I. COURSE DESCRIPTION

This course is designed to introduce the student to ski area management. Emphasis is placed on understanding the various components of the ski industry, including a history of skiing and ski resorts, skiing trends, ski area operations, human resource management, environmental issues, liability and master planning, and ski area design. In addition to gaining practical knowledge about ski resort operations, students should increase their personal understanding of the ski resort industry, market trends and career possibilities.

II. COURSE PREREQUISITES

NRRT 270

III. INSTRUCTIONAL OBJECTIVES

The basic goal of this course is to develop an understanding of ski area management, operations and design. The following specific objectives are addressed:

1) To provide students with a background in ski area management.
2) To generate an awareness of current and future trends and challenges for the ski industry.
3) To gain an understanding of ski resort operations, including human resources, marketing, skier services, lifts, snowmaking, grooming, general maintenance, energy, accounting and ticket sales.
4) To examine environmental issues related to ski areas (e.g. water, energy) and programs designed to address these issues.
5) To gain an understanding of ski area planning and design issues.

IV. INSTRUCTIONAL METHODOLOGIES

Course material will be presented using in-class lectures, guest speakers, videos and field trips.

V. REQUIRED MATERIALS AND/OR READINGS

Readings can be found under the course name on Blackboard. Additional readings are from the Web. Just click on the URLs in the syllabus to access the articles.

VI. COURSE POLICY AND PROCEDURE

1) All assignments are due no later than class time on the designated date.
2) All assignments must be typed unless otherwise indicated by the instructor.
3) The A.P.A. (American Psychological Association 5th Edition) format must be used whenever referencing is required for assignments given. Failure to correctly utilize A.P.A. referencing style will have a negative impact on your grade.
4) Attendance: Class attendance is mandatory and will constitute 10% of your final grade. Attendance will be taken during each class session. Two class absences (for whatever reason) will be allowed. The third class absence will drop your grade by 10%. For example, if you have a letter grade of “A” based on your assignments and miss 3 or more classes, your final grade for the course will be a “B”.
VII. COURSE REQUIREMENTS

1) **Article Reviews** – Students will find articles on class topics and present a synopsis of the article during the class period.

2) **In-class Assignments** – Some classes will include an assigned question (on your syllabus) to be typed up, discussed in class and handed in.

3) **Issue in-class presentation** – Students will teach a class on a specific issue related to ski area management. The PowerPoint file will be handed in for grading on **May 7th**.

4) **Final Research Presentation** - A final presentation, on a topic related to ski area management, will be presented in class on **April 28th**, **May 5th**, and **May 7th**.

5) **Final Research Paper** – A final paper on the final presentation topic will be due on **May 7th**.

6) **Field Trip Evaluations** – Students will submit one-page evaluations of each of the field trips.

VIII. COURSE GRADING

<table>
<thead>
<tr>
<th>Grading Summary</th>
<th>Percent of Grade</th>
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<tbody>
<tr>
<td>Article Reviews &amp; In-class Assignments</td>
<td>10%</td>
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<tr>
<td>Field Trip Evaluations</td>
<td>20%</td>
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<tr>
<td>Issue In-class Presentation and PowerPoint File</td>
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<tr>
<td>Final Research Presentation</td>
<td>15%</td>
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<tr>
<td>Final Research Paper</td>
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<tr>
<td>Class Participation</td>
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IX. COURSE CONTENT

**Week 1**

January 20  
Expectations Workshop

January 22  
History of Skiing and Ski Resorts

**Readings:**  
[http://www.skiingthebackcountry.com/ski-articles/Early_Skiing_History](http://www.skiingthebackcountry.com/ski-articles/Early_Skiing_History)

* A) **Bring in one article to present in class on the history of skiing.**  
 B) **Based on your readings, type up what you believe to be the 3 most important historical occurrences in the history of skiing to discuss in class and hand in.**

**Week 2**

January 27  
Influence of the Military on Development of Ski Resorts

History Video – *Fire on the Mountain*

January 29  
Video on the History of Snowboarding
A) Who invented the snowboard? B) Historically, who were the two most important influences in the snowboarding industry? Defend your response.

Week 3

February 3 Trends in Visitor Days / Resort Visitor Characteristics and Trends

Readings:

http://www.thesnowpros.org/Portals/0/Cache/Pages/Kottke%20Fall%202014.pdf

http://www.snowsports.org/Media/SnowSportsFactSheet


A) Bring in one article to present in class on skier/snowboarder characteristics. B) Type up two important ways in which visitors have changed over the last 25 years to discuss in class and hand in.

February 5 Industry Issues - Introduction

Readings:


A) Bring in one article to present in class on the ‘Introduction’ Issue. B) Type up and discuss 3 ways to encourage introduction of individuals into the skiing/boarding industry (for discussion in class and to be handed in).

Week 4

February 10 Industry Issues – Conversion and Retention

Readings:


Roessing, W. Boomers on Groomers. NSAA Journal. 16:5.

A) Bring in one article to present in class on either the ‘Conversion’ or ‘Retention’ Issue. B) Type up and discuss 3 ways to encourage a higher conversion rate of individuals from beginners in the sport to the core. Discuss 3 possible strategies for retaining core skiers and boarders (for discussion in class and to be handed in).

February 12 Technology of Alpine Ski Resorts: Lifts, Snowmaking and Grooming

Readings:


Chapter 11 – Snowmaking
A) Bring in one article to present in class on ski resort technology. B) Type up what you believe to be the two most significant pieces of industry technology throughout the years and explain why (for discussion in class and to be handed in).

Week 5

February 17
New Technology for the Summer Resort Visitor

Readings:
Staff Report. Taking a DevalKart slope ride.
Devlin, I. Summer toys provide off-season thrills. Ski Area Management.
Kreitman, M. Hosting mountain bike races. Ski Area Management.

For extra credit – find another summer toy for summer visitors!!! The amount of extra credit will be based upon the uniqueness of the summer toy!

February 19
Skier / Rider Services

Readings:

A) Bring in one article to present in class on skier / rider services. B) Type up what you believe to be the two services that most affect skier / rider satisfaction. Why?

Week 6

February 24
Skiing Internationally – What is Happening in the Rest of the World? - Student Presentation

Readings: To be assigned by presenters one week in advance of presentation

Bring in one article to present in class on skiing / boarding internationally

February 26
No Class

Week 7

March 3
Major Players in the Industry – The Big Three and Others? - Student Presentation

Readings: To be assigned by presenters one week in advance of presentation

Bring in one article to present in class on one of the major or minor players in the industry

March 5
Marketing Ski Resorts


A) Bring in one article to present in class on marketing of resorts. B) Based on the readings, type up 1) how you feel the industry can best identify new markets or expand existing markets, and 2) what would be the best marketing techniques for the industry to use to build new and existing markets (for class discussion and to hand in).

Week 8

March 9
First Field Trip

March 17-19
Spring Break

Week 9

March 24
Safety and Liability Issues for Ski Resorts

Readings:

http://www.colorado.gov/cs/Satellite?blobcol=urldata&blobheadername1=Content-Disposition&blobheadername2=Content-Type&blobheadervalue1=inline%3B+filename%3D%22CPTSB+Ski+Safety+Act+CRS+Title+33+Article+44+Effective+July+1%2C+2006.pdf%22&blobheadervalue2=application%2Fpdf&blobkey=id&blobtable=MungoBlobs&blobwhere=1251832453525&ssbinary=true

Donahue, R. Layers of protection. Ski Area Management.

Donahue, R. Getting a grip. Ski Area Management.


Bring in one article to present in class on safety and liability issues at resorts.

March 26
Marketing Ski Resorts

Speaker: Jen Rudolph, Colorado Ski Country, USA.

Week 10

March 29-30
Second Field Trip

Week 11

April 7
Environmental Impacts of Ski Resorts – Student Presentation

Readings: To be assigned by presenters one week in advance of presentation

Bring in one article to present in class on environmental impacts of resorts

April 9
Impacts of Ski Resorts on Resort Towns: Social Issues - Student Presentation

Readings: To be assigned by presenters one week in advance of presentation

Bring in one article to present in class on social impacts of resorts
Week 12
April 14  Resorting to Madness - Video
April 16  Avalanche Control - **Student Presentation**

**Readings:** To be assigned by presenters *one week in advance of presentation.*
*Bring in one article to present in class on impacts of the pine beetle on resorts*

Week 13
April 21  Trends in the Ski Industry

**Speaker**  Michael Berry, Executive Director, National Ski Area Association
April 23  Master Planning and Ski Area Design - **Student Presentation**

**Readings:** To be assigned by presenters *one week in advance of presentation*
*Bring in one article to present in class on design of resorts*

Week 14
April 28  Final Research Presentations
April 30  No Class because of Field Trips

Week 15
May 5  Final research presentations
May 7  Final Research Presentations

1) *Issue and Final Powerpoint presentations*
2) *Field Trip Evaluations, and*
3) *Final Paper*

*All due May 7th!*