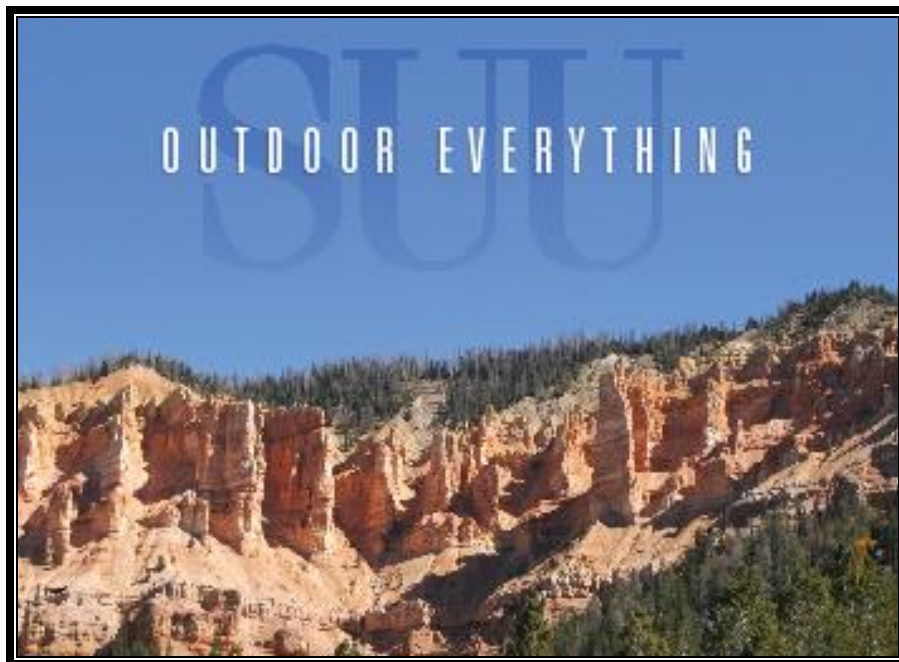


**SOUTHERN UTAH UNIVERSITY**  
***OUTDOOR INITIATIVE***  
***Action Plan***



Prepared by SUU Regional Services  
and the  
Outdoor Initiative (OI) Strategic Planning Task Force

Southern Utah University  
Cedar City, Utah

June 2008

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## ***ACTION PLAN OVERVIEW***

### **SUU's OUTDOOR INITIATIVE VISION**

***Southern Utah University will be renowned for innovative learning experiences within our unique natural environment, providing world-class opportunities for outdoor education and recreation, and cultivating a life-long curiosity and appreciation for the land.***

### **PRIORITY ISSUES AND GOAL STATEMENTS**

#### **I. Administration, Management & Governance**

(pertaining to the overall Initiative, not to individual projects or activities, etc.)

**Goal:** *SUU recognizes the OI as an integral element of our focus and values. Support for implementing this plan and achieving the OI vision will be provided through a sustainable administrative & management accord that is readily recognized within the University's organizational structure along with qualified, enthusiastic and empowered staff.*

#### **II. Communications, Marketing & Outreach**

OI Task Force recommends that SUU Marketing & Public Relations assist with developing and implementing this goal and associated objectives & action items.

#### **III. On-Campus Capacity Development**

**Goal:** *SUU will develop on-campus OI capacity by ensuring pathways for student, faculty and staff involvement; supporting priority programs and initiatives identified within this plan; facilitating and coordinating departmental and interdisciplinary interaction; and, seeking to enhance and make available the facilities and equipment necessary for achieving the OI vision.*

#### **IV. Partners, Partnerships & Alliances**

**Goal:** *SUU will partner with diverse interests to enhance existing as well as create new mutually-beneficial opportunities for world-class outdoor educational and recreational experiences.*

## ***BACKGROUND & PLANNING PROCESS***

During the 2007/08 academic year, the SUU Outdoor Initiative (OI) Action Plan was developed by the OI Task Force. Selected at the initial meeting of the OI Steering Committee—consisting of Vice Presidents Wes Curtis, Regional Services, Dean O’Driscoll, Marketing & Public Relations, and Greg Stauffer, Chief of Staff—the OI Task Force included a diverse array of faculty, staff and student representation:

*Briget Eastep*, Assistant Professor of Outdoor Recreation, Outdoor Recreation in Parks & Tourism Program (ORPT)

*Rob Myers*, Coordinator of Outdoor Recreation & Education

*Matt Nickerson*, Professor of Library Media, SUU Honors Program & Partners in the Parks

*Harold Ornes*, Professor of Biology, Dean, College of Science

*Tod Peterson*, Assistant Professor of English, Partners in the Parks

*Phillip Rhoades*, Biology & ORPT student, SUU Outdoors trainer

*Anne Smith*, Coordinator, Intergovernmental Internship Cooperative

*Emmett Steed*, Assistant Professor of Hotel, Resort & Hospitality Management, HRHM Program

*Peggy Wittwer*, Assistant Professor of Elementary Education, Cedar Mountain Science Camp

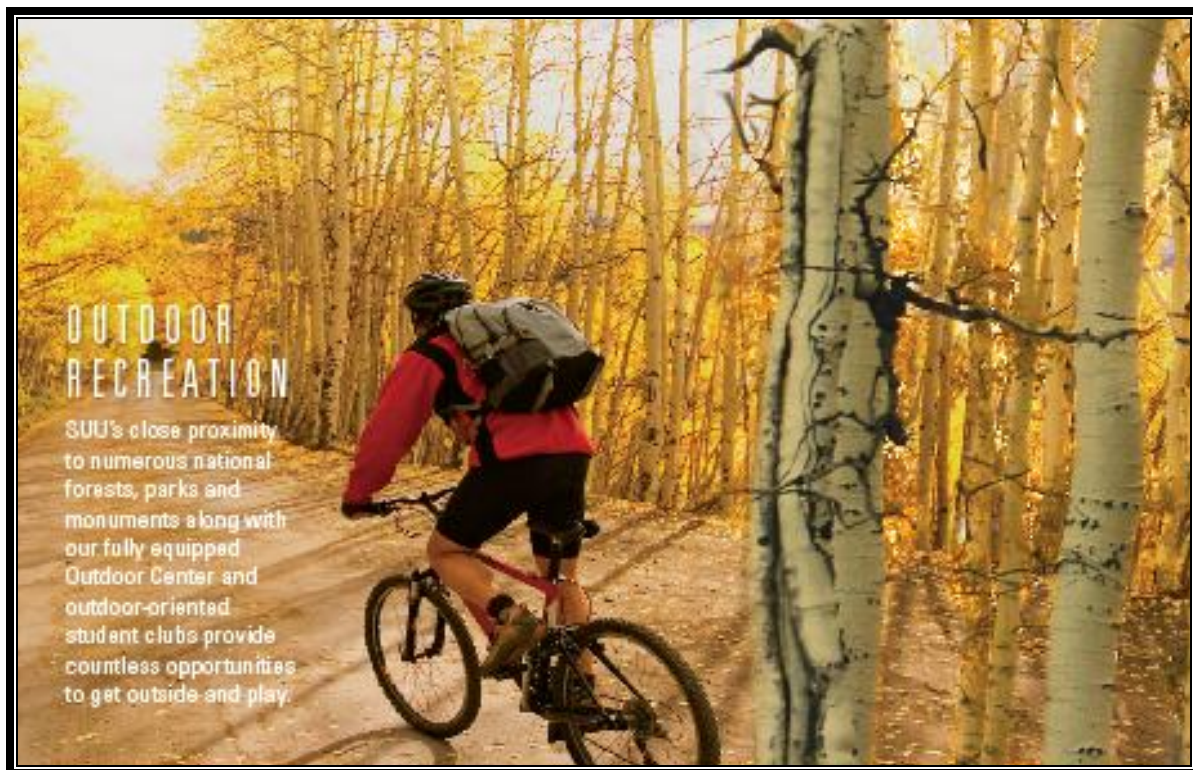
Task Force facilitation, administration and other staffing services were provided by Brian Cottam, Associate Director of Regional Services, and Kathleen McDowell, Executive Assistant to Regional Services. Notes from the Task Force meetings can be obtained from Regional Services.

The OI Task Force, with participation and guidance from the three Steering Committee members, met monthly from November 2007 to May 2008. The specific charge from the Steering Committee to the Task Force was the development of a strategic plan for the new Outdoor Initiative emphasis, which is highlighted in the University’s 2006 Strategic Plan. The Task Force discussed both the Initiative generally and the OI strategic plan specifically during their deliberations. Plan elements such as vision, mission, priority & critical issues & needs, goals, objectives, action items and progress monitoring were considered. Task Force dialogue and final plan content were also informed by 1) off-campus partner outreach and interviews, 2) input from other non-Task Force University interests, and 3) the March 2007 white paper “SUU Outdoor Initiative: Reasons for Holistic Approach” by Greg Stauffer. OI-specific products created during the course of the planning process included the OI Inventory, the initial OI promotional brochure (*SUU Outdoors Everything*), and the introductory OI website. This action plan is the outcome of the planning process.

Other benefits derived from the planning process were a welcome and productive increase in communication and coordination, not just by those participating with the Task Force, but also among all entities on campus involved with outdoor activities, projects and programs. Furthermore, campus-wide recognition of and understanding about the OI was established, and resources were allocated based on Steering Committee and Task Force discussions and

priorities. Finally, a designated contact, clearinghouse and coordinator for the OI was identified in Regional Services.

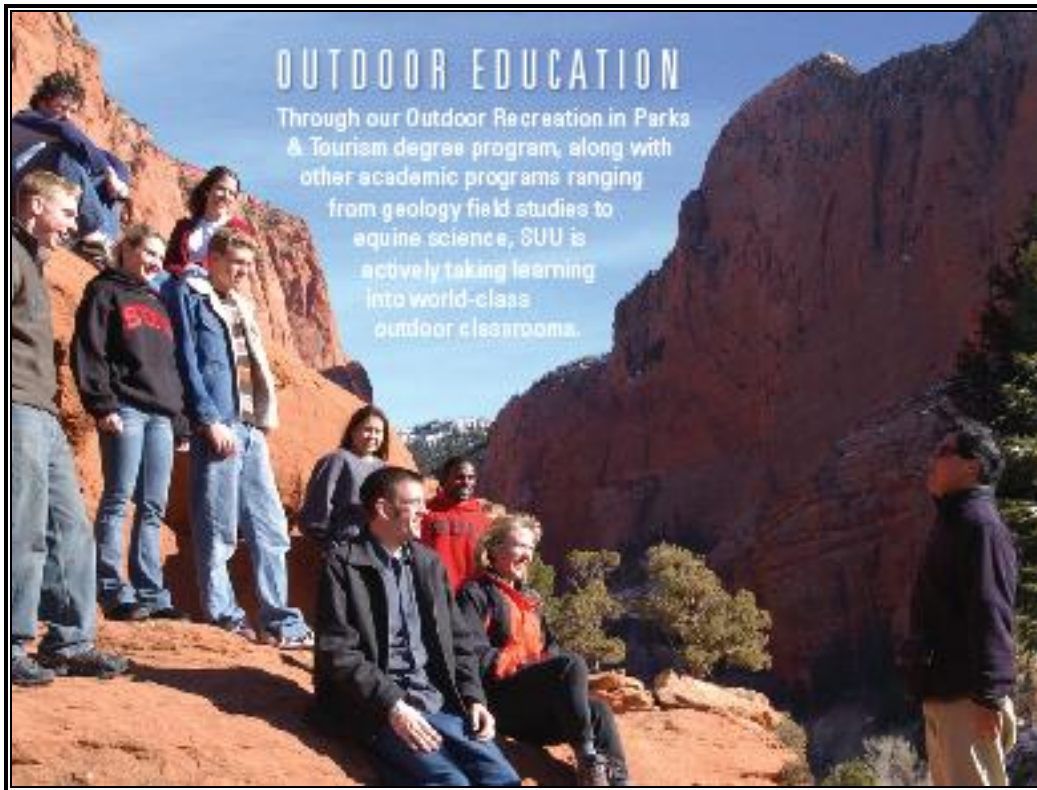
Immediate and substantive progress on the OI was apparent enough that several Task Force members, though their task was accomplished, agreed to reconvene at the outset of the 2008/09 academic year. Recognizing the value of the increased communication and collaboration brought about by their strategic planning efforts, many Task Force members, along with others on campus, are committed to continuing their dialogue and interactions and to assist, where possible, with the implementation of the OI Action Plan.



## ***GOALS, OBJECTIVES & ACTIONS***

The following pages (6 -17) provide the implementation strategies—goals, objectives and associated actions as well as responsible party—for achieving the vision of the Outdoor Initiative. For the purposes of this plan, the Task Force was instructed to focus on an 18-month time frame (through December 2009) for prioritizing objectives and actions. “Other Strategies” for accomplishing each respective goal were identified by the Task Force, and are included herein; however, these strategies were not prioritized during the planning process and they do not include detailed action steps in this document.

As a final point, it is intended that this action plan be regularly consulted by those listed as “Responsible Parties” for particular actions or otherwise tasked with plan implementation. Furthermore, it is the expectation of both the Task Force and Steering Committee that the plan be consistently updated, particularly as objectives and actions are successfully addressed or situations arise necessitating a change in plan content and, therefore, implementation strategies.



## **GOAL I: Administration, Management & Governance**

(pertaining to the overall Initiative, not to individual projects or activities, etc.)

*SUU recognizes the OI as an integral element of our focus and values. Support for implementing this plan and achieving the OI vision will be provided through a sustainable administrative & management accord that is readily recognized within the University's organizational structure along with, qualified, enthusiastic and empowered staff.*

### **Goal I Priority Objectives & Actions** (6 to 18-months)

**Objective 1:** Institutionalize OI through creation of an institute or "center."

*Action a:* Submit and monitor federal funding request for the Color Country Cooperative Conservation Institute (CCCCI).

*Responsible Party:* Regional Services

*(funding request to Sen. Bennett submitted and monitoring ongoing)*

*Action b:* Submit and monitor "Future is Rising" funding proposal for OI institute.

*Responsible party:* Regional Services, Advancement

*(funding request submitted and monitoring ongoing)*

*Action c:* Ensure President's Council and Trustees are informed about and supportive of institute (which should lead to future opportunities & actions in support of objective).

*Responsible party:* Regional Services and OI Steering Committee

*(action has been accomplished and will be ongoing)*

*Action d:* Determine preliminary purpose & scope of institute.

*Responsible party:* Regional Services, OI Steering Committee, Provost, others?

**Objective 2:** Secure ongoing administrative and management funding for OI—administration & staffing; programming development generally; project-specific incentive for faculty & staff; etc.

*Action a:* Submit and monitor federal funding request for CCCCCI.

*Responsible party:* Regional Services

*(funding request to Sen. Bennett submitted and monitoring ongoing)*

*Action b:* Submit and monitor "Future is Rising" funding proposal.

*Responsible party:* Regional Services, Advancement

*(funding request submitted and monitoring ongoing)*

## **Goal I continued**

*Action c:* Manage & disperse existing OI discretionary funds as appropriate.

*Responsible party:* Dr. Stauffer and OI Steering Committee

*Action d:* Discuss OI funding needs with President's Council and SUU Trustees, and submit OI funding request during budgeting cycles

*Responsible party:* Regional Services and OI Steering Committee

**Objective 3:** Provide full-time, permanent staff for the institute and OI plan implementation

*Action a:* Submit and monitor federal funding request for CCCCI.

*Responsible Party:* Regional Services

*(funding request to Sen. Bennett submitted and monitoring ongoing)*

*Action b:* Submit and monitor "Future is Rising" funding proposal.

*Responsible party:* Regional Services, Advancement

*(funding request submitted and monitoring ongoing)*

*Action c:* In the interim, pursue OI plan implementation and campus coordination collectively, under the guidance of the OI Steering Committee and with staff support from Regional Services.

*Responsible party:* OI Steering Committee, Regional Services

*Action d:* Write OI/institute staff position description.

*Responsible party:* OI Steering Committee, Regional Services

*(see also Goal I, Objective1, action d)*

**Objective 4:** Determine the relationship to other SUU offices & departments, effectively answering the question, "where does OI 'fit' in SUU org. chart?"

*Action a:* Determine administrative location of and responsible office for OI and/or institute.

*Responsible party:* OI Steering Committee, Provost?

## **Goal I Other Strategies** (identified by Task Force but not prioritized)

- Create and administer an OI "advisory" or "oversight" committee
- Monitoring (of progress) towards the accomplishment of the OI Action Plan

## **GOAL II: Communications, Marketing & Outreach**

OI Task Force recommends that SUU Marketing & Public Relations assist with developing and implementing this goal and associated objectives & action items. The “Priority Objectives and Actions” as well as “Other Strategies” listed below are suggestions from the Task Force with the recognition that Marketing & Public Relations may identify and pursue a different approach for addressing Goal II.

*Goal statement TBD with SUU Marketing & Public Relations*

### **Goal II Priority Objectives & Actions** (6 to 18-months)

*Objective 1:* Communications Plan for OI (which may incorporate all other elements listed here and more)

*Objective 2:* OI roll out/showcase

*Objective 3:* OI tag line & logo

*Objective 4:* Student recruitment

*Objective 5:* OI website

### **Goal II Other Strategies** (identified by Task Force but not prioritized)

- Internal/on-campus communications
- External/off-campus communications
- Recruitment
  - Faculty
  - Staff
- Freshman orientation
- OI Newsletter
- Audience(s) identification
- Retention broadly--including faculty, staff & students
- Tourism focus

### **GOAL III: On-Campus Capacity Development**

*SUU will develop on-campus OI capacity by ensuring pathways for student, faculty and staff involvement; supporting priority programs and initiatives identified within this plan; facilitating and coordinating departmental and interdisciplinary interaction; and, seeking to enhance and make available the facilities and equipment necessary for achieving the OI vision.*

#### **Goal III Priority Objectives & Actions (6 to 18-months)**

**Objective 1:** Enhance and make available the campus facilities necessary for achieving the OI vision.

*Action a:* Clarify academic access to and use of the Mountain Center, Sheepherder's Cabin area, and mountain property (forest/ranch)

*Responsible party:* Conference Services, Regional Services, others?

*Action b:* Continue to seek funding for Science building addition (including new Southern Utah Museum of Natural History and greenhouse)

*Responsible party:* College of Science, Advancement, Regional Services (legislative liaison), President's Office

**Objective 2:** Provide transportation alternatives to access areas necessary for the success of OI programs & activities.

*Action a:* Purchase & manage the use of 4x4, hi-clearance vehicle(s).

*Responsible party:* Advancement, ORPT, President's Office, Regional Services, Motor Pool

*Action b:* Assess the need for--or already existing availability of--trailer(s) for hauling gear.

*Responsible party:* ORPT, SUU Outdoors, Regional Services, Motor Pool

**Objective 3:** Provide support & resources for priority OI-related programs and initiatives. *(Numerous other OI-related programs and projects are listed below under "Goal III Other Strategies"; however, the following three Actions are the existing OI programs that were identified as priorities for the initial 18-month timeframe.)*

*Action a:* Ensure the successful organizational development and sustained management of SUU's Intergovernmental Internship Cooperative (IIC) through dedicated administrative funds and determining IIC's place within the University ("org. chart" determination).

*Responsible party:* ORPT, IIC Coordinator, Regional Services

*(funding has been provided through SUU's Institutional Priorities funds)*

### Goal III continued

*Action b:* Support SUU Outdoors' pursuit of a Yurt system, high ropes course, and special recreation emphasis for those not inclined to recreate outdoors.

*Responsible party:* SUU Outdoors, Student Services, others?

*Action c:* Support the development of the Partners in the Parks program.

*Responsible party:* SUU Honors Program, others?

*Objective 4:* Provide support & resources ("incentives") for special OI projects & opportunities.

*Action a:* Manage the OI discretionary fund and, where appropriate, seek other resources to support special OI projects & opportunities.

*Responsible party:* OI Steering Committee, Provost, project advocates

*Action b:* Ensure special OI projects & opportunities are brought to the attention of appropriate University policy-makers.

*Responsible party:* OI Steering Committee, Regional Services

*Objective 5:* Develop cross-disciplinary curriculum that integrates and highlights OI education and recreation opportunities.

*Action a:* Support existing and emerging efforts to develop cross-disciplinary curriculum that integrates and/or highlights outdoor education and recreation.

*Responsible party:* OI Steering Committee, Provost, Dean's Council

*Objective 6:* Provide legal counsel for and assistance with the creation of risk management protocols & forms for OI-related programs activities.

*Action a:* Meet with Assistant Attorney General for SUU to determine procedures for delivering assistance.

*Responsible party:* Regional Services & Michael Carter, Assistant Attorney General for SUU

*(RegServ and Michael have met; all risk management needs should work with Kathleen at RegServ)*

*Action b:* Consistently communicate to OI entities across campus that this expertise and assistance is available.

*Responsible party:* OI Steering Committee, Regional Services

*Objective 7:* Integrate OI into the University's overall recruitment strategy. (Also see Goal II, Objective 4.)

### **Goal III continued**

*Action a:* Develop OI elements of University's recruitment strategy.

*Responsible party:* Marketing, Admissions, Regional Services

*Action b:* Implement OI elements of recruitment strategy.

*Responsible party:* Admissions, Marketing

**Objective 8:** Support the Equine Program's efforts to maintain and even expand opportunities for students. (Equine Program *community & summer programs & services* are listed below in "Goal III Other Strategies.")

*Action a:* Provide appropriate staffing (Barn Manager) for program expansion

*Responsible party:* College of Science, Equine Program Manager

### **Goal III Other strategies** (identified by Task Force but not prioritized)

- Programs/projects/activities
  - Outdoor Recreation in Parks & Tourism Program
    - On-campus recreation management specialist
  - Cedar Mountain Science Camp
    - Expand number of camps & staff to do so
    - Publish curriculum
    - Provide science camp-type teacher training at SUU
    - Make science camp teaching resources available to teachers
  - Hotel, Resort and Hospitality Management Program
    - Hospitality research center
    - Hotel/conference center
  - Equine Program
    - Riding arena
    - Expanded program & staffing for student, community, and summer use
  - Brian Head Field Ecology Program
  - Master Naturalist Certification Program
  - Wilderness First Responder Training
  - Numerous outdoor-themed clubs and student organizations

### **Goal III continued**

- Cedar City Family Hiking Series
- Teens Outside Program
- Curriculum development
  - Outdoor Program class--undergraduate general education elective
  - Freshman orientation
- Facilities/Space & grounds
  - Campus walking tours
    - History
    - Plants
    - other science
  - Outside classroom/teaching areas
  - Ashcroft Observatory
  - GIS lab & services
- Retention generally (related to Goal II retention strategy, but focus on capacity development, along with marketing, for retention purposes)
- Develop summer outdoor activities for internal/on-campus conferences, tourists (e.g. Shakespeare, Success Academy)
- Alternative vehicles
  - ATVs & snow machines

## **GOAL IV: Partners, Partnerships & Alliances**

*SUU will partner with diverse interests to enhance existing as well as create new mutually-beneficial opportunities for world-class outdoor educational and recreational experiences.*

### **Goal IV Priority Objectives & Actions (6 to 18 months)**

**Objective 1:** Partner with federal and state natural resource and land management agencies with a presence in the region to enhance existing and create new mutually-beneficial OI opportunities.

*Action a:* Ensure the successful organizational development and sustained management of SUU's Intergovernmental Internship Cooperative (IIC) through dedicated administrative funds and determining IIC's place within the University ("org. chart" determination).

*Responsible party:* ORPT, Regional Services

*(funding has been provided through SUU's Institutional Priorities funds)*

*Action b:* Propose partnership and programming opportunities along with management scenario(s) for NPS Youth Conservation Corps and USFS Last Child in the Woods programs.

*Responsible party:* IIC Coordinator

*Action c:* Coordinate the planning, hiring, training & management of the proposed shared position between Cedar Breaks NM and SUU ("Agency IIC Coordinator").

*Responsible party:* Regional Services, ORPT, IIC, and Cedar Breaks NM Superintendent

*(position description is written; position will be advertised by end of June)*

*Action d:* Continue to administer, chair and provide marketing of and public outreach for the Southwest Utah Planning Authorities Council (SUPAC).

*Responsible party:* Regional Services

*Action e:* Participate with the Zion NP Centennial (2009) Planning Committee and celebration. Reach out to SUU entities to encourage and assist with Centennial participation. Provide coordination and resources for SUU entities participating with the Centennial

*Responsible party:* Regional Services (Centennial Planning Committee participation; university outreach and coordination), OI Steering Committee (oversight & funding), and various University entities (individual projects & participation)

## Goal IV continued

*Action f:* Pursue an “Alliance for Education” agreement with Zion NP (similar to the formal agreement SUU currently has with Bryce Canyon NP) and/or the Utah Southwest Group (Zion NP and Cedar Breaks & Pipe Springs NMs)

*Responsible party:* Regional Services (successful completion of an agreement presumes other entities from across the University would then have responsibilities.)

*Action g:* Strengthen our *Alliance for Education* partnership with Bryce Canyon NP. Ensure obligations are being met and seek to provide greater mutual benefit according to the written agreement.

*Responsible party:* Regional Services (outreach and coordination) and various University entities (projects & programs)

*Action h:* Maintain and enhance agency participation with SUU Career Fairs.

*Responsible party:* Career Services, IIC Coordinator

*Action i:* Respond to and provide support and assistance when possible for requests from agencies with a presence in the region regarding their local outdoor initiatives and needs.

*Responsible party:* Regional Services & other University entities

*Objective 2:* Partner with education, interest and advocacy groups in the region to enhance existing and create new mutually-beneficial OI opportunities.

*Action a:* Investigate and initiate appropriate partnership opportunities with regional Natural History Associations (e.g., Bryce Canyon, Zion).

*Responsible party:* Regional Services, various University entities (for individual projects & programs)

*Action b:* Investigate and initiate appropriate partnership opportunities with the High Plateaus Institute.

*Responsible party:* Regional Services, various University entities (for individual projects & programs)

*Action c:* Investigate and initiate appropriate partnership opportunities with the Zion Canyon Field Institute.

*Responsible party:* Regional Services, various University entities (for individual projects & programs)

## Goal IV continued

*Action d:* Investigate and initiate appropriate partnership opportunities with regional “friends” groups.

*Responsible party:* Regional Services, various University entities (for individual projects & programs)

*Action e:* Continue to partner with and seek to create new mutually-beneficial opportunities with the American Canyoneering Association and Wilderness Education Association.

*Responsible party:* ORPT, SUU Outdoors

*Objective 3:* Partner with local government—counties, cities & towns—to enhance existing and create new mutually-beneficial OI opportunities.

*Action a:* Continue to administer, chair and provide marketing of and public outreach for the Southwest Utah Planning Authorities Council (SUPAC).

*Responsible party:* Regional Services

*Action b:* Continue to serve on the Five County Association of Governments Steering Committee and participate with the AOG’s Natural Resources Committee.

*Responsible party:* Regional Services

*Action c:* Respond to and provide support and assistance when possible for local government requests regarding natural resource, public lands, recreation and tourism, research, planning, internships, and other local outdoor initiatives and needs.

*Responsible party:* Regional Services & other University entities

*Action d:* Coordinate the planning, hiring, training & management of the proposed Iron County Natural Resource Management Specialist position.

*Responsible party:* Regional Services and Iron County

*Action e:* Continue to engage Washington County on developing a position similar to Iron County’s Natural Resource Management Specialist.

*Responsible party:* Regional Services

*Action f:* Investigate and initiate appropriate partnership opportunities with local school districts.

*Responsible party:* Regional Services and College of Education

## **Goal IV continued**

*Action g:* Make available Cedar Mountain Science Camp “teaching aid boxes” for local teachers.

*Responsible party:* Cedar Mountain Science Camp and Regional Services  
(CMSC boxes have been funded through RegServ’s Community Engagement Fund)

**Objective 4:** Ensure that government policy-makers and potential funders at the local, state and federal level are aware and supportive of SUU’s OI.

*Action:* Provide outreach and information to local, state and federal elected officials and staff about OI and seek their support for enhancing existing as well as creating new opportunities for world-class outdoor educational and recreational experiences at SUU.

*Responsible party:* Regional Services, OI Steering Committee, Advancement, other University entities

**Objective 5:** Improve and develop new relationships and alliances with other potential OI partners such as NGOs, foundations, individuals, etc.

*Action:* Continually research, develop relationships with, and seek OI funding opportunities from partners such as NGOs, foundations, individuals, etc.

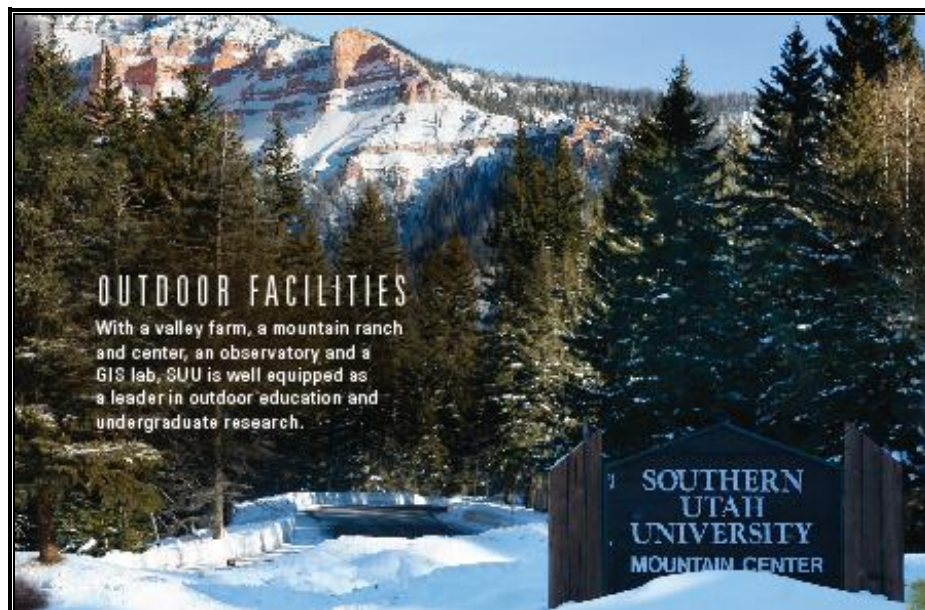
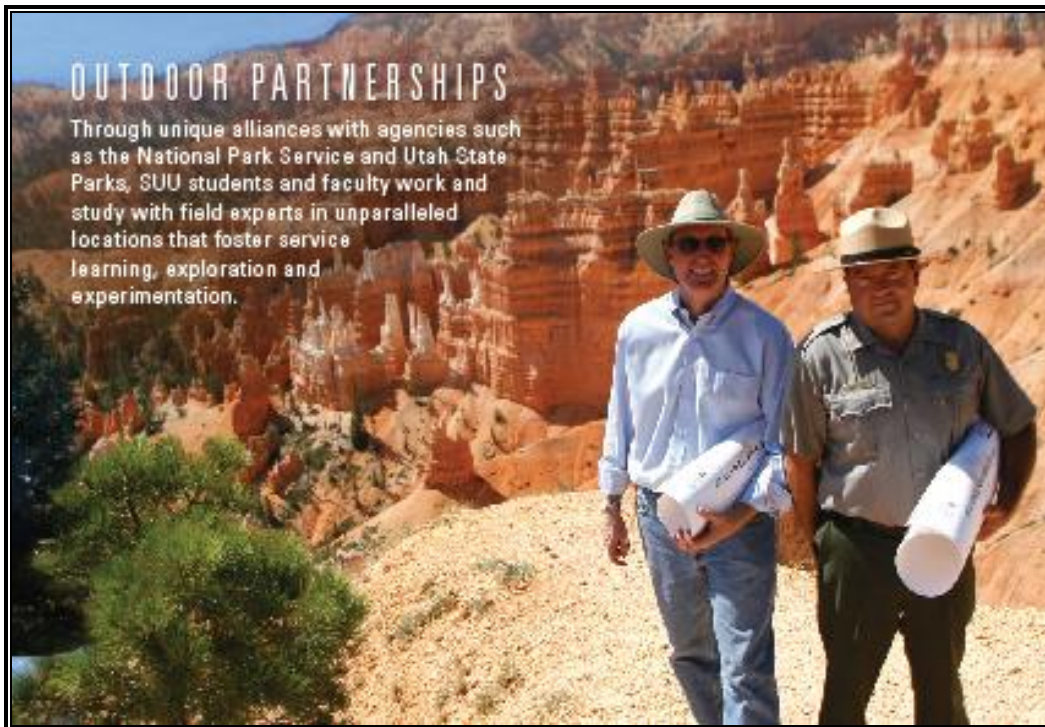
*Responsible party:* Advancement, Regional Services, OI Steering Committee, all University entities for project-specific funds

## **Goal IV Other Strategies** (identified by Task Force but not prioritized)

- Federal & state agencies
  - NPS Centennial Challenge Initiative proposals
    - Several proposals have been submitted by SUU, in partnership with various park units, and are awaiting Congressional funding for the Centennial Initiative
  - Utah Division of State Parks and Recreation, SW Region (due to recent contacts and requests by State Parks, this “other strategy” will probably need to be prioritized)
  - Colorado Plateau Cooperative Ecosystem Studies Unit (also will need to be prioritized in the final version of the plan)

## Goal IV continued

- Other academic institutions
  - In-state
  - Out-of-state

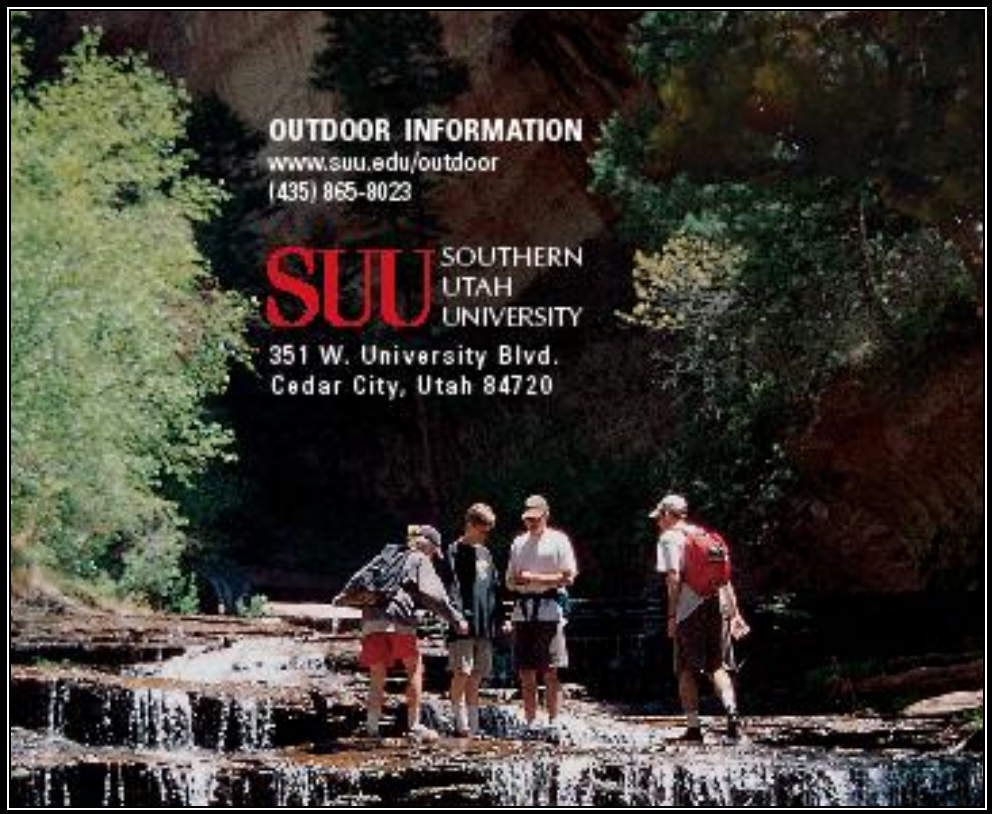


## APPENDIX A

### OI Strategic Plan Objective & Action Item Prioritization by OI Task Force

(10 April 2008 Task Force meeting)

<u>DOTS</u>	<u>DOLLARS</u>
<p><b><u>7 DOTS</u></b>            --OI Institutionalization—institute, “center”, other?            --Mountain Center</p>	<p>Mountain Center (“SUU bucks” \$35)</p>
<p><b><u>6 DOTS</u></b>            --Funding (OI Admin, Management &amp; Governance)            --Vehicles            --SUU Outdoors            --IIC dedicated administrative funding</p>	<p>Vehicles (SUU \$31)</p> <p>Institutionalization—institute, “center”, other?            (SUU \$25)</p> <p>OI Administration, Management &amp; Governance,            and Funding (SUU \$21)</p>
<p><b><u>5 DOTS</u></b>            Education, interest &amp; advocacy groups (Off-Campus Partnerships)</p>	<p>Funding &amp; other incentives (particularly faculty/academic side) (SUU \$16)</p>
<p><b><u>4 DOTS</u></b>            --Coordinator for OI            --Communications plan            --Curriculum development— cross-disciplinary curriculum            --Funding &amp; other incentives, particularly faculty/academic side            --Federal &amp; state agencies            --Zion NP Centennial (2009)            --Local government—counties, cities &amp; towns</p>	<p>Roll out/showcase – tag line/logo (SUU \$13)</p> <p>SUU Outdoors (SUU \$9)</p> <p>Federal &amp; state agencies (SUU \$7)</p> <p>Communications plan to address all these and other elements (SUU \$5)</p> <p>IIC admin funding stabilized (SUU \$5)</p>
<p><b><u>3 DOTS</u></b>            Other funders—NGOs, foundations, individuals</p>	<p>Recruitment &amp; Retention (SUU \$3)</p>
<p><b><u>2 DOTS</u></b>            --Risk Management protocols for OI-type activities            --Last Child in Woods &amp; NPS YPP</p>	<p>Website (SUU \$2)</p> <p>Curriculum development, cross-disciplinary curriculum (SUU \$2)</p>
<p><b><u>1 DOT</u></b>            --Relation to other SUU offices &amp; departments, where OI “fits” in SUU org. chart            --External/off-campus (Communications, Marketing, Outreach)            --Recruitment &amp; Retention            --Recruitment—specific recruitment plan            --Equine Program Barn Manager            --Iron County Natural Resource Management Specialist position            --Government policy-makers &amp; funders</p>	<p>Local government—counties, cities &amp; towns (SUU \$2)</p> <p>Education, interest &amp; advocacy groups (SUU \$2)</p> <p>Government policy-makers &amp; funders (SUU \$2)</p>



**OUTDOOR INFORMATION**  
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