

THE UNIVERSITY OF NORTH CAROLINA ASHEVILLE
FACULTY SENATE

Senate Document Number SD4921S
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Statement of Faculty Senate Action:

APC Document 42 (LA): Add new Outdoor Leadership courses:
LA 205, Foundations of Outdoor Leadership Training Program
LA 210, Applications of Outdoor Leadership Training Program
LA 305, Advanced Foundations of Outdoor Leadership
LA 310, Advanced Applications of Outdoor Leadership

Effective Date: Fall 2021

1. **Add:** On page 298, new course, **LA 205:**

205 Foundations of Outdoor Leadership Training Program (2)

Students will learn foundational skills to enable them to be leaders in outdoor settings. Topics include, but are not limited to; leadership theory and effective communication, history of outdoor education, fundamentals of camping and backpacking as informed by Leave No Trace ethics, wilderness medicine, and wilderness risk management best practices. Field experiences build on classroom learning, and require unconventional class times including nights, weekends, and multi-day outings. Additional course fee required. Prerequisite: permission of instructor. Fall.

2. **Add:** On page 298, new course, **LA 210:**

210 Applications of Outdoor Leadership Training Program (2)

Students build upon the foundational skills from LA 205 that will enable them to assist in leadership of more advanced outdoor recreation settings. Topics include, but are not limited to; applied leadership theory in technical sports, advanced leadership and group management, introductory and intermediate rock climbing, introductory and intermediate whitewater kayaking, and advanced wilderness medicine and risk management. Field experiences build on classroom learning, and require unconventional class times including nights, weekends, and multi-day outings. Additional course fee required. Prerequisite: LA 205 or permission of instructor. Students are recommended to take LA 210 the semester after completing LA 205. Spring.

Impact: Providing LA 205 and 210 for credit provides UNC Asheville students with the transcript recognition that six other North Carolina mountain area colleges are offering as certificates (1), minors, and/or majors in Outdoor Education, such as the programs and equivalencies accepted at [Western Carolina University](#). These classes have been offered for academic credit since 2018 and provide academic rigor in theoretical and applicable study and practice. As described in the course descriptions above, every Fall, LA 205 offers a foundational understanding of experiential education, risk management, wilderness medicine, leadership models, and introductory skills of camping and backpacking. These skills progress and build into LA 210, offered every Spring, building on the students

understanding of wilderness risk management, leadership and experiential education through the delivery of more technical sports of rock climbing and whitewater kayaking. Applications and collaborations across academic departments are abundant, and should be explored as Campus Recreation continues to work on developing these courses into a certificate or other academic program. LA 205 is a prerequisite for LA 210. To work in the outdoor industry, LA 205 and LA 210 encompass the minimum requirements for anyone pursuing an outdoor major or profession that involves leading or guiding in the outdoors.

To become employed with Campus Recreation as an Outdoor Program Trip Leader, students must complete LA 205 and LA 210 unless a student has demonstrated equivalent skills, certifications, and experience.

- 1) Information about the course:
 - a) Learning outcomes for LA 205 include:
 - i) Exemplify leadership in a variety of roles.
 - (1) Develop effective leadership styles and techniques through studies including Dewey, and leading in field experiences
 - (2) Identify and use effective methods of verbal and written communication through daily leadership planning, implementation, reflections, and teaching lessons
 - (3) Understand and apply industry standards of risk management through gaining in-class certifications and field experiences to practice group management
 - (4) Assess and monitor group needs in class and field experiences, referring to Maslow's Hierarchy of Needs
 - ii) Facilitate group learning.
 - (1) Demonstrate an understanding of essential outdoor skills by following course curriculum and satisfactory review of Level 1 Outdoor Leadership checklist
 - (2) Utilize a variety of teaching and facilitation techniques through studies on Kolb's Experiential Learning model, and in practice while leading and teaching in field experiences
 - (3) Create an environment conducive for learning, and inclusive to all experience levels, abilities, races and genders
 - (4) Encourage group engagement, participation, and a sense of community and belonging
 - iii) Demonstrate self-awareness of personal strengths and areas for growth.
 - (1) Engage in active reflection by giving and receiving feedback for practicing student leaders of the day and while guiding their teaching lessons
 - (2) Demonstrate initiative by setting and achieving goals as individuals and as a group
 - (3) Show respect in all aspects of group engagement, including following while others are leading
 - b) Learning outcomes for LA 210 include:
 - i) Exemplify leadership in a variety of roles.
 - (1) Continue practicing and developing effective leadership styles and techniques through additional studies and leading in field experiences
 - (2) Continue developing effective methods of verbal and written communication through daily leadership planning, implementation, reflections, and teaching lessons
 - (3) Understand and apply industry standards of risk management through participation in technical field experiences and practicing group management
 - (4) Assess and monitor group needs in class and field experiences, referring to Maslow's Hierarchy of Needs
 - ii) Facilitate group learning.
 - (1) Demonstrate an understanding of the essentials of rock climbing and whitewater kayaking, following course curriculum and satisfactory participation of Level 1 Rock and Water checklists

- (2) Utilize a variety of teaching and facilitation techniques through studies on Kolb's Experiential Learning model, and in practice while leading and teaching in field experiences
- (3) Create an environment conducive for learning, and inclusive to all experience levels, abilities, races and genders
- (4) Encourage group engagement, participation, and a sense of community and belonging
- iii) Demonstrate self-awareness of personal strengths and areas for growth.
 - (1) Engage in active reflection by giving and receiving feedback for practicing student leaders of the day and while guiding their teaching lessons
 - (2) Demonstrate initiative by setting and achieving goals as individuals and as a group
 - (3) Show respect in all aspects of group engagement, including following while others are leading
- c) Anticipated class size: 20 students
- d) Amount of scheduled class time: 2 hrs/wk lecture format + 8 immersive field days per semester
- e) Specialized space and material needs: Classroom for lecture. For field experiences, Campus Recreation is equipped with vehicles, trailers, camping and backpacking equipment for LA 205, rock climbing and whitewater kayaking equipment for LA 210, as well as US Forest Service operating permits.
- 2) Faculty teaching: Campus Recreation Associate Director Leah Belt, MAEd is the instructor of record, holding appropriate wilderness medicine and instructor certifications, and has had oversight of OLTP since Spring 2008. Outdoor Program Coordinator Rowan Stuart, currently completing a MS in Experiential Outdoor Education, assists with instruction and also holds appropriate wilderness medicine and instructor certifications, and has had oversight of OLTP since Fall 2019.
- 3) When and how often it will be offered: Continuing as it has always been offered with LA 205 every Fall, and LA 210 every Spring.
- 4) Formerly offered as Special Topics HW 272, the change to the LA prefix will help students understand there is not currently any connection with HWP. The two former classes represent the same format proposed here, but have been broken out to reflect the skills progression and differences between Fall and Spring.

Rationale: UNC Asheville's Liberal Arts curriculum would be a fitting home for the Outdoor Leadership suite of classes. OLTP students learn outdoor recreation, education, and leadership concepts in the classroom, and are then able to experience and apply their knowledge in the field. Through regular reflection, students can articulate the value of participating in the courses as it relates to their own self-discovery and growth. Assessment findings over the years show that 95 to 100% of students report an increase in real world transference related to leadership, report a greater awareness of group risk management, and report an increase in self-confidence related to overcoming new experiences and challenges. In Spring 2017, one first-year student reported about the course:

"It has allowed me to accept other people and their beliefs while expressing my own without being rude. It has also been a way for me to learn to separate business and personal life in the sense that when I am LOD (leader of the day), yes, these people are my friends but they are my participants first."

This student's journal entry is a direct example of developing as a good citizen, assuming responsibility for their thoughts and actions and their impact and contributions on the class and community. The student is now about to graduate, and holds a very important campus role as a Head Resident Assistant. This realization is common among participants, and is fostered by the unique progression of learning and field experiences in OLTP courses.

This growth in students is the ultimate goal of Campus Recreation’s Outdoor Program, which originally developed from faculty, staff, and student support in the ‘80s and was founded as a club. In the ‘90s, wider University support helped create the first staff line, and Campus Recreation’s Outdoor Program was formalized. Since 2001, the Outdoor Program has offered a training program for students to develop as outdoor leaders who would then plan and guide outdoor trips through UNC Asheville’s Department of Campus Recreation. In 2010, the training program was remodeled and renamed as the Outdoor Leadership Training Program. In 2017 we started offering the program for credit. All students enrolling are required to have health coverage. There is an extensive medical management protocol and waivers. Students who are degree seeking and taking 6 or more credit hours are required to have health insurance to attend a UNC system school. If they do not have their own, they can enroll in the school insurance plan.

The table below tracks the success and interest in this program over the past 5 years. While there has been a slight dip in enrollment due to personnel changes and class promotions, students who do enroll are very committed, showing higher attrition rates, and are observed as being more highly motivated students. This year, there is a notable challenge of offering the class within COVID restrictions and we have seen less registrations. We plan to enroll 20 students again, on average, in the future.

LA 205 Enrollment (as HW 272):	LA 210 Enrollment:
Fall 2015: 22*	Spring 2016: 22*
Fall 2016: 19*	Spring 2017: 22
Fall 2017: 19*	Spring 2018: 18, for credit
Fall 2018: 20, for credit	Spring 2019: 20, for credit
Fall 2019: 13, for credit	Spring 2020: 13, for credit
Fall 2020: 6, during COVID, for credit	Spring 2021: 6, during COVID, for credit
(*indicates a waitlist)	(*indicates a waitlist)

3. Add: On page 298, new course, **LA 305:**

305 Advanced Foundations of Outdoor Leadership (2)

Students improve upon leadership and backcountry skills as they mentor the LA 205 class. Students work independently to further develop the skills, judgement, and decision-making necessary to plan and facilitate hiking, backpacking, and camping trips, including the planning of field experience logistics, equipment, food, appropriate routes, risk management plans, and land use permits. The course requires field experiences, and some unconventional class times including nights, weekends, and multi-day outings. Prerequisite: LA 205 and permission of instructor. Fall.

4. Add: On page 298, new course, **LA 310:**

310 Advanced Applications of Outdoor Leadership (2)

Students will mentor the LA 210 class, while further developing their technical skills and leadership necessary to facilitate whitewater kayaking or rock climbing trips. Students will increase their experience and judgement in technical adventure sports while practicing advanced group management, risk management, navigation skills, and advanced bio-mechanics necessary for group expeditions. The course requires field experiences, and some unconventional class times including nights, weekends, and multi-day outings. Prerequisite: LA 210 and permission of instructor. Spring.

Impact: Providing the LA 305 and 310 courses for credit provides UNC Asheville students with the transcript recognition that six other North Carolina mountain colleges are offering as certificates (1), minors, and/or majors in Outdoor Education, such as the programs and equivalencies accepted at [Western Carolina University](#). These classes have been offered for academic credit since 2019 and provide academic rigor in theoretical and applicable study and practice. As described in the course descriptions above, every Fall, LA 305 offers an advanced opportunity for students to deepen their understanding of leadership, logistics and preparation for outdoor education and field experiences. Every Spring, LA 310 offers an advanced opportunity for students leaders to grow in their foundational understanding of technical outdoor sports, while growing in their understanding and application of experiential education, advanced risk management, wilderness medicine, and leadership models via rock climbing and whitewater kayaking. Applications and collaborations across academic departments are abundant, and should be explored as Campus Recreation continues to work on developing these courses into a certificate or other academic program. To advance in the outdoor industry, LA 305 and LA 310 encompass the preferred qualifications for anyone pursuing an outdoor major or profession that involves leading or guiding in the outdoors.

- 1) Information about the course:
 - a) Learning outcomes include:
 - i) Exemplify leadership in a variety of roles.
 - (1) Model effective leadership styles and techniques as mentors, implementing theory of Dewey while in class and field experiences
 - (2) Mentor and model effective methods of verbal and written communication through all class interactions, fostering the development of peers in their planning, presenting, and reflecting on topics
 - (3) Articulate and demonstrate understanding of industry standards and risk management through in-class case studies and field experiences while fostering a space for peers to practice group management
 - (4) Observe group needs in class and field experiences, referring to Maslow's Hierarchy of Needs
 - ii) Contribute to group learning.
 - (1) Master curriculum from the Level 1 Outdoor Leadership checklist (LA 305)
 - (2) Master curriculum from the Level 1 Rock or Water Trip Leader Checklist (LA 310)
 - (3) Using Kolb's Experiential Learning model, provide feedback to peers presenting topics in class and field experiences
 - (4) Create an environment conducive for learning, and inclusive to all experience levels, abilities, races and genders
 - (5) Encourage group engagement, participation, and a sense of community and belonging
 - iii) Demonstrate self-awareness of personal strengths and areas for growth.
 - (1) Engage in active reflection by giving and receiving feedback for student Leaders of the Day and while practicing their leadership and presenting topics
 - (2) Demonstrate initiative by setting and achieving goals as individuals, a leadership team, and as a group with students
 - (3) Show respect in all aspects of group engagement, including following while others are leading

- b) Anticipated class size: 2 students for LA 305 and 3-5 students for LA 310
 - c) Amount of scheduled class time: 2 h/wk lecture format, 2 h/wk of leadership team meetings + 8 immersive field days
 - d) Specialized space and material needs: Classroom for lecture. For field experiences, Campus Recreation is equipped with vehicles, trailers, camping and backpacking equipment, as well as US Forest Service operating permits for LA 305. For LA 310, Campus Recreation has vehicles, trailers, camping, rock climbing, and whitewater kayaking equipment, as well as US Forest Service operating permits.
- 2) Faculty teaching: Campus Recreation Associate Director Leah Belt, MAEd is the instructor on record, holding appropriate wilderness medicine and instructor certifications, and has had oversight of OLTP since Spring 2008. Outdoor Program Coordinator Rowan Stuart, currently completing a MS in Experiential Outdoor Education, assists with instruction and also holds appropriate wilderness medicine and instructor certifications, and has had oversight of OLTP since Fall 2019.
 - 3) When and how often it will be offered: Continuing as it has always been offered with LA 305 every Fall, and LA 310 every Spring. LA 205 and LA 210 are required prerequisites unless a student has demonstrated equivalent skills and experience to work for Campus Recreation as an outdoor guide.
 - 4) Formerly offered as Special Topics HW 372, this LA prefix will help students understand there is not currently any connection with HWP. The former classes represent the same format proposed here but have been broken out to reflect the skills progression and differences between Fall and Spring.

Rationale: UNC Asheville's Liberal Arts curriculum would be a fitting home for the Outdoor Leadership suite of classes. OLTP students learn outdoor recreation, education, and leadership concepts in the classroom, and are then able to experience and apply their knowledge in the field. Through regular reflection, students can articulate the value of participating in the courses as it relates to their own self-discovery and growth. The 300-level courses offer advanced leadership opportunities, for students to continue challenging themselves and growing as responsible community members. Their leadership has a direct impact on the OLTP learning community, and requires higher level critical thinking and strong communication skills.

This growth in students is the ultimate goal of Campus Recreation's Outdoor Program originally developed from faculty, staff, and student support in the '80s and was founded as a club. In the '90s, wider University support helped create the first staff line, and Campus Recreation's Outdoor Program was formalized. Since 2001, the Outdoor Program has offered a training program for students to develop as outdoor leaders to serve campus programs. In 2010, the training program was remodeled and renamed as the Outdoor Leadership Training Program. In 2017 we started offering the program for credit. All students enrolling are required to have health coverage. There is extensive medical management protocol and waivers for all enrolled students. Those who are degree seeking and taking 6 or more credit hours are required to have health insurance to attend a UNC system school. If they do not have their own, they can enroll in the school insurance plan.

The table below tracks the success and interest in this program over the past 5 years. Since offering the courses for credit over the last 3 years, a small dip in enrollment is noted, but those students who do enroll are very committed, showing higher attrition rates, and are observed as being more highly motivated students. This semester, there is a notable challenge of offering the class within COVID restrictions and we have seen fewer registrations. Mentors for the training program have always been in place, however in Fall 2019 they started receiving credit for their work. Their numbers are also reflected below.

LA 305 Enrollment:

Fall 2015: 2*

Fall 2016: 2*

Fall 2017: 2

Fall 2018: 2*

Fall 2019: 2*, for credit

Fall 2020: 2*, during COVID, for credit

(*indicates a waitlist)

LA 310 Enrollment:

Spring 2016: 3*

Spring 2017: 5

Spring 2018: 4*

Spring 2019: 4*

Spring 2020: 5*, for credit

Spring 2021: 1, during COVID, for credit

(*indicates a waitlist)

These courses are also required for anyone pursuing an outdoor major or profession that requires leading/guiding in the outdoors.