vague, does not demonstrate research or understanding of what is needed, doesn't include all required elements. (3 points)	7
Competition analysis	Clear, concise to the point. Covers each required element. Excellent discussion, demonstrates research and understanding as it relates to the topic. (7 points)	Somewhat clear, has a good understanding of what is needed, could be more in depth and provide more discussion or research. (5 points)	Too vague, does not demonstrate research or understanding of what is needed, doesn't include all required elements. (3 points)	7
Pricing Structure	Clear, concise to the point. Covers each required element. Pricing structure is feasible. (7 points)	Somewhat clear, has a good understanding of what is needed, could be more in depth and provide more discussion. Pricing structure is okay but needs more work. (5 points)	Too vague, does not demonstrate research or understanding of pricing. Pricing structure is not feasible. (3 points)	7
Marketing Strategy	Clear, concise to the point. Covers each required element. Excellent discussion, demonstrates research and understanding. Strategies are current, diverse, inclusive, and realistic. (8 points)	Somewhat clear, has a good understanding of what is needed, could be more in depth and provide more discussion or research. Strategies are okay but need to be more inclusive. (6 points)	Too vague, does not demonstrate research or understanding of what is needed, doesn't include all required elements. (4 points)	8
Promotional budget	Clear, concise to the point. Covers each required element. Excellent discussion, demonstrates research and understanding. (7 points)	Somewhat clear, has a good understanding of what is needed, could be more in depth and provide more discussion or research. (5 points)	Too vague, does not demonstrate research or understanding of what is needed, doesn't include all required elements. (3 points)	7

Promotional materials	Includes all required promotional materials. Applicable to business, demonstrates understanding of business' goals & objectives, target market and budget concerns. (7 points)	Includes at least 2 of the required promotional materials which are applicable to business, demonstrates understanding of business' goals & objectives, target market and budget concerns. OR includes all required elements but doesn't fit the business idea, goals/objectives or target market. (5 points)	None included or poorly executed. (3 points) 7
Resources Cited	All resources cited correctly using APA style. (no points deducted)	At least 50% of resources are cited and properly documented. (2 points deducted)	No resources cited OR resources are listed but not cited using APA style. (5 points deducted)
			Total Points 50

Comments:

Chapter 6: Financial Analysis

Requirements Chapter 6	Excellent (10 points)	Average (7 points)	Fair (5 points)	Possible Points	Actual Points
Financial introduction: gives concise, yet detailed overview of what the reader will see in the spreadsheets. Summarizes key expenses, revenue, funding and pricing issues. Explains funding.	Clear, concise, to the point, Gives overview of statements. (6 points)	Same as financial summary, needs to be refined. (3 points)	Not included. (0 points)	6	

<p>Break-even analysis or pricing strategy: provides a logical narrative and mathematical summary of key pricing issues. **<i>Included in financial introduction.</i></p>	<p>Uses one of the pricing strategies to demonstrate break-even point for a key product or service. Narrative is clear, concise, and to the point. Mathematical summary follows a logical progression. (4 points)</p>	<p>Uses one of the pricing strategies to demonstrate break-even point for key product or service. Narrative is somewhat clear, but could use refining. Mathematical summary is present, but needs refinement. (3 points)</p>	<p>May use one of the pricing strategies to demonstrate break even point but narrative is confusing, lacks organization and the mathematical summary is either missing or doesn't demonstrate understanding of pricing issues. (2 points)</p> <p>4</p>
<p>Start-Up Budget; includes start up costs, business needs, equipment list, source of funding, projected 1st year revenue & expenses.</p>	<p>Includes all required elements, logically organized, no errors. Demonstrates research, understanding and analysis of business financial needs.</p>	<p>Includes most of the required elements, organized but could improve, several errors. Has an average understanding of what is needed, could have done more research and analysis.</p>	<p>Missing several of the required elements, organization could be better, errors are present. Doesn't display an understanding of their business's financial needs.</p> <p>10</p>
<p>Income Statement: includes first year projected net sales, all expenses, well organized.</p>	<p>Includes all required elements, logically organized, no errors. Demonstrates research, understanding and analysis of business financial needs.</p>	<p>Includes most of the required elements, organized but could improve, several errors. Has an average understanding of what is needed, could have done more research and analysis.</p>	<p>Missing several of the required elements, organization could be better, errors are present. Doesn't display an understanding of their business's financial needs.</p> <p>10</p>
<p>Cash Flow Analysis: includes all items from income statement with monthly projections.</p>	<p>Includes all required elements, logically organized, no errors. Demonstrates research, understanding and analysis of business financial needs.</p>	<p>Includes most of the required elements, organized but could improve, several errors. Has an average understanding of what is needed, could have done more research and analysis.</p>	<p>Missing several of the required elements, organization could be better, errors are present. Doesn't display an understanding of their business's financial needs.</p> <p>10</p>

<p>Pro Forma Analysis: Includes all items from income statement with a 3 year realistic projection.</p>	<p>Includes all required elements, logically organized, no errors. Demonstrates research, understanding and analysis of business financial needs.</p>	<p>Includes most of the required elements, organized but could improve, several errors. Has an average understanding of what is needed, could have done more research and analysis.</p>	<p>Missing several of the required elements, organization could be better, errors are present. Doesn't display an understanding of their business's financial needs.</p>	<p>10</p>
<p>Resources Cited</p>	<p>All resources cited correctly using APA style. (no points deducted)</p>	<p>At least 50% of resources are cited and properly documented. (2 points deducted)</p>	<p>No resources cited OR resources are listed but not cited using APA style. (5 points deducted)</p>	<p>50</p>
<p>Total Points</p>				<p>50</p>

Comments:

Chapter 7: Feasibility Recommendation

Requirements	Excellent	Average	Fair	Possible Points	Actual Points
Chapter 7					
What is your feasibility recommendation? Used one of the 4 categories of decisions	Clear, concise, easy to understand, demonstrates knowledge and understanding of their business and clearly describes which category. (20 points)	Somewhat clear, could be more concise, could demonstrate a better understanding of their business, mentions category but doesn't adequately describe. (16 points)	Not very clear or concise. Doesn't demonstrate an adequate understanding of their business, no mention of category. (12 points)	20	
Related information to all previous chapters	Clearly connects recommendation with all information from presented throughout feasibility study chapters. (15 points)	Somewhat clear, could be better. Needs to make more connections or stronger ones. (12 points)	Not very clear, doesn't demonstrate understanding, no connection with previous chapters. (9 points)	15	
Included information on ROI	ROI is clearly explained and is feasible. (15 points)	ROI is included, but not explained. (12 points)	No ROI included. (9 points)	15	
Resources Cited	All resources cited correctly using APA style. (no points deducted)	At least 50% of resources are cited and properly documented. (2 points deducted)	No resources cited OR resources are listed but not cited using APA style. (5 points deducted)		
			TOTAL	50	

Comments:

Total Points for Chapters= _____

-
-
-
-

ERRORS in assignment

Spelling, grammatical, punctuation, capitalization, sentence structure, APA formatting, etc. I will keep a tally of all errors as I grade the Feasibility Study.

GRADING:

- 10 or fewer errors: no points deducted
- 11-20 errors: 20 points deducted
- 21-30 errors: 30 points deducted
- 31+ errors: 50 points deducted

Total # of Errors= _____

Points Deducted= _____

General Requirements:

- The Feasibility Study should be produced in Microsoft Word. Save document with “.docx” extension. Please do NOT use pages, rich text format, google docs links, or programs found on tablets. I will NOT accept these.
- 1” margins all the way around, 12 point font, double-spaced.
- APA formatting with running head and page numbers.
- Submit final copy in the appropriate assignment module. Please save document as: yourlastnames.docx (or the name of your business)

GRADING:

Followed directions= no points deducted

Didn't follow directions= 25 points deducted

Points Deducted= _____

Total Points for Feasibility Study= _____

Overall Comments:**1.3 Assessment Results & Analysis of Data**

The results from Fall 2023 were:

87% of the students scored a 70% or above on the assignment. (26/30)

2 Student Learning Outcome (SLO) SLO 4 Discipline Specific Knowledge

Students graduating from the program shall demonstrate, through a comprehensive internship of not less than 400 clock hours and no fewer than 10 weeks, the potential to succeed as professionals at supervisory or higher levels in park, recreation, tourism, or related organizations. [2021-22]

Outcome Links**SLO 4 Discipline Specific Knowledge [Program]**

Students graduating from the program shall demonstrate, through a comprehensive internship of not less than 400 clock hours and no fewer than 10 weeks, the potential to succeed as professionals at supervisory or higher levels in park, recreation, tourism, or related organizations. [2021-22]

2.1 Data Collection & Assessment Method - When, Where, Why, Who, & How

We used the final PRM 483/484 paper as the assignment to collect data for this SLO. It is a direct measure of learning. We chose this particular assessment because the students must complete all 400 internship hours before submitting this paper. The paper also allows us to assess their learning during the internship.

This assessment occurred during the PRM 483 and PRM 484 courses during the spring and summer of 2024. We taught a total of 4 sections of each course. 1 section of each was taught in spring by Dr. Paul Stonehouse. 3 sections were taught in the summer of each course. Dr. Paul Stonehouse had one section of each, Dr. Jeremy Schultz had a section of each, and Dr. Rebekah Henderson taught a section of each. Students in these courses are seniors and the course is residential face-to-face. The total number of students were:

Spring:

Paul-1

Summer:

Jeremy-12

Paul-12

Rebekah-9

2.2 Target Expectation & Rubric/Scoring Criteria

Target expectation is 80% will score an 80% or higher

Assignment Expectations & Rubric:

As part of the capstone internship, students will be required to contemplate upon their experiences in a comprehensive narrative reflection paper. Please type using APA format, MS Word, 12-point font, double-spaced, complete sentences and paragraphs, error-free and well-written. The reflection paper should be 5-7 pages in length. Please include 5-10 visual images to support information in the paper. These images should be placed in the Appendices and do not count towards the 5-7 pages total.

For assistance with APA format, refer to this link: http://www.macmillanhighered.com/BrainHoney/Resource/6698/digital_first_content/trunk/test/writershelp2e/asset/pdfs/Hacker-Gibs-APA-Educ-2010.pdfLinks to an external site.

The reflection paper will be submitted in the appropriate CANVAS assignment module AND the JobCat portal by the due date. To submit the Reflection Paper (titled "Semester Report" in JobCat), go to jobcat.wcu.edu, click on My Account>Internship, then click on the Semester Report link. Click on the button to upload the file.

The following content needs to be included in the reflection paper narrative:

- Title Page with student's name, semester/dates of capstone, name of capstone agency
- 1. Brief history, mission, and organizational structure of your internship agency.
- 2. Description of student's internship duties. Discuss whether or not all duties were part of your job description or if there were tasks added or deleted throughout the experience.
- 3. Your personal reflection on the internship experience: (Please answer all questions)
- 4. Share one or more defining moments of the internship (both good and bad).
- 5. What did you learn about yourself?
- 6. Did the internship experience meet your expectations? Why or why not?
- 7. Provide an example(s) of constructive suggestions given to you by your manager or supervisor which you implemented to improve your performance.
- 8. What specific skills related to effective communication, organization, and time management did you develop during your internship?
- 9. Describe other skills (technical, industry related, procedural, instructional, etc.) which you developed during your internship.
- 10. What were the strengths and weaknesses of this internship?
- 11. What would you have done differently in pursuit of and during this internship?
- 12. Would you recommend this site to future interns? Explain why or why not.
- 13. How did this internship help you gain professional experience in your area of interest in the parks and recreation industry? Provide examples.
- 14. How did PRM courses prepare you for this internship? Provide examples and explain your answer.
- 15. Discuss your plans post internship. Are you finished with your degree? Do you have more courses to complete? What jobs are you applying for? Can you see yourself working for this company in the future? Where do you see yourself in 5 years?"
- 16. Conclusion and summary. Please provide additional reflection and comments. Provide some "words of wisdom" or a quote to help summarize your capstone experience.
- 17. APA Citations (source information and photos/visuals used)
- 18. Appendices (Images, maps, other materials)

**Include 5-10 visual images to help support your points in the reflection paper. For example, if you discuss a certain type of tool or technique you used, provide a photo and reference it in your paper by stating, "Refer to Figure 1 in Appendix A for a visual representation of the log bridge I constructed using hand tools." All images should include a descriptive caption. If you complete any part of your capstone internship virtually, please include relevant images, which can be screenshots, from your online work and/or links to agency webpages, etc.

RUBRIC

Criteria	Outstanding	Average	Fair	Actual Points	Comments
Title Page	No points deducted	-1 for each missing element or errors	-10 if not included		

1. Brief history, mission, and organizational structure of your internship agency.	6 points	4 points	2 points
2. Description of student's internship duties. Discuss whether or not all duties were part of your job description or if there were tasks added or deleted throughout the experience.	6 points	4 points	2 points
3. Intern's reflection on the internship experience:			
a. Share one or more defining moments of the internship (both good and bad).	6 points	4 points	2 points
b. What did you learn about yourself?	6 points	4 points	2 points
c. Did the internship experience meet your expectations? Why or why not?	6 points	4 points	2 points
d. Provide an example(s) of constructive suggestions given to you by your manager or supervisor which you implemented to improve your performance.	6 points	4 points	2 points
e. What specific skills related to effective communication, organization, and time management did you develop during your internship?	6 points	4 points	2 points
f. Describe other skills (technical, industry related, procedural, instructional, etc) which you developed during your internship.	6 points	4 points	2 points
g. What were the strengths and weaknesses of this internship?	6 points	4 points	2 points
h. What would you have done differently in pursuit of and during this internship?	6 points	4 points	2 points
i. Would you recommend this site to future interns? Explain why or why not.	6 points	4 points	2 points
4. How did this internship help you gain professional experience in your area of interest in the parks and recreation industry. Provide examples.	6 points	4 points	2 points
5. How did PRM courses prepare you for this internship? Provide examples and explain your answer.	6 points	4 points	2 points

6. Discuss your plans post internship. Are you finished with your degree? Do you have more courses to complete? What jobs are you applying for? Can you see yourself working for this company in the future? Where do you see yourself in 5 years?"

	6 points	4 points	2 points
--	----------	----------	----------

6. Conclusion and summary. Please provide additional reflection and comments. Provide some "words of wisdom" or a quote to help summarize your capstone experience.

	6 points	4 points	2 points
--	----------	----------	----------

7. APA Citations Source information and photos /visuals used.

	Correct formatting.	Mostly correct formatting.	No citations given.
	No points deducted	3 points deducted	5 points deducted

**Include 5-10 visual images to help support your points in the reflection paper. For example, if you discuss a certain type of tool or technique you used, provide a photo and reference it in your paper by stating, "Refer to Figure 1 in Appendix A for a visual representation of the log bridge I constructed using hand tools."

	5 or more visuals included, proper format, adds to reflection paper placed in Appendices.	Less than 5 visuals included.	No visuals included.
	10 points	5 points	0 points

Total Points
(100 possible)

2.3 Assessment Results & Analysis of Data

Spring 2024

Paul- 100% exceeded expectations (higher than 80% on the paper)

Summer 2024

Paul- 100% exceeded expectations (higher than 80% on the paper)

Jeremy- 100% exceeded expectations (higher than 80% on the paper)

Rebekah-100% exceeded expectations (higher than 80% on the paper)

3 Follow-up on Previous Improvement Actions from the last Assessment Cycle

Neither of these assignments have been assessed before as part of our CIR.

4 Recommendations for Continuous Improvement

For SLO #3 (430 assignment):

First, we believe that instead of starting work on this feasibility study during week 5 of the semester, we plan on starting during week 3 of the semester to give more time to develop these. Also, we feel like students need more thorough line-by-line feedback and then need to be more accountable to responding to and implementing faculty feedback. We have decided to add a class “workshop” session after they receive faculty feedback. Then, when they turn in the next draft of the study, we are requiring students to turn in a “track changes” copy, a “clean” copy, and a table of edits to indicate how they have addressed the feedback. We plan on implementing these changes in Fall of 2024 in Rebekah's section.

For the 4th SLO (495 assignment):

We believe that this assignment and the students' high performances on it highlights the central nature of reflection in our program. We highly value this skill, and teach it in 200, 300, and 400 level courses. Our students are also highly motivated to obtain careers upon graduation, therefore, they perform exceptionally well in these field-based internship courses, so to build their resume and network well. No change needed.

5 Faculty and Stakeholder Involvement in Assessment

We met as a faculty team during two day-long program retreats (one in May and one in August) and during college-wide two strategic planning and assessment days. Additionally, we dedicate 2 faculty meetings each semester to assessment. During these meetings, we reviewed student exit-interview data, engaged with feedback from our advisory board (we meet with them annually every spring), and engaged with feedback from our accrediting body we receive from our annual accreditation report (Council on Accreditation of Parks, Recreation, Tourism and Associated Programs).

6 Carnegie Community Engagement

1) PRM has officially adopted to maintain Panthertown's 1.8 mile Blackrock Trail. We pursued this service opportunity to give back to the landscape that supports our program, and to open USDA Forest Service internship opportunities for our students.

[Updates on Campus and Community Partnerships with Parks and Recreation Management](#)

Last fall, students in PRM 361: Program Planning and Evaluation partnered with Jackson County Parks and Recreation, Jackson County 4-H, Shining Rock Classical Academy, and Friends of Panthertown to offer programming in the community and on campus. Fall 2022, PRM students in PRM 361 also partnered with Kituwah Elementary in Cherokee to offer a Nature Walk at Great Smoky Mountains National Park and offered a 4-week outdoor activity club for the LEAP afterschool program serving ESL students.

Students in PRM 320 and 321 also do environmental education service projects with various local school groups.

Students in PRM 341 bring school groups to the team development course (low ropes course) as part of their service and community engagement.

For the Spring 2022 semester, we have two groups planning a field trip to WCU for Shining Rock Classical academy's middle school classes. We also have two groups volunteering and offering recreational programs at the Boys and Girls club of the Plateau for 4 weeks in March.

In PRM 254: Introduction to Outdoor Pursuits, we partnered with Jim Chance from the Highlands Greenway and Bartram Trail Society to do a training workshop on trail design and trail maintenance. Five students are going to attend the Highlands Trail camp over spring break, where students will work on trails during the day and then network with local potential employers in the evenings.

PRM is partnering with Panthertown!

We're in process to formally adopt and maintain the Blackrock Trail (#447). Trail details can be found [here](#).

PRM is creating a list of “Gravel Rides” - local bicycle routes that contain unpaved surfaces. Our first ride has been posted! You can find it [here](#). Additionally, this page is linked to WCU's cycle shop website, and to Motion Makers Bicycle Shop in Sylva.

PRM 370 Professional Planning in PRM is featuring a robust line up of guest speakers this semester to share their professional journeys and tips for graduates.

Guest Speakers include:

Erin Baker: PRM alum, Park Ranger, Falls Lake State Recreation Area, NC
 Ashley Johnson: PRM alum, seasonal outdoor adventure guide, current location Taos, NM
 Adam Monroe: Park Ranger, Trails and Facilities Coordinator, GSMNP, NC
 Julia Gros: PRM alum, Events & Lifestyle Coordinator, Bear Lake Preserve, NC
 Chris Tarpey: PRM alum, Outdoor Programmer, Gwynn Valley Camp, NC
 Zach Hickock: PRM alum, Park Ranger, Lake Julian Park, NC
 Connor White: PRM alum, Park Ranger, Lake Julian Park, NC
 Jesse Bunton: PRM alum, Athletics Supervisor, Morganton Parks & Recreation, NC
 Kimberly Luckett: PRM alum, Park Supervisor, Guilford County Parks & Recreation, NC
 Thomas Graham: PRM alum, Terrain Park Supervisor Brighton Resort and USFS Trail Crew, UT
 Matt Canter: PRM alum, Owner of Brookings Fly Fishing, Cashiers, NC
 Jeremiah Haas: Base Camp Cullowhee Director, WCU
 Trevor Brown: PRM alum, Outdoor Recreation Coordinator, Jackson County Parks & Recreation, NC
 Matt Furlough: PRM alum, Director of Golf Operations at First Tee and Owner of Furlough Designs, NC
 Hannah Mantooth: PRM alum, Special Events & Carousel Coordinator, Shelby Parks & Recreation, NC
 Emily Turke: PRM alum, Leisure Skills Associate Director, Clemson University, SC
 Paula Keeter-Britt: PRM alum, Assistant Ranger, Shenandoah National Park, VA

PRM received Intentional Learning Funds!

In Fall 2021, we had the opportunity to take six students to the Adventure Education Conference at Montreat College. This conference was founded by WCU PRM Professor Emeritus, Maurice Phipps, in 1992.

In Spring 2022, we had the opportunity to take 6 students to the Wilderness Education Association conference this last week in Black Mountain. The theme of the conference was *Advancing the Professionalism of Outdoor Leaders*. Students had the opportunity to attend some incredible sessions and networked with a lot of potential employers across the country from the outdoor industry.

PRM 254 also received funding for a field trip to a local high ropes/challenge course facility. This is an excellent opportunity for our students to be exposed to a recreation sector often serving corporate groups, military contracts, and public events. A representative from Alpine Towers in Asheville will also be present to talk with the students about this growing segment of the industry.

Other funding

PRM proposed and received a \$2500 grant to the Sustainable Energy Initiative Committee for Trail Maintenance equipment. Faculty and students will use these tools to maintain WCU and Panthertown's trails!

PRM 461 Management & Administration of Parks & Recreation Programs students will be submitting proposals to the Sustainable Energy Initiative Committee for the following projects:

- Purple all-weather Adirondack chairs made from recycled plastic. These chairs would serve as an outdoor studying area for WCU students.
- A Little Free Library emphasizing PRM and Wellness literature to be placed within PRM's beloved Green Room.
- Geocaches on campus to encourage local creation and community building
- Monofilament (fishing line) recycling tubes on Cullowhee Creek and the Tuckasegee River.
- Campus screening of the film [Motherload](#). The film celebrates utility bicycles as viable vehicles for many human and family tasks.
- "Fixing" the Dero Fixit by the tunnel on campus. Dero Fixits are permanent all-weather bike repair stands. A pump was damaged and removed from one of our campus stands. This project will replace the pump.
- Bike commuter's incentive. This project partners with Motion Makers in Sylva to provide free bicycle tune-ups for faculty/staff/students who are willing to commute to campus by bicycle 2x/week for a semester.
- Purchase of a set of dishes and cutlery to be used at PRM functions, so as to avoid the waste associated with one-time use products.

7 All Programs: Assessment Plans

Files:

CIR Planning 2021-2027 (1)

8 All Programs: Curriculum Maps

Files:

01-PRM Curriculum Map Program-Intro-Mastery SLOs

9 CIR Feedback (To be completed by the Office of Institutional Assessment)

Files:

Parks and Recreation Management - BS

Reporting Schedule for Parks and Recreation Management - B.S. [EABS PRM]

	8/1/17- 7/31/18	8/1/18- 7/31/19	8/1/19- 7/31/20	8/1/20- 7/31/21	8/1/21- 7/31/22	8/1/22- 7/31/23	8/1/23- 7/31/24	8/1/24- 7/31/25	8/1/25- 7/31/26	8/1/26- 7/31/27	8/1/27- 7/31/28	8/1/28- 7/31/29
Discipline Specific Knowledge [P]												
Discipline Specific Knowledge [P]												
Program Operational Outcome [P]												
SLO 1 Discipline Specific Knowledge [P]												
SLO 2 Diversity/Cultural Awareness [P]												
SLO 3 Discipline Specific Knowledge [P]												
SLO 4 Discipline Specific Knowledge [P]												

[P] = Program Outcome
 [G] = GenEd Outcome