

## **Leadership in the Outdoor Recreation Industry**

### **Course Descriptions and Outcomes**

#### **BUS 4350/3350: Overview of the Outdoor Recreation Industry**

**10-week course | 4 credits**

##### **DESCRIPTION**

This course is a survey of the outdoor recreation industry, providing an overview of the size, growth, sectors and economic impacts of the industry. This course will lay the foundation for the LORI Program, as the remaining courses will dive deeper into the topics. This course will also begin to examine external drivers for the industry, including the connection between policy and outcomes, the inherent tension between access and conservation, as well as economic trends driving the industry. This course will provide an overview of all facets of the outdoor recreation industry, including an examination of the economic impacts by industry sector. In order to better understand the intersection of the recreation economy and quality of life, this course will focus on the five common principals of the outdoor industry as codified in the Confluence of States accords: 1) Conservation & Stewardship; 2) Education & Workforce Training; 3) Economic Development; 4) Health & Wellness; and 5) Opportunity & Experience. Students will also have an experiential learning component early in the quarter at the University of Denver Kennedy Mountain Campus focused on developing leadership skills through team-building experiences.

##### **LEARNING OUTCOMES**

Through reading, preparation, course lectures, independent learning, and interaction with subject matter experts, students successfully completing this course will have:

- a solid foundation for understanding the primary sectors and key drivers for the outdoor recreation industry economy,
- an awareness of and/or relationship with key players and partners in the outdoor recreation industry,
- the ability to critically analyze policies and the potential impacts on economies, industry, communities and workforce,
- the basic context for future courses in the LORI program.

#### **BUS 4353/3353: Business Modeling and Operations in the Outdoor Industry**

**10-week course | 4 credits**

##### **DESCRIPTION**

This course introduces students to the concept of a business model canvas, what goes into the revenue and cost streams, and the necessary factors that need to be controlled to sustain a business. Students will be introduced to emerging models in the outdoor, retail and hospitality sectors, and will learn how to differentiate between business models in the product based vs. services-based industries. They will also get an appreciation of the capital structure needed to sustain a business in the outdoor recreation industry, and the implications of capital intensity for business models.

This course also addresses key considerations for operating a business in the outdoor industry - including budgeting and forecasting the business, as well as the legal and business methods by which operators in the outdoor industry manage their enterprise risk. Topics to be addressed in the risk management portion of the course include releases, signage, preventative measures (e.g., avalanche reduction and patrolling), insurance, compliance, and workers' compensation.

Students enrolled in this course will learn these concepts through a case study that will run the length of the course, selecting an actual business in the industry and then apply those concepts to a newly created business model.

### **LEARNING OUTCOMES**

Students successfully completing this course will have the ability to:

- Identify the primary and secondary factors and key inputs/outputs that are part of a business plan and model - through weekly assignments.
- Compare and contrast the relationship between an operating model and the business outcomes/financial model including how this relationship changes with various factors as the business changes – through weekly assignments.
- Document a risk management process through the identification, management, and mitigation of key risk factors in business models. This will be accomplished through a business case.
- Plan for the key phases of the business model life cycle – planning, start up, ramp-up, maturation and exit including adjusting the model after the business is operating. This will be accomplished through the business case.

## **BUS 4380/3380: Legal Framework for the Outdoor Recreation Industry – Land Use, Public Policy and Regulatory Practice**

**10-week course | 4 credits**

### **DESCRIPTION**

This course explores the complex legal and regulatory landscape that governs the outdoor recreation industry. Students will examine various laws, regulations, and legal principles that affect outdoor recreation activities, including land use, public policy, environmental impacts and various regulatory regimes.

Planning, developing and operating outdoor recreation facilities requires an understanding of how to obtain multiple private, federal state and local authorizations. Students will become familiar with these regulatory regimes beginning with land use authorizations from inception through operations and expansions.

The course will also analyze public policy at the federal, state and local levels of government and how individuals or organizations can impact the outcomes through advocacy and stakeholder engagement.

## **LEARNING OUTCOMES**

Upon completion of the course, students will:

- Understand the broad legal framework governing the outdoor recreation industry
- Understand the roles that various federal, state, and local legislative and regulatory regimes govern the outdoor recreation industry, including public lands, community impacts, economic development;
- Identify the applicable government agencies which regulate approval processes and an overview of those processes;
- Comprehend the role advocacy and stakeholder engagement plays in governmental decision-making processes.

## **BUS 4355/3355: Sustainability & Markets – Strategies & Tools**

**10-week course | 4 credits**

## **DESCRIPTION**

This course provides an overview of sustainability issues through a business lens, and shares insights on corporate sustainability risks, strategy, and how markets are driving change. We will review sustainability issues, emerging trends, regulatory changes, and innovative practices to integrate sustainability into enterprise risk management, operations, and strategy.

Students will gain an overview of the main issues and challenges in sustainability, explore priorities and strategies in the outdoor industry, and learn frameworks and tools to help lead organizational change. We will review sustainability trends, material ESG risks, approaches to carbon and natural resource management, and how good data and information can improve sustainability management, collaboration, and communication. Organizations are increasingly focused on creating sustainable and inclusive growth that builds competitive advantage in providing value to customers, adapts to climate-related risks, and addresses community and social challenges in a sustainable way.

## **LEARNING OUTCOMES**

- Learn the business case for sustainability and market opportunities & challenges.

- Think critically about sustainability issues, risk management & strategy in the Outdoor Industry.
- Assess strategies and innovative practices for improving sustainability (e.g. decarbonization, circularity, waste & water management, community impact, supply chain).
- Apply frameworks and tools for improving sustainability and leading organizational change.

The weekly cadence includes class preparation (readings and instructional materials), class lecture & discussion, individual discussion question posts, and two assignments (one individual, one group) to apply critical thinking to specific topics.

## **BUS 4399/3399: LORI Capstone/Culmination Class**

**10-week course | 4 credits**

### **COURSE DESCRIPTION**

This culmination/capstone course integrates knowledge and skills acquired throughout the academic progression for Leadership in the Outdoor Recreation Industry. For the minor, students will complete work on their business case created in BUS 4XXX Business Modeling and Operations in the Outdoor Recreation Industry, a significant project that addresses real-world challenges in the outdoor recreation industry. The course will emphasize critical thinking, business strategy, marketing, sustainability, and community engagement.

For the graduate concentration, this culmination/capstone course will provide graduate students with an opportunity to synthesize and apply their knowledge and skills they've learned through coursework and professional experience and apply that to the context of the outdoor recreation industry. Students will engage in a comprehensive strategic management project that addresses complex industry challenges. The capstone/culmination course emphasizes critical analysis, strategic planning, leadership, and legal and regulatory framework preparing students for leadership roles in the industry.

### **LEARNING OUTCOMES**

By the end of this course, students will be able to:

1. Conduct a thorough analysis of the outdoor recreation industry, identifying trends and opportunities.
2. Refine their strategic business plan from BUS 4XXX that incorporates innovative solutions and sustainable practices.
3. Formulate and implement effective business modeling strategies tailored to the outdoor recreation sector.
4. Evaluate the impact of regulatory, economic, and environmental factors on business operations.

5. Collaborate with peers to produce high-level presentations and professional reports.