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THE EVOLUTION OF A CENTER AS SEEN THROUGH THE EYES OF MAN

BY

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ABSTRACT

The Center of Recreation and Tourism Development at the University of Colorado at Boulder was established in 1984 to address the research, service and educational needs specific to recreation and tourism development in rural communities that were rapidly emerging in the Rocky Mountain Region. The Center is dedicated to the enhancement of recreation and tourism development at local, state and regional settings and its primary activities include (1) technical assistance in recreation and tourism development for smaller Colorado communities through the Colorado Rural Recreation Development Project, (2) technical assistance in rural recreation and tourism development to representatives of six states within the Rocky Mountain region, (3) hospitality training for public and private sector representatives and (4) entrepreneurial training and development for youth and adults. The Center also provides other forms of technical assistance to select communities including economic impact studies, recreation impact assessments, and other forms of service and research.

THE EVOLUTION OF A CENTER AS SEEN THROUGH THE EYES OF MAN

In the beginning, the Center for Recreation and Tourism Development was created at the University of Colorado at Boulder and the Chancellor saw that it was good . . .

On the first day, the Chancellor approved the creation of a recreation degree program and placed it in the College of Arts and Sciences.

On the second day the Chancellor approved the creation of the Colorado Rural Recreation Development Project (CRRDP).

On the third day, he approved the creation of a Center for Rural Recreation Development to administer the CRRDP.

On the fourth day he approved the creation of the Intermountain Rural Recreation Development Project to expand the CRRDP to other states.

On the fifth day he charged the College of Business to administer the Recreation Degree Program and the Center with its many and varied activities.

On the sixth day, he approved the renaming of the Center to the Center for Recreation and Tourism Development and expanded its mission to include entrepreneual training and recreation enterprise development, hospitality training, tourism development, and anything else the staff wanted to do.

And on the seventh day, the Chancellor reveled in the glory of the outcomes of his decisions.

Based upon this seemingly spiritual undertaking, the non-sectarian University of Colorado has supported and administered the various activities of the (now) Center for Recreation and Tourism Development since 1981. Dedicated to the enhancement of recreation and tourism development at local, state and regional (multi-state) settings, the Center for Recreation and Tourism Development supports basic and applied research, community service, and field-based academic opportunities for faculty and students.

At present, the Center's primary activities include (1) technical assistance in recreation and tourism development for smaller Colorado communities through the Colorado Rural Recreation Development Project, (2) technical assistance in rural recreation and tourism development to representatives of six states within the Rocky Mountain region (3) hospitality training for public and private sector representatives and (4) entrepreneural training and development for youth and adults. The Center also provides other forms of technical assistance to selected communities on an individualized and often subsidized cost basis. This assistance includes economic impact studies, recreation marketing plans, community tourism image studies, recreation impact assessments, and other forms of service and research. Each of the Center's major activities are described below.

## COLORADO RURAL RECREATION DEVELOPMENT PROJECT

As man began from a humble beginning so did the Center emerge from this unassuming effort to assist rural communities with their recreation development needs. The CRRDP supports technical assistance, on-site leadership, training, education, and research in rural towns and small cities through a partnership of corporate, local, state and federal sponsorship. Each year a select number of communities are identified to participate in a three-year recreation development process and receive assistance with both immediate and long-term recreation development. Since its beginning, seventy-two Colorado communities have formally participated in the CRRDP and six neighboring states are now implementing its model.

### INTERMOUNTAIN RURAL RECREATION DEVELOPMENT PROJECT (IRRD)

The Center staff provides technical assistance to representatives of universities and professional associations throughout the Rocky Mountain Region that are likewise dedicated to recreation and tourism development in their state's smaller communities. The IRRDP supports recreation systems development in Wyoming, Montana, Idaho, Utah, Arizona, and New Mexico through projects that are modeled after the CRRDP and funded by the U S West Foundation. Services include staff training, on-site technical assistance, resource development, research and evaluation, and information dissemination.

### HOSPITALITY TRAINING

This training is conducted for public and private sector representatives to enhance tourism awareness and responsiveness within Colorado communities and regions. The training explores the impacts of community-based tourism and identifies strategies to accommodate visitor demands. Participants increase their knowledge of area tourism resources, learn about the value and dimensions of hospitality, develop tourist profiles, and become familiar with the specific demands and expectations of their professional assignments.

### PROJECT EDGE: ENCOURAGING THE DEVELOPMENT AND GROWTH OF ENTREPRENEURSHIP

Project EDGE promotes awareness and knowledge among secondary students and adults regarding opportunities for entrepreneurship within the service industries. Center staff assist representatives of secondary schools and community agencies with implementing entrepreneurial curricula that promotes leadership and enterprise development. Project EDGE is currently being implemented in Oregon, Utah, Montana, Wyoming, South Dakota, North Dakota, Minnesota and Colorado through cooperative

efforts among business and community resources, vendors of the Job Training Partnership Act, the University of Colorado at Boulder, and the U S West Foundation.

### And The Regents Said "Let There Be Laws To Govern The Land"

The University of Colorado has a wide variety of center, institutes, laboratories and bureaus. These entities are single- or multi-disciplinary in scope and are generally involved in some combination of education, research, and service activities. Any group or faculty proposing to create a center must first develop a program plan for the proposed organization which describes the purpose and proposed administrative and fiscal relationships of the organization. This plan is then reviewed and approved by the appropriate campus administrative offices (i.e., Dean, Vice-Chancellor for Academic Affairs, and Chancellor) prior to submission to the President's Office for review and approval. Centers must submit written documentation of the fiscal control provisions, with each center being subject to periodic program review. The appointment of directors and other chief executive officers must be approved by the Board of Regents.

### And Out Of Clay And Mud . . .

Some would contend that the Center was nothing more than a creation of Man--a figment of a mere mortals' imagination--resulting from the printing of letterhead and the hanging of a sign on the door. But as everyone who has experienced academia already knows, universities are not run by mere mortals but rather by department heads, deans, chancellors and regents.

The Center for Recreation and Tourism Development represents an effort that emerged through individual initiative, university endorsement, and financial support from both the public and private sectors alike. As the introductory passage of this paper suggests, the Center grew out of the Colorado Rural Recreation Development Project, a project designed to integrate service and research in field-based settings.

The Rural Recreation Development Project was established to assist rural Colorado towns with recreation development while providing meaningful academic experiences for recreation students enrolled at the University. Students were placed in participating communities for the summer serving as recreation directors responsible for developing recreation programs and a community recreation system. With initial funding provided through the Comprehensive Employment Training Act program (CETA, a predecessor to the Job Training Partnership Act), the services of the CRRDP quickly assumed a visible presence in a large number of towns. This success was in part due to the unique dimension of training and employment in recreation leadership for youths eligible for

the CETA program. Hence, two youths from each participating CRRDP community were chosen to assist in local recreation development. As the number of participating communities increased each year, it became necessary to recruit recreation students nationwide. Since the Project's inception in 1981, 72 Colorado communities have participated, while 120 recreation students have gained valuable professional development and 240 local community youths have received training and work experience as recreation leaders.

As the Colorado Rural Recreation Development Project grew in scope through the early '80s, requests for additional forms of technical assistance, such as economic impact studies, market analyses, recreation needs assessments, and tourism-related training increased. To accommodate these emerging activities, it became necessary to create a unique administrative structure. Having met the above-mentioned criteria, an administrative unit to house the CRRDP was approved in 1984 under the name "Center for Rural Recreation Development." At the time of its creation, the Center was housed in the College of Arts and Sciences. In 1986, both the Recreation Degree Program and the Center were relocated to the College of Business and Administration. In 1987, consistent with the expansion of both activities and funding, the Center was renamed the "Center for Recreation and Tourism Development."

#### Survival Depends Upon More Than Water And The Spirit

At remarkably little cost to the university, they (the Center for Recreation and Tourism Development and three other university centers) collectively generate goodwill which helps make possible the research and teaching activities at our four campuses.

E. Gordon Gee, President  
University of Colorado  
Communique (a monthly  
letter to all University  
of Colorado employees)

The 1988 calendar year budget for the Center was \$459,891. This financial support was provided by the University of Colorado, the U. S. West Foundation, the Office of Rural Job Training and its vendor representatives, the State of Colorado Department of Human Services, the Colorado Tourism Board, Rural America Initiatives, and numerous local Colorado communities. (Figure 1) This money was in turn spent to support work conducted in the four major activity areas of the Center and selected individualized projects. (Figure 2)

Funding for the Center has continued to increase since the inception of the Rural Recreation Development Project in 1981. The initial year of Project activities was funded by a single grant totaling \$6,000. In subsequent years, funding increased dramatically as did the number of

sources.(Figure 3) As is typical of most universities, the determination of programmatic and research direction for a Center is substantially shaped by the extent and nature of external funding. However, in addition to substantial external funding, the Center for Recreation and Tourism Development has a unique University financial commitment. Due to strong support from the Dean of the College of Business and Administration, the Center enjoys the unique situation of having a full FTE funded by the College whose time is dedicated twelve months to the administration of the Center's activities. This is in addition to a \$5,000 stipend from the Office of the Vice Chancellor and an annual award of \$7,500 from the University of Colorado's Outreach Committee.

#### And The Creator Said "Measure Your Impact"

As a university . . . we cannot be satisfied with merely wondering about the future. Rather, we must act to shape the future-- to take courses of action which move our lives in new, beneficial directions. This is part of our bond of trust with the citizens of Colorado. Through our research, teaching, and public and professional service activities, we endeavor not only to meet present needs, but to create a better future.

E. Gordon Gee, President  
University of Colorado  
The President's Report,  
1987

The activities of the Center for Recreation and Tourism Development attempt to integrate research, service, and field-based academic experiences and thus fit clearly within the overall mission of the College of Business and Administration and the University of Colorado. Recognizing the importance of scholarly activity to the ongoing support of a Center housed in a university environment, projects are designed to serve as laboratories within which important data on recreation and tourism development can be gathered. Staff of the Center engage in research with faculty and students from Marketing, Management, Economics, Psychology, Geography, and Education. Additionally, co-sponsored research efforts are conducted with faculty from the University of Illinois, North Carolina State University, University of Wyoming, University of Idaho, and the Arizona Park and Recreation Association.

Due to the research interests of CRRDP personnel, a data collection effort focusing on the impact of recreation development on rural community quality of life was first undertaken in 1985. This research distinguishes the CRRDP from many traditional university service and academic outreach programs by its effort to make a strong scholarly

contribution. The structure of the CRRDP provides for unique access to information about rural community life that is both scholarly and applied.

In addition to the substantial research agenda already in place through the Colorado Rural Recreation Development Project, the staff of the Intermountain network (Wyoming, Montana, Idaho, Utah, New Mexico, Arizona, and Colorado) is now actively pursuing a data collection effort through the generosity of the U S West Foundation. In recognition of past research endeavors, and in support of future advancements, the U S West Foundation recently dedicated \$90,000 for recreation and tourism research in rural communities throughout the seven state region. In essence, the service activities initiated originally by Center staff have driven a research agenda that is now supported by corporate, foundation, and university sponsors alike.

Besides interdisciplinary involvement in the Center's research agenda, many faculty and students are engaged in various aspects of its service activities. Members of the Theater and Dance Department shape a rural arts program that effects rural community leisure and economic opportunities. Members of the College of Business contribute to various studies on economic impact, marketing, and feasibility while members of the School of Education assume leadership roles in various training activities.

#### Positioning The Moon (Center) And The Stars (Tourism and Recreation Degree Program)

When the tourism and recreation degree program was transferred into the College of Business it was necessary to maintain existing graduation requirements to allow current majors the opportunity to graduate prior to any significant curriculum changes. Established in 1969 and housed in the Physical Education and Recreation Department, the original academic program featured degree options in Community, Therapeutic, Outdoor, and Commercial recreation. At the time of the transfer of the program into the College of Business, the options had been narrowed to two--Community and Commercial--and three FTE faculty slots remained from the original four. During the time the recreation degree program was administered through the College of Arts and Sciences there was no recreation graduate program. Graduate recreation course offerings were available within the context of a Physical Education Master's degree. Currently, the academic degree program in tourism and recreation is being reviewed and changes are being recommended that will allow for program integration with the undergraduate marketing requirements. On a graduate level it is anticipated that students will pursue graduate studies within the context of existing business degrees but with a concentration in recreation and tourism.

The Center currently solicits and supports students and faculty to engage in research and service activities within the confines of a degree program that furthers the body of knowledge of rural recreation and tourism development. As mentioned earlier, many disciplines are represented in the work currently being conducted and a network of



scholars from throughout the country has been established. Students and faculty are drawn primarily from the recreation and tourism discipline, from marketing and business disciplines, and from community and rural development interests.

### The Prophets . . . Spreading The Gospel

The Center is administered by a recreation and tourism faculty member who reports directly to the Dean of the College of Business and Administration on Center matters. Academically, the Center Director is responsible to the Head of the Division of Marketing. Currently, Center staff includes a full-time Coordinator for the Colorado Rural Recreation Development Project, a full-time Coordinator for Project EDGE, and a Coordinator for Hospitality Training who also serves as Administrative Assistant for the Center Director. Additionally, work study positions and graduate assistantships are made available through Center funding.

Physical space for the Center is provided within the area shared by the Business Research Division and the Center for Applied Artificial Intelligence and support services are provided by a central staff.

With The Grace Of God, So Goes The Future Of . . . .

The Center is designed to support a small core of staff who can effectively integrate students and faculty into Center activities. This structure is vital to the long term ability to respond to changing needs and issues in the rural environment and ensures that time is spent on the important, and not on maintaining a large organization. The central theme that drives decisions on what work to do and not to do is the applicability of that work to recreation and tourism development in rural environments. Such work must have a community development orientation and must leave the community with the capacity to eventually carry the work on in an independent fashion.

The Center must also attend to the mission of the University and the College of Business and Administration. Conducting research resulting in publication, and securing the necessary external funding to conduct such research continues to influence the degree of acceptance of Center activities. Community service is becoming increasingly important and clearly is one of the attractive elements of the Center to the University system.

Recently, the Chancellor of the Boulder campus on which the Center is housed articulated the following four goals to lead the campus into future prominence. They are:

1. To enhance the undergraduate student experience.
2. To develop interdisciplinary

thrusts for research and creative work.

3. To strengthen the campus graduate and professional schools program.
4. To improve the quality of selected disciplines.

The staff of the Center for Recreation and Tourism Development is in a position to affect each of these goals. Recreation and tourism is an accepted academic discipline at the University of Colorado and is influencing both Colorado and the Western region. Continued, substantial funding indicates that the work currently being conducted is both important and of an acceptable quality. Maintaining the significant influence of the Center's activities throughout Colorado and the West and the effective integration of these activities with research and teaching should ensure continued acceptance by the university community.

#### A TRIBUTE TO THE U S WEST FOUNDATION

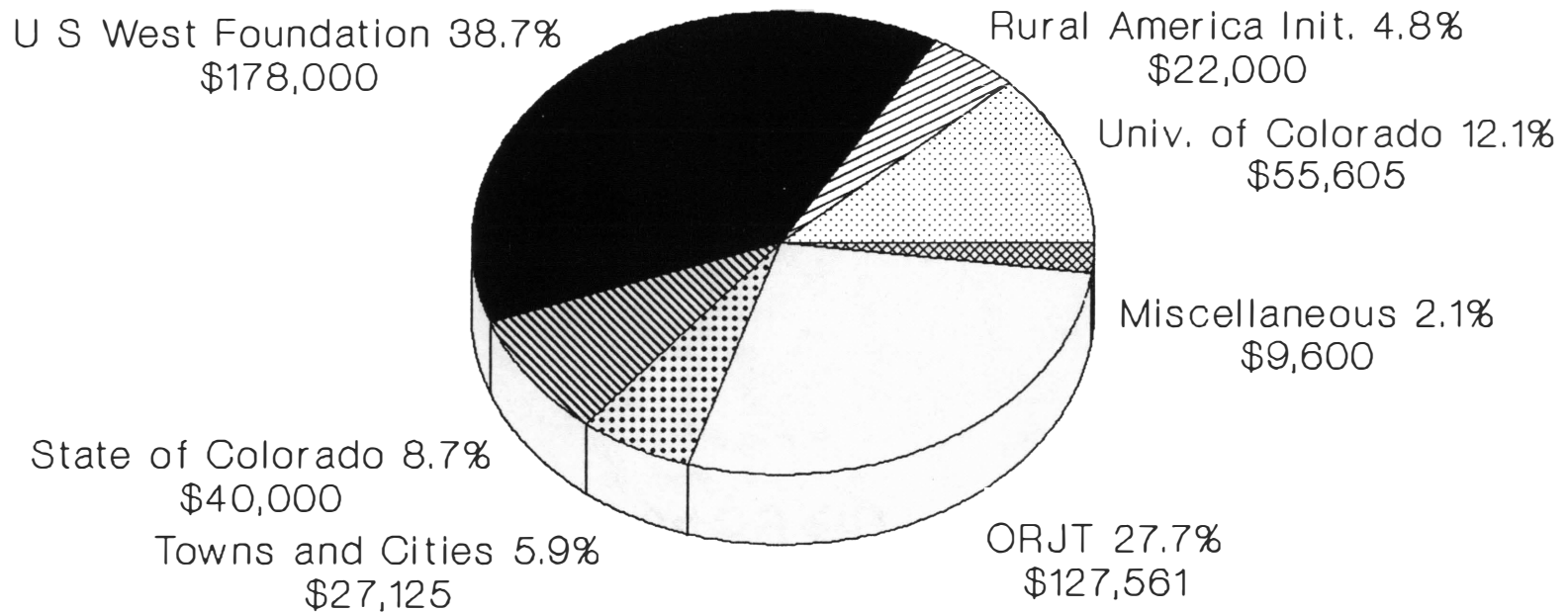
"Your recognition of the role that recreational development plays in our rural communities, and your leadership in providing funding for our work throughout the state, have been critical to the success of our Center for Recreation and Tourism Development. Your willingness to address the issues of rural life brings great credit to U S West and the U S West Foundation, and I want to add my personal thanks today for your outstanding work with and through the University of Colorado for the improvement of life in our rural communities."

James N. Corbridge, Chancellor, University of Colorado to Jane Prancan, Executive Director, U S West Foundation, at an award presentation on October 7, 1986.

The staff of the Center for Recreation and Tourism Development wishes to acknowledge their appreciation to the U S West Foundation for its continued support for recreation and tourism development throughout the West. Since 1984, this Foundation has provided substantial financial support for the Center's activities and recently committed funding for the Intermountain Project through 1991.

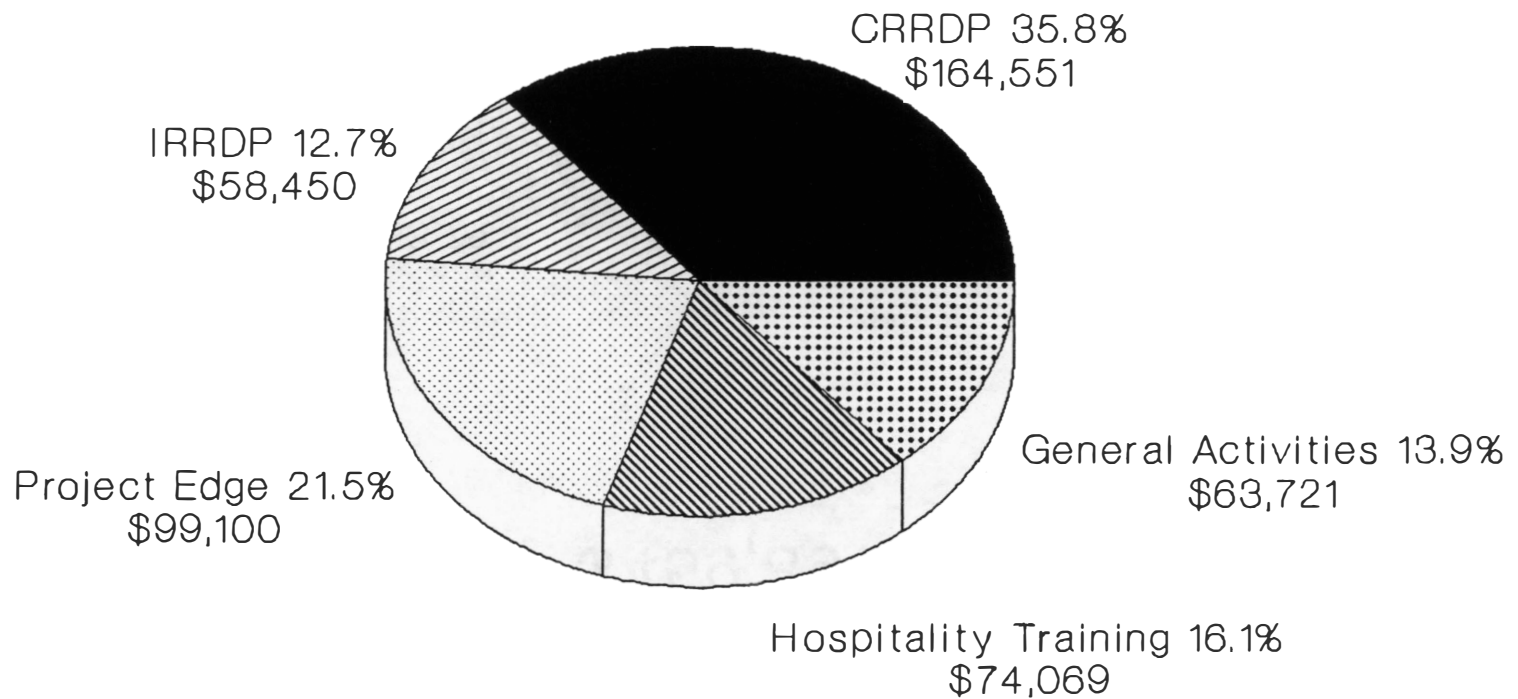
**FIGURE 1**  
**1988 REVENUE BY FUNDING SOURCE**  
**\$459,891**

21



**Center for Recreation and Tourism Development**  
**University of Colorado at Boulder**

**FIGURE 2**  
**1988 EXPENDITURES BY PROJECT**  
**\$459,891**



22

**Center for Recreation and Tourism Development**  
**University of Colorado at Boulder**

**FIGURE 3  
GROWTH IN THE AMOUNT OF FUNDING  
BY YEAR**

