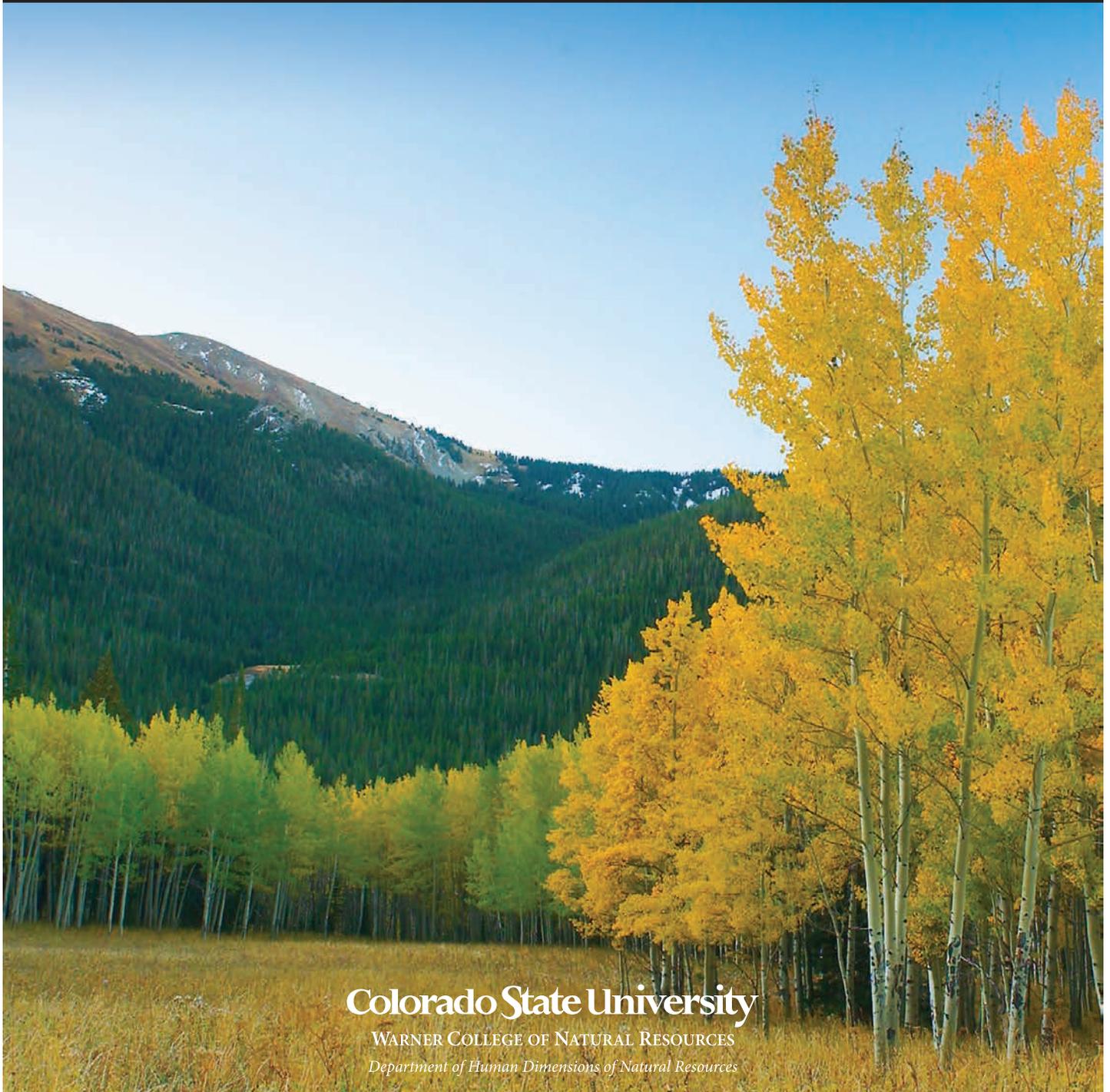


MASTER OF
Tourism Management

MTM ANNUAL REPORT

2013-2014 VOL.1



Colorado State University
WARNER COLLEGE OF NATURAL RESOURCES
Department of Human Dimensions of Natural Resources

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Flash Version of this report found at: <http://warnercnr.colostate.edu/mtm-news>

Editors: Mr. Sam Martin, Program Planning Coordinator. Ms. Karina Mullen, Creativity Ambassador. Wesley White, Program Planner.

Graphic Design: Wesley White, Program Planner

June 2014



Dear MTM Advisory Board Members:

As we graduate our first full Cohort, the students, faculty, and staff of the Masters of Tourism Management program at Colorado State University, under the guidance of Joe Blake, our chair, I would like to thank you for your service on our advisory board. Welcome to our first annual MTM report!

In many ways this has been a fabulously successful year for our fledgling program. We grew in our enrollment from seven students in our roll-out year to a full cohort of 28 students this year. In addition, we launched our first MTM distance learning program through CSU's OnlinePlus this past fall, starting with 14 students and growing to more than 22 by the spring semester.

We already have a full cohort for the fall 2014 on-campus program, and our distance group looks to be more than 30 students at this point, with more than six weeks remaining to register.

The on-campus cohort of students this year has benefited in extraordinary ways from the interaction with and engagement of advisory board members. During this academic year the students benefited from 11 advisory board members sharing their expertise and life experience here on campus. The seminar series, NRRT 679, that provided the platform for these amazing interaction opportunities was ranked as the best feature of the program by students. Thank you!

MTM students also enjoyed opportunities to engage in several experiential learning opportunities this year. Students joined advisory board member Kim Day and her staff at DIA for an insider's tour, worked with MTM faculty member, Dr. Stuart Cottrell, on a city-commissioned pre-launch survey of Fort Collins TransFort MAX customers, and planned a weekend getaway and outdoor learning experience at CSU's Mountain Campus at Pingree Park.

In addition to direct engagement by advisory board members, the direction that we received from our two meetings this year resulted in a much more cohesive brand message: "Tourism...Naturally", and a significant revision of our curriculum to include a stronger business focus and ski area management curriculum.

We look forward to sharing more details about our new MTM—China program and emerging partnerships in Europe at our August advisory board meeting. In the meantime, we hope that you will take a moment to read the updates in this newsletter.

Once again, on behalf of Joe Blake, and all of the MTM family at CSU, we thank you for your commitment to the program and to the MTM students. Enjoy your summer and we will see you on August 21!

Best wishes,

A handwritten signature in black ink that reads "Mike Manfredo". The signature is written in a cursive style with a long horizontal line extending to the right.

Mike Manfredo
Professor and Department Head
Department of Human Dimensions of Natural Resources
Colorado State University

THE MTM CLASS OF 2014



Row1: Dr. Stu Cottrell, Jessica Mallory, WCNR MS Student, Aila Berezna, Harry Wang, Leopold Rivera, Wen Zhao
Row 2: Daniel Pliske, Khatoon Abrishami, Sarah Su, Anna Jackman, Kirsten Gosch, Keith Cox, Emily Bauer, Wendy Pace, Derek Tweed
Row 3: Desmond Coronado, Chris Nwoke, Jon Wardell, John Beye, Tucker Ballister, Matthew Pulc, Alex Thomas
Not Pictured: Kevin Buecher, Kelsey Carlson, Lara Cueni, Matthew Henderson, Geoffrey Jans, Doris Weng

MASTER OF TOURISM MANAGEMENT 2014 GRADUATING CLASS

Khatoon Abrishami
Tucker Ballister
Emily Bauer
Aila Berezna
Kevin Buecher
John Beye
Kelsey Carlson
Desmond Coronado
Keith Cox
Lara Cueni
Kirsten Gosch
Matthew Henderson
Anna Jackman
Geoffrey Jans

Jessica Mallory
Christian Nwoke
Wendy Pace
Daniel Pliske
Matthew Pulc
Leopold Rivera
Sarah Su
Alex Thomas
Derek Tweed
Harry Wang
Jon Wardell
Doris Weng
Wen Zhao

MASTER OF TOURISM MANAGEMENT ADVISORY BOARD MEMBERS



Joe Blake
Board Chair/Chancellor Emeritus
Colorado State
University System



Michael Berry
President
National Ski Areas
Association



Rick Cables
Vice President of
Natural Resources
and Conservation
Vail Resorts



Jim Clark
President
Fort Collins
Convention and
Visitors Bureau



Tom Clark
CEO Metro Denver
Economic Development
Corporation



Daren Cole
General Manager
Moab Under Canvas



Ken Cruse
President
Sunstone Hotel
Investors



Kim Day
Aviation Manager
Denver International
Airport



Tamara Door
President and CEO
Downtown Denver
Partnership



Laura Nilo Fryer
VP of Marketing
Black Diamond
Equipment



Mark Gasta
Executive Vice
President and Chief
People Officer, Vail
Resorts

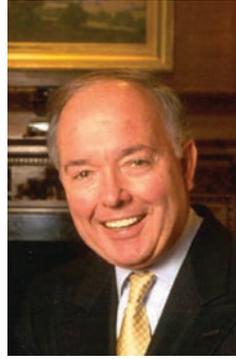


Amanda Graham
Director of Public
Relations
Wind Star Cruises

MASTER OF TOURISM MANAGEMENT ADVISORY BOARD MEMBERS



Steve Hood
Vice President of
Research
Smith Travel Re-
search



Bill Hybl
Chairman and CEO
El Pomar Foundation



Kyle Hybl
COO, Trustee, and
General Counsel
El Pomar Foundation



Mike Logan
Events Manager
Budweiser Events
Center;
MTM Graduate



Kathay Rennels
Assistant Vice Presi-
dent Colorado State
University



Christie Lee Rolph
MTM Graduate



Richard Scharf
President & CEO
Visit Denver



Will Seccombe
President & CEO
Visit Florida



Ken Widmaier
Chief Operating
Officer Sage
Hospitality



Andy Wirth
President & CEO
Squaw Valley Resort



Timothy Wolfe
Area Managing
Director/General
Manager Renaissance
Denver Hotel

MTM FACULTY



Dr. Alan Bright



Dr. Stu Cottrell



Esther Duke



Dr. Wei Gao



Dr. Soo Kang



Dr. Mike
Manfredo



Sam Martin



Eric Milholland



Dr. Joe O'Leary



Dr. Natalie Ooi



Dr. Jana
Raadik-Cottrell



Dr. Jerry Vaske

MTM FACULTY AND STAFF



Dr. Sharon Shen



Linda Adams



Jacqie Hasan



Dave Johnson



Karen Ou



Wesley White

BOARD ENGAGEMENT

HIGHLIGHTS:

Thanks to our advisory board members we have clarified our program's purpose and niche, establishing the brand "Tourism... Naturally".

We have had the pleasure of hearing from many of our distinguished board members as presenters for our MTM speaker series.

Social media presences on Facebook and LinkedIn have been established to help the cohort continue their connections – we encourage you to join our group or like our [Facebook page!](#)



Thanks to our 22 advisory board members, chaired by former CSU chancellor Joe Blake, the second year of the MTM program has continued to grow and improve. Based on input from the Board, the MTM staff and faculty further clarified the purpose and niche of MTM. As a result, we developed the brand label "Tourism... Naturally" to reflect our natural resource heritage. This decision has helped us enhance our curriculum with tourism-focused business courses: Tourism Finance, Organizational Management in Tourism and Business Law and Ethics in the Tourism Context.

Many of our distinguished board members presented to the on campus MTM cohort, and we are deeply appreciative of the time and thought you put into sharing your experience and wisdom with this group of students. Thanks to these Board members for your presentations:

- Andy Wirth
- Ken Cruse
- Richard Scharf
- Rick Cables
- Michael Berry
- Mark Gasta
- Jim Clark
- Tim Wolfe
- Tom Clark
- Ken Waidmaier
- Kyle Hybl
- Special thanks to Kim Day for welcoming the MTM cohort to tour DIA this spring

Each presentation was filmed for future use in our distance learning program and uploaded to our private YouTube channel. If you are interested in seeing any of these presentations, please contact Wesley White at wesley.white@colostate.edu.



We have an MTM Facebook Page and a LinkedIn group dedicated to keeping past and present groups of MTM students, both on-campus and online updated. We encourage you to "like" or join our groups and contribute content! Or look for our posts on program news, relevant articles, what our students are up to, and more!

2013-2014 ACCOMPLISHMENTS PROGRAM REVISIONS



HIGHLIGHTS:

Thanks to input from board members, we have redesigned and added several courses to our curriculum.

New courses focus on STEEP (social, technological, economic, environmental and political) in tourism, systems thinking, finance, law and human resources.

We are currently developing ski area management curriculum as a proposed graduate certificate.

The MTM program is continuously monitored and evaluated for improvements. As a result, the MTM program has redesigned its curriculum to reflect a more dynamic and systems-thinking approach. For example, the introductory course NRRT 600 is moving from a theoretical approach of tourism to a systems-thinking course that will challenge MTM students to observe and analyze systems that affect tourism at different scales. Using social, technological, economic, environmental and political (STEEP) lenses students will understand tourism from local impacts to global systems as they progress in the tourism profession.

Additionally, thanks to Board members Mr. Andy Wirth and Mr. Ken Cruse, we are adding three essential courses to the curriculum in tourism finance, HR and law designed and taught by Dr. Alan Bright. They have been developed and offered as optional credit to this year's Cohort and we are working to make them available to the OnlinePlus students next year. Descriptions of the new and revised courses have been provided below along with our revised curriculum map (see pg. 12) and a comparison of the MTM program with a typical MS in Human Dimensions of Natural Resources (see pg. 13).

2013-2014 ACCOMPLISHMENTS

NEW DIRECTIONS - NEW FACULTY AND STAFF

Dr. Natalie Ooi - was hired this spring to take the lead on curriculum design for new ski area management courses. Dr. Ooi has a Ph. D. in Business and Economics from Monash University in Australia. She conducted research for her Dissertation in Steamboat Springs, Colorado, looking at social capital and sustainability in a mountain resort town. Dr. Ooi has taught a number of courses in tourism while in Australia and has published research in the area of tourism as well.



Dr. Ooi has met with many ski area managers, including Board Members Mr. Gasta and Mr. Berry, who are enthusiastic about pursuing this avenue. Additionally she has met with Mr. Lane from Winter Park, Mr. Schendler from Aspen, Mr. Sellers from Loveland, Mr. Clements from Telluride and other representatives from Steamboat for input on the curriculum. Dr. Ooi has developed course outlines that she is submitting for approval by the University (a total of 6 courses equaling 12 credits). Graduate Certificates have recently been approved by CSU and we are in the process of submitting program approval for a graduate certificate program in ski area management, and plan to kick off as early as the summer of 2015. This program would be fully online, available to both undergraduates and also current industry professionals looking to elevate their careers.



Ms. Yang-Yi (Karen) Ou - was hired the spring of 2014 to lead the integration of the courses for the Mandarin version of Tourism Management program (MTM) for the online learning platform. In May of 2013, she earned a degree in Master of Tourism Management from Colorado State University. With the knowledge gained from the MTM program, and her language advantage, she is an ideal fit as the instructional designer, and Mandarin specialist position to focus on reviewing translated and adapted material provided by HDNR faculty for the MTM—China coursework.

Her Bachelor of Science is in Social and Regional Development.

While earning her degree, she had one year experience working with municipal tourism bureau in Matsui, Taiwan. She also did her thesis on film-induced tourism, examining how the movie context has affected tourists' perception toward destination images. Her experiences and her passion for travel inspired her to pursue a Master's degree in Tourism. In addition to travel, one of her favorite leisure activities, she also enjoys jogging and playing volleyball in her spare time.

Dr. Xiangyou Sharon Shen - grew up in southern China where she witnessed the effect of rapid population growth, urbanization, and changing landscape of tourism. Her Master of Science degree at Sun Yat-sen University focused on hospitality management and marketing in the travel industry. She was a faculty member at Golf College, Shenzhen University, for four years, teaching courses in club management and tourism marketing. She completed her Ph.D. in Recreation, Park and Tourism Management at Pennsylvania State University, with focuses on leisure and well-being, social psychology of leisure, psychometrics, research methodology, and applied statistics. Shen runs her own research consulting business, providing expertise in research design and data analysis for projects such as the *China Recreation and Tourism Study*, the first national survey of Chinese recreation and tourism behavior. At CSU, she assists in the development of CSU-CCNU partnership and assists the development of MTM-China courses.



2013-2014 ACCOMPLISHMENTS
MTM CURRICULUM MAP FOR 2014-2015 AND REVISED COURSES

Nine Month MTM Degree (Plan C)

Newly Designed Coursework in Tourism with
Specialized Business & Hospitality Courses

Fall 2014 & Spring 2015

	August	September	October	November	December	January	February	March	April	May
2014-2015 On campus with online content delivery	Orientation First Eight-Week Session NRRT 600 Tourism Concepts and Practice (2 credits) NRRT 655 Tourism Marketing Concepts and Applications (2 credits) NRRT 615 Sustainable Tourism Development (2 credits) NRRT 679A Current Topics in Nature-based Tourism (1 credit)	Second Eight-Week Session NRRT 662 Global Tourism Policy (2 credits) NRRT 610 Natural Resource Management and Tourism (2 credits) Tourism Finance* (2 credits) RRM 581-A2 Advanced Lodging (2 credits)	Winter Break	First Eight-Week Session NRRT 601 Quantitative Analysis I (2 credits) NRRT 625 Communication and Conflict Management (2 Credits) Organizational Management in Tourism* (2 credits) RRM 580-A1 Advanced Food Service (2 credits) NRRT 679B Current Topics in Nature-based Tourism (1 credit)	Second Eight-Week Session NRRT 602 Quantitative Analysis II (2 Credits) NRRT 671 Strategic Management for Travel and Tourism (2 credits) Business Law and Ethics in the Tourism Context* (2 credits)	Graduation				
	→				→					
	* Courses currently under development for fall of 2014									

Summer 2015

Mid May – Mid August

Optional internship opportunities

No Thesis or Project required in Plan C Masters

Revised Course

NRRT600

Tourism Concepts and Practice (The Macro Environment of Tourism) (2 credits). This course will reveal the complex system of tourism through an exploration of the macro-level forces that both impact and are impacted by the tourism industry. The course will apply a systems thinking approach to understanding the interaction between Social, Technological, Environmental, Economic, and Political (STEEP) elements in the tourism system. Leading thinkers at the forefront of tourism research and business have developed online lectures coupled with assigned readings and discussion questions specific to their area of expertise. The course is divided into seven modules – Introduction to Tourism Studies, The Ecology of Tourism, Tourism and Complexity Theory, The Global-Local nexus, Macroeconomics, Microeconomics and Tourism, Socio-cultural Dimensions of Tourism, Political and Institutional Dimensions of Tourism, and Technology and Tourism.

Proposed Courses for 2014-2015

Tourism Finance

Because MTM students come from a variety of undergraduate backgrounds this course offers an introduction to basic concepts and principles of finance including financial management and planning. The course quickly moves into practice-oriented specifics including understanding and analyzing financial statements and earnings reports, as well as profit and loss, cost structure analysis, forecasting and budgeting, and working capital management. The second half of the course focuses on the time value of money, discounted cash-flow management, capital budgeting and expenditure and closes with a process and application of business valuation and acquisition.

2013-2014 ACCOMPLISHMENTS

PROPOSED COURSES AND THE MTM DIFFERENCE

Proposed Courses for 2014-2015

Organizational Management in Tourism

This course begins with a review of principles governing organizational management and employee behavior. Following the introduction to OM principles, the course delves more deeply into the practice-oriented study of interpersonal behavior in the workplace, group decision-making processes, as well as leadership and the role of organizational culture with a central focus on the triple bottom line (People, Profit, Planet). The second half of the course focuses on the specific impacts of organizational processes, design and change on efficiency and employee motivation using Vail's ECHO program and other prominent industry examples as a framework for study.

Business Law and Ethics in the Tourism Context

This course offers an introduction to the role of law and governance in society. The course covers practice-oriented specifics regarding contract law, commercial relations, negotiable instruments and banking, and the process and structure of business formation. The second half of the course focuses on crimes, torts, property law, labor law, and environmental law, including business operations on government land, the role of technology in today's legal environment, taxation, and the ways in which international law relates to tourism-related enterprise.

Tourism... Naturally.

Master of Tourism Management

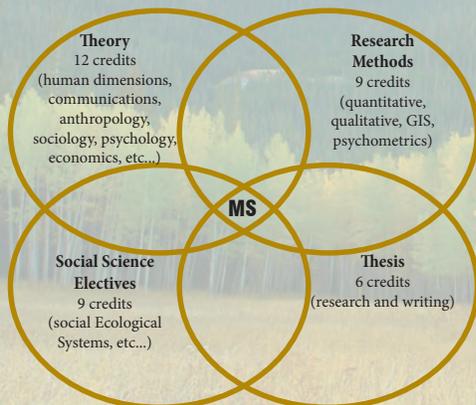
HOW IS A MASTER OF TOURISM MANAGEMENT DIFFERENT THAN A TRADITIONAL MS IN THE HUMAN DIMENSIONS OF NATURAL RESOURCES ?

MASTER OF SCIENCE (MS) IN
THE HUMAN DIMENSIONS OF NATURAL RESOURCES

WHO IS THIS FOR?

Persons who are interested in researching a very specific topic with applied social sciences in the field of natural resources. Someone who is preparing to matriculate into a PhD program, preparing for a career in research, analysis, academia, or working as a practitioner.

Research-based masters with learning components including:



MASTER OF TOURISM MANAGEMENT
(MTM)

WHO IS THIS FOR?

Persons who are looking for skills to compete in the Global Tourism Industry. MTM is a systems approach that blends sustainable tourism practices, strategic analysis and business expertise, through a unique interdisciplinary program that offers advanced coursework in natural resource tourism and hospitality management.

Coursework professional masters covering subjects including:



WARNER COLLEGE OF
Natural Resources



Colorado State University

EXPERIENTIAL LEARNING

HIGHLIGHTS:

Through excursions to ecotourism and hospitality destinations, students gained valuable hands-on experiences this year.

Destinations included New Belgium Brewery, Denver International Airport, several hotels in Denver, and Pingree Park.

Students also gained experience helping undergraduates conduct and present tourism research in Fort Collins.

NEW BELGIUM BREWING COMPANY

This spring MTM cohort students had the opportunity to get a behind-the-scenes look at one of Fort Collins' most successful craft breweries – New Belgium. In addition to learning about the brewing process, students learned about employee owned New Belgium's business model and culture.



MTM students listen closely as they learn about New Belgium Brewery's employee owned business model.



MTM students at the Ritz Carlton

DENVER HOTEL TOUR

In October we also traveled to three beautiful hotels in Denver to learn about their operation, organizational structure, and corporate culture. We visited the Grand Hyatt, the Hotel Monaco, and Ritz Carlton Hotel.

DENVER INTERNATIONAL AIRPORT

The 2013-2014 MTM cohort got a special VIP tour of the airfield and question and answer session with Robert Kastelitz, the Deputy Director of Technology of Denver International Airport on March 26th, 2014. It truly was a once in a lifetime experience for these students, and was a great case study in how transportation plays a critical role in tourism development and sustainability.



The 2013-2014 MTM cohort in front of the plane that flew DIA's first direct international flight to Reykjavik, Iceland.

EXPERIENTIAL LEARNING

MAX TRANSIT PROJECT

The MAX Bus Rapid Transit System launched service on May 10, 2014, establishing Fort Collins' first rapid transit system to link the north and south ends of the city. In preparation for this large-scale transportation initiative, Colorado State University students in the Human Dimensions Research and Analysis capstone class conducted a service learning project to help identify bus riders' perceptions of challenges and opportunities during the integration of the MAX into the City's transportation services.



A MAX bus in downtown Fort Collins

Three MTM students served as graduate teaching assistants for the course to mentor and guide undergraduate tourism students. They provided expertise and counsel to the students who collected ridership perception data from surveying citizens to presenting their findings to the City of Fort Collins, TransFort, and other partnering organizations.

The class team and MTM teaching assistants presented the ridership survey findings and a tourism plan to community and governmental stakeholders on May 6. Their presentation was focused on three thematic zones of opportunity for tourism/visitor experience related to MAX, including: Breweries and Food; Recreation; Shopping and Special events.



Dr. Cottrell with Instructional Innovation Award

The course project is part of an ongoing partnership between CSU and the City of Fort Collins forged by MTM Professor Stu Cottrell to connect research and education at the University to meeting needs of the community. Dr. Cottrell was recognized for his efforts at the annual Celebrate CSU event and was awarded the Instructional Innovation in Service Learning Award.

EXCURSION TO PINGREE PARK

In October, the cohort had the opportunity to organize and facilitate an ecotourism experience during a weekend excursion to CSU's mountain campus, Pingree Park. Students in groups planned different activities for the weekend including a stop at the Shambala Mountain spiritual retreat center, team building on low and high ropes courses, a camp fire, and hike to Cirque Meadows for fine views of the Rockies. Students learned more about each other, the challenges and rewards of working in teams, and pushed themselves mentally and physically, setting a tone for the semester.



Some of the 2013-2014 Cohort at Cirque Meadows during the visit to Pingree Park.

FUTURE DIRECTIONS

Program Growth and MTM at the Laurel House

HIGHLIGHTS:

Successes in enrollment means MTM is converting to a base funding model in 2014, which will allow for notable program growth in students and new faculty hires.

We are also pleased to announce the construction of a new smart technology classroom that will enable further engagement with both on campus and online students.

The MTM program has made important connections with Central China Normal University and looks forward to bringing MTM to China.

Additional potential partnerships with the UNWTO and innovative tourism business operators in Europe will be further explored later this year.

We look forward to our second annual Fall Advisory Board Meeting on August 21, 2014 in Fort Collins.

Due to success in recruitment and by demonstrating the value our program provides the University, we are converting to a base funding model in the 2014-15 academic year. This change will allow MTM to grow steadily, which will build on the hiring of four instructor positions and one administrative professional position for HDNR in 2013. It is likely several of the instructor positions will be converted to tenure track positions over time.

In addition to adding more faculty and staff positions, we are looking forward to the growth in classroom space for our program. We have secured preliminary funding for our fully integrated distance-enabled classroom dedicated to the MTM and CLTL Master's program cohorts.

A new classroom will be added to the existing Laurel Street House with Smartroom capabilities and will have up-to-date distance education technology. These resources are important as we move forward and grow our OnlinePlus program.

We have included plans for the expansion of the house, and an example of what we plan to use as a design for the inside of the classroom.

We have been working diligently to recruit students for next year's on-campus cohort and OnlinePlus programs. Currently we have 32 applicants for our on-campus program and 22 students registered for our OnlinePlus distance learning program for the fall semester.



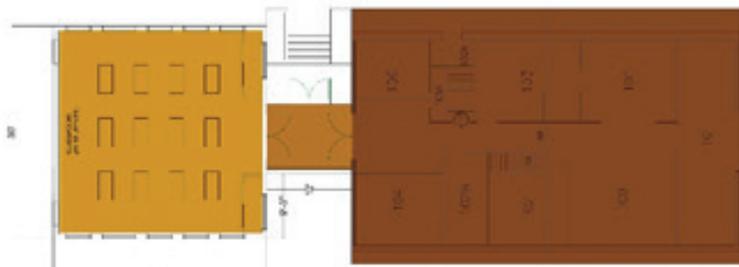


PERSPECTIVE 1

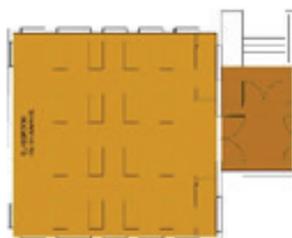


PERSPECTIVE 2

222 LAUREL HOUSE



FLOOR PLAN (24 STUDENTS)



FLOOR PLAN (32 STUDENTS)



PLAN VIEW

222 LAUREL HOUSE

FUTURE DIRECTIONS: MTM in China

This fall we had a visit from a delegation from Central China Normal University (CCNU), a leader in Chinese tourism education and also a strategic partner of Colorado State University. We have entered into a partnership with CCNU for the delivery of MTM in Mandarin Chinese and continue to host Chinese students at CSU for the MTM program. There is a compelling argument for such a partnership; most fundamentally, tourism is a critical area of economic growth in China and there will be a strong need for well-educated professionals that can move into managerial positions. CSU's MTM program has been developed specifically to give students a solid background to advance in the tourism industry. We expect significant growth with 75-100 students through OnlinePlus.



Enjoying a traditional banquet with our CCNU partners.

Since the visit last fall, we have begun developing the program by hiring Mandarin-speaking professors, hiring three native Mandarin-speaking MTM students and alumni to translate the curriculum, developing internal cooperation for the program, and visiting CCNU to finalize the partnership. In March, Dr. Manfredo, Sam Martin, Dr. Jerry Vaske and Dr. Wei Gao traveled to CCNU to further discuss this collaboration and make the partnership official. While in China, we signed a letter of intent with Dr. Wang, Vice President and Dean of the Graduate School of CCNU. We also signed a preliminary Memorandum of Understanding with Dr. Hu Jing, Dean of the Wu-Han Branch of China Tourism Academy and Assistant Dean of the College of Urban and Environmental Science, where the tourism program resides.

We are currently in the process of reviewing the final agreement for this exciting new partnership. We look forward to continuing collaboration with CCNU. The program is slated for delivery in March, 2015 and the CCNU faculty will again visit CSU this coming October, 2014.



Central China Normal University,
Partnering University for MTM China



Dr. Manfredo signing a Letter of Intent with Dr. Wang of CCNU.

FUTURE DIRECTIONS

Global Tourism Partnerships Develop



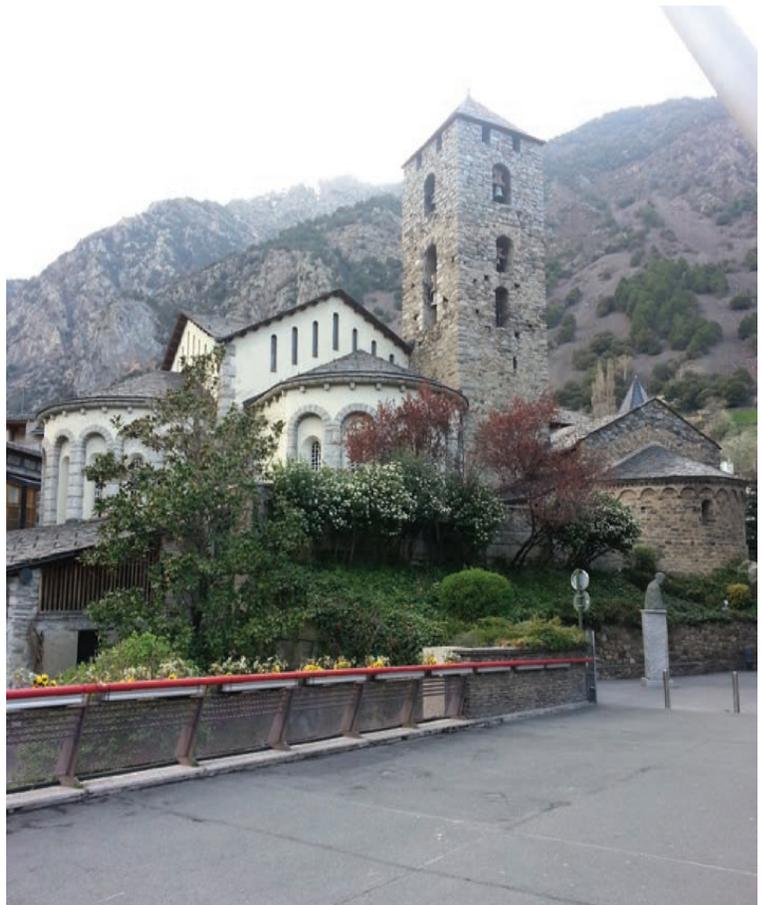
Sam Martin, MTM and Omar Valdez, Executive Director of UNTWO Themis Foundation

UN WORLD TOURISM ORGANIZATION CONFERENCE IN ANDORRA

In April, we attended the UN World Tourism Organization's 8th Congress on Mountain and Snow Tourism in Andorra. Andorra is a small country located on the northern border of Spain in the Pyrenees Mountains which is famous for cheese, skiing and banks. We attended this conference in order to connect with the UNWTO and others engaged in mountain and snow tourism, particularly for our proposed ski area management graduate certificate program.

We met many interesting potential partners including the Executive Director of the Themis Foundation, which is the education arm of the UNWTO in regard to capacity building in tourism development. We also met with Mr. Joan Viladomat, the owner and operator of Grandvalira Andorra, one of the ski areas in the country. Mr. Viladomat is also the president of the PGI Management group which does design, build, operation and financing of ski resorts globally. The PGI Management Group is currently focused on projects in Azerbaijan, Kazakhstan, and Russia. In addition, they own and manage an ecotourism lodge in the Andes Mountains of Argentina which specializes in extreme river rafting and glacier sea kayaking.

Both of these potential partners have agreed to travel to Colorado later this summer and early next fall to meet with members of our Advisory Board and connect with the ski industry and other aspects of the tourism industry in the US. We are very excited for the potential partnerships these relationships hold as we explore UNWTO certification of MTM as a capacity-building tourism program. More to come!



A view of Church of St. Stephen, Founded built in 1580 in honor of the first Christian Martyr and patron Saint of Andorra.

FUTURE DIRECTIONS

MTM Online Distance Learning Program

In the fall of 2013 we began with 14 distance-learning students, through OnlinePlus, and after one semester, our numbers grew to 22. We currently have as many as 30 students enrolled for fall 2014. We solicited extensive feedback from our online-students and are committed to improving course delivery, content, and offerings. In particular, we are focused on building a stronger online learning community.

We look forward to hosting the advisory board for our second annual MTM Board Meeting on August 21, 2014 in Fort Collins, Colorado. This will be a great opportunity for Advisory Board members to meet and interact with the new cohort of on-campus MTM students. We will host a luncheon prior to the Board meeting for new MTM students and advisory board members.



August 2013 Advisory Board Meeting and Student Social

ALUMNI NEWS

Cheryl Glans - is actively working to start her own heritage tour company based in Fort Collins. She plans to offer tours highlighting the rich agricultural history of Northern Colorado including the stories that often remain untold about the Germans from Russia who worked in sugar beet fields. Her company will offer clients an avenue to explore some of Colorado's Scenic Byways (she is currently an interim board member for the group), and unique birding tours through a collaboration with the Audubon Society.

Madison Dengler - has spent the last year working for EF Educational Tours in Denver. EF is a global provider in educational tours for high school and junior high students. She originally started working as a Regional Account Coordinator in the Customer Service Department; which was both rewarding and trying. In February, Madison changed positions and was hired on as a Pre-Departure Specialist/Administrative Assistant to the Tour Consultants on the Mountain Regional sales team. In this new position she has been helping the Tour Consultants with recruitment materials for their group leaders (teachers) to help get their tours off the ground and promoted to their students. She has also helped with recruitment of teachers for EF Tours, pre-departure materials so they have everything they will need for tour, and sales goals tracking. Madison's seasonal contract with EF finishes in mid-May and she will be traveling to Argentina for a couple of weeks! After that, she will be searching for jobs again and is very hopeful that another suitable position opens up with EF.

Christie Rolph - is continuing to apply skills she learned in the program as she seeks to move onward on her career path. Ms. Rolph is planning to teach summer school in the Poudre School District this year and has decided to develop a business model to assess the feasibility of starting her own mentoring business. She continues to work part-time as a brand ambassador for several major wineries and has continued to be engaged with a local animal shelter fostering and helping place dogs in loving homes.

A letter from MTM Alumnus Advisory Board Member Michael Logan:

To the MTM Advisory Board:

I am writing to update everyone on my busy, yet successful winter. I have been working full-time as a lead event technician and as a part-time event coordinator at The Ranch Events Complex in Loveland, CO. This past winter was the most busy work season I have had in my young career. I coordinated 30+ events while still fulfilling my event technician duties, which, I admit was hectic at times.

It turned out to be well worth it because I was offered and accepted a promotion at The Ranch Events Complex. On May 19th, I will start a new position with Global Spectrum at the Budweiser Events Center as the Event Manager. I will be managing two full-time event staff supervisors, one full-time security supervisor, one parking supervisor, and their respective part-time staff members of about 130 employees. I will also be responsible for the Budweiser Events Center's two main clients, the Colorado Eagles hockey team and the Colorado Ice indoor arena football team. In addition to these respective clients, I will plan worldwide events such as Cirque Du Soleil and Disney on Ice, as well as major concert events such as Darius Rucker and The Beach Boys. Global Spectrum and Larimer County have provided me with every tool necessary to succeed post-graduation and I look forward to my future with them!

In addition to my busy work schedule, I got engaged to the love of my life on Christmas Eve. We will be traveling to the Caribbean this summer to celebrate my Fiance's graduation from CSU's graduate school. Also, in July, we will be moving into our first home together.

I hope that everyone had a safe and successful winter. I look forward to seeing you all in August. Thank you for your time as always.

Sincerely,
Michael Logan

2014 MASTER OF TOURISM MANAGEMENT GRADUATING CLASS PROFILES

Name		Experience & Interests
Tucker Ballister		<p>Tucker has a BS in Recreation and Tourism Management from San Diego State University. He has extensive tourism experience, having worked at both Squaw Valley and Northstar Ski Resorts in Lake Tahoe, CA, as well as for San Diego City of Parks and Recreation. He has also worked closely on two ground floor startup projects, the first being an endurance race event planning company and the second being his own current freelance writing career. Tucker hopes to travel in Central and South America in the near future, with hopes of visiting various organic farms and health-centered retreats in order to gain experience that will ultimately help him start his own agri/ecotourism focused organic farm in the future. Length of program and the business related course aspects attracted him to MTM.</p> <p><u>Tucker's LinkedIn Profile</u></p>
Emily Bauer		<p>Emily has a BS in Natural Resource Recreation and Tourism from CSU. She is currently an Assistant Administrator for the Research Integrity & Compliance Review Office at CSU where she will be able to stay until she finds another job in the tourism industry. Her aspirations are to work as a sustainability consultant for parks and protected areas in the public or private sectors. The length of program, career prospects, and faculty excellence attracted her to MTM.</p> <p><u>Emily's LinkedIn Profile</u></p>
Aila Bereznak		<p>Aila has a BS in Natural Resource Recreation and Tourism from CSU. For two years between her undergrad and Master's programs, Aila gained valuable experience with a private resident club in Steamboat Springs, CO. This, along with her passion for sharing the travel experience with others, have led her to continue to seek a career in the luxury hospitality industry after graduation. Aila also has experience on the analytic side of the travel industry, working with a global travel market research company doing data manipulation and analysis.</p> <p><u>Aila's LinkedIn Profile</u></p>
John Beye		<p>John has a Bachelor of Science degree in Geography with a focus on People/Environment Interaction from the University of Wisconsin – Madison and a Master's certificate in Outdoor/Environmental Education from the graduate program at Teton Science Schools. Aside from personal travels and adventures, John has extended experience planning, leading, developing, and selling trips around the country and around the world for various organizations. He strives to bring place-based education into both work and play and is motivated by travel, adventure, sustainability, the environment and sharing these passions with others.</p> <p><u>John's LinkedIn Profile</u></p>

Kevin Buecher		<p>Kevin is a Northern Colorado and Fort Collins native, his undergraduate degree completed here at CSU was in Business Management with a focus on entrepreneurship and marketing. He has traveled extensively throughout Asia and Europe working and learning. He has been a concierge, tour guide, and most recently a rickshaw driver. He hopes to elevate knowledge about the brewery industry as the Craft Brewery Ambassador by creating Fermentation and Spirit News and Maps. The guest speakers, flexibility, on site learning, and financial consideration attracted him to MTM. He is also pursuing a Masters in Architecture.</p>
k. Desmond Coronado		<p>Desmond graduated from the University of Georgia with a BS in Natural Resource Recreation & Tourism. He worked as an AmeriCorps member with Nevada BLM after graduation for 2 years. After grad school, he hopes to continue developing a business plan that he started earlier this year. Desmond is interested in pursuing an avenue of market research by way of customer survey analysis, but for now, he is looking to diversify his resume and experience in the tourism industry. <u>Desmond's LinkedIn Profile</u></p>
Keith Cox		<p>Keith graduated from CSU with a BS in Natural Resource Recreation and Tourism. He has worked for competition travel in the sports industry as well as for Colorado Parks and Wildlife. He hopes to work in event planning and coordinating in the future. Length of program, CSU reputation, and faculty excellence attracted him to MTM. <u>Keith's LinkedIn Profile</u></p>
Kirsten Gosch-Hedlund		<p>Travel and tourism have always interested Kirsten, especially in terms of the human and environmental correlation on the global level. Kirsten has a BA degree from CSU in Public Relations & Business; and has 3 years of professional experience in sales, staff and operations management, marketing, communications and customer service, which all lends itself to the multitude of opportunities in the tourism industry. She recently completed 6 months of adventure travel along the west coast of the USA where she mountain biked or hiked almost every day. She seeks work in the sales and tourism marketing, and eventually moving into owning her own hostel business in Costa Rica where she will retire. Career prospects attracted her to MTM. <u>Kirsten's LinkedIn Profile</u></p>

<p>Matthew Henderson</p>		<p>Matthew has a BS in Environmental Planning at NAU. He was a 2011 Green Cities Fellow with Student Conservation Association, working as Project Manager for two sustainable business initiatives under Sustainable Pittsburgh and Town Center Associates. Matthew also has work experience with the Grand Canyon National Park Service as Project Coordinator for the Grand Canyon Master Bike Plan. Matthew's primary career goals are to move to Denver and begin an incubator organization that focuses on Tourism through Community Development and Arts Management, as well as, providing his expertise as a Tourism Development Consultant. The length of program, career prospects and CSU reputation attracted Matthew to the MTM program.</p>
<p>Anna Jackman</p>		<p>Anna graduated from CSU's College of Liberal Arts with a double major in History and International Studies. Her interest in these topics as well as a passion for travel led her to the MTM program. After finishing her undergraduate studies, she worked for the Graduate School at CSU which allowed her to work closely with students, faculty, and staff across campus. Anna hopes to work in events coordination and/or in museums. Length of program, career prospects, and tuition attracted her to MTM. <u>Anna's LinkedIn Profile</u></p>
<p>Geoffrey Jans</p>		<p>Geoff has a BS in Environmental Studies & Geography. He has several years experience in the outdoor adventure industry (kayaking, skiing, ropes courses) working as an operations manager/general manager. He hopes to work in adventure travel and or begin his own adventure tourism business with consulting aspirations later in his career. He is pleased to share that he has recently been hired and started a new full-time job as Director of Operations for ROW Adventures.</p>
<p>Jessica Mallory</p>		<p>Jes is a long-time resident of Fort Collins and was drawn to the MTM program for its focus on sustainability, accelerated class structure, and the CSU reputation for excellence. She is an avid cyclist and traveler, and will likely use her knowledge and skills learned through the MTM program for a career in adventure tourism. Jes' background is financial management and commercial equipment leasing. Her bachelor's degree is in Economics with a minor in Spanish obtained at CSU. <u>Jes' LinkedIn Profile</u></p>

Daniel Pliske		<p>Daniel comes from a culturally diverse background, having participated in three different study abroad trips in Japan, Europe, and South Africa; having taught English in South Korea for two years; and having traveled to nearly 40 countries on six different continents. He also holds a B.A. in Economics from the University of Missouri - Kansas City and has spent this past semester interning for tech start-up in Boulder, called Project Travel, that assists students with international educational (i.e. study abroad) experiences. After he completes the MTM program he will set off on another international adventure and when he returns to Colorado he will be moving to Denver. He hopes to eventually open his own tourism companies, consisting of a youth hostel with a bar and cafe as well as offer international tour operations for foreigners who wish to explore America. Daniel was originally attracted to the MTM program at CSU due to the program's length, his passion for Colorado and the great outdoors, future career prospects, CSU's reputation, and faculty excellence.</p> <p><u>Daniel's LinkedIn Profile</u></p>
Matthew Pulc		<p>Matt has a hospitality management degree from CSU and would like to work in the hospitality sector upon graduation in hotels primarily. Length of program, CSU reputation, and tuition considerations attracted him to MTM.</p> <p><u>Matthew's LinkedIn Profile</u></p>
Leopold Rivera		<p>Leopold has a BS degree in political science and ethnic studies. He currently works fulltime in Fort Collins and hopes to work in the governmental sector in policy and or legal issues in tourism / community sustainable development. Length of program, career prospects, CSU reputation, and faculty excellence attracted him to MTM.</p>
Cara Romero		<p>Born in Germany, Cara has lived all over the world with a permanent residence in CO. She has a BS in Communication studies and presently works in promotions & marketing. With her passion for travel, language and sociology, she hopes to work in the cruise industry and/or resorts as an activity/events coordinator. Length of program and career prospects attracted her to MTM.</p>

Sarah Su		<p>Sarah graduated with a degree in French in Taiwan, and she found herself enthusiastic in learning language and passed French and Japanese qualification test. After traveling alone to several areas and countries, she is inspired by communicating with people and learning through different cultural experiences. During the graduate program of Tourism Management, she was involved in student associations and volunteer programs to have more opportunities to communicate with variety of people. Having the experience creating and organizing the events for both student club as an undergraduate and being part of a student association during her graduate program, she is excellent working with a team as well as working as an individual. She enjoys challenges which can improve her skills and knowledge, and she is self-motivated and is willing to learn more. After graduating with a Master of Tourism Management, she hopes to have the opportunity to work in natural resource management related fields or the recreation industry to gain more experience in variety environment.</p>
Alexander Thomas		<p>Alex holds a BS degree in Natural Resource Recreation from Colorado State University. During his time at CSU, Alex has held digital marketing internships with The Sierra Club promoting their clean water campaign in Columbus, Ohio and The Global Village Museum of Arts and Cultures, a museum in Fort Collins, CO promoting cultural awareness and education. He has a passion for the ski industry, sustainability initiatives, and quantitative research. Alex's desire to work within the tourism industry comes from his extensive travels across the United States during family trips growing up. The length of the program, University reputation, faculty excellence, and career prospects attracted him to the MTM program. Alex's LinkedIn Profile</p>
Derek Tweed		<p>Derek has a BS degree in Natural Resource Recreation and Tourism at CSU and is also an Eagle Scout. He currently is working at CSU in the largest dining services facilities on campus as a manager and trainer. He has past experience in working at summer camps (went from counselor to Ranch-Wide Aquatics Director). He did an internship with Mountain Whitewater Descents rafting company doing photography, office sales and bartending – which all led him to a river raft guiding position on Colorado's only Wild and Scenic river. Derek has interest in the ski industry and adventure tourism within Colorado. Derek's LinkedIn Profile</p>
Harry Wang		<p>Harry has a BS in Economics and Business from Muskingum University. He hopes to work in any sector of tourism in China. Length of program, faculty excellence, and tuition considerations attracted him to MTM.</p>

Doris Weng		Doris has a BS in Japanese literature. She worked in hotels for 6 years in banquet services and the business center. She hopes to work in an international NGO for poverty alleviation through language skills education in Asian Countries. CSU reputation and faculty excellence attracted her to MTM via the INTO program.
Wen Zhao		Wen has BS in Tourism Management. She has worked as a bartender and receptionist in hotels in China and hopes to work in the Ski Industry, travel agency or hospitality in the US. Length of program, faculty excellence, and tuition considerations attracted her to MTM.
Khatoon Abrishami	She has a BS in Hospitality Mgmt. from the Industrial Management Institute in Iran. She has worked in Iran in a hotel as housekeeping supervisor (3 years) and in travel agency as ticketing agent (2 years). In USA she has worked at Utah State University Inn as front desk agent (2 years) and in catering at CSU (1 year). She seeks a job in hospitality after graduation. MTM attracted her due to the 9-month program, career prospects and faculty reputation.	
Kelsey Carlson	Kelsey studied environmental science with an emphasis in biology. She works for the National Park Service and hopes to work in the public/federal sector after graduation. Length of program, career prospects, and financial considerations attracted her to MTM.	
Lara Cueni	A Denver native, Lara has a Bachelor's degree in Archaeology. She has spent five years working in small tourism businesses in Europe, the Caribbean, and Colorado, including three years of management experience. Most recently, she worked for an ecotourism company operating in a national park in the Virgin Islands. Her aspiration is to become a tourism consultant, working with small businesses to increase profitability and long-term viability through digital marketing and sustainable solutions. Lara's LinkedIn Profile	
Christian Nwoke	Christian has a BS degree in Business Administration from CSU competing his final year playing for the CSU Rams football team. Chris has been selected for mini-camps for four NFL teams. He and his father have an import/export business in Nigeria.	
Wendy Pace	Wendy has a BS degree in Parks and Recreation with a GIS specialization. She has been involved in the tourism industry for 15 years as a travel agent, office manager and rafting guide for a rafting company, and group sales for a ski resort. She presently works with the Center for Collaborative Conservation at CSU and hopes to work in the federal sector with the National Park Service or Forest Service. Length of program, career prospects, CSU reputation, faculty excellence and tuition considerations attracted her to MTM.	
Jason Rogien	Jason has a BBA in Economics from Boise State University. He currently works fulltime at CSU as the Assistant Director of Event Services, Lory Student Center. Prior to coming to CSU six years ago, he worked in New York City doing events in hotels. After graduation, he plans on remaining at CSU. Length of program, WCNR reputation, and tuition considerations attracted him to MTM.	

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