

New Academic Program Workflow Form

General

Proposed Name: Sustainable Tourism

Transaction Nbr: 00000000000241

Plan Type: Specialization

Academic Career: Undergraduate

Degree Offered: Undergraduate Certificate

Do you want to offer a minor? N

Anticipated 1st Admission Term: Fall 2025

Details

Department(s):

AGSC

DEPTMNT ID	DEPARTMENT NAME	HOST
1239	School of Natural Resources and the Environment	Y

Campus(es):

GLBL

LOCATION	DESCRIPTION
NKU	North Kazakhstan University
SAMPOERNA	Jakarta-Sampoerna Univ
UPC	Lima - UPC

ONLN

LOCATION	DESCRIPTION
ONLN	Online

Admission application terms for this plan: Spring: Y Summer: N Fall: Y

Plan admission types:

Freshman: Y Transfer: Y Readmit: Y Graduate: N

Non Degree Certificate (UCRT only): Y

Other (For Community Campus specifics): N

Plan Taxonomy: 03.0207, Environmental/Natural Resource Recreation and Tourism.

Program Length Type: Program Length Value: 0.00

Report as NSC Program:

SULA Special Program:

Print Option:

Diploma: N

Transcript: Y Undergraduate Certificate in Sustainable Tourism

Conditions for Admission/Declaration for this Major:

High school diploma or equivalent

Requirements for Accreditation:

NA

Program Comparisons

University Appropriateness

Advancing University Mission: Currently, the University of Arizona is the only public university in the state of Arizona that lacks educational programs in tourism. Tourism is Arizona's largest industry in generating revenue from outside the state and employs more than 187,000 people in the state. The online certificate would allow the university to help educate students, including Arizona residents, in this growing field. The online certificate would be available to main campus students and also support the university's educational reach and offerings abroad. Arizona International (AZI) has received numerous requests from international microcampus partners about the desire for sustainable tourism programs (major or certificate). Thus, this certificate has been designed to respond to this unmet need, as identified by AZI microcampuses in Kazakhstan, Indonesia, and Peru. AZI anticipates growing demand among future international partners and, depending on the certificate success, there may be a future program proposal in tourism, more broadly.

Addresses ALVSCE's Strategic Intent Two: Produce employable graduates, who can do jobs that do not yet exist and create new jobs

Advancing CALES Mission: CALES seeks to ensure the resilience and health of

our communities, people, environments, and economies locally, regionally, and globally.

Fit Within CALES: The School of Natural Resources and the Environment is well positioned to introduce a certificate program in Sustainable Tourism. There are currently two SNRE faculty teaching ecotourism/tourism courses and there is potential to expand further, as educational demands grow. With tourism increasingly challenging environmental sustainability, SNRE faculty expertise in natural resource management uniquely equips us for this task. The Norton School of Human Ecology supports this endeavor through its Retailing & Consumer Science program, which emphasizes management and entrepreneurship. Working together, SNRE and the Norton School will offer all the courses for this new certificate.

Arizona University System

NBR	PROGRAM	DEGREE	#STDNTS	LOCATION	ACCRDT
1	Sustainable Tourism	CERTG	20	Arizona State University	Y

Peer Comparison

The GWU undergraduate certificate program, located in the International Institute of Tourism Studies, requires courses on management, marketing, finance, and planning. ASU does not offer an undergraduate level certificate. Instead, the ASU sustainable tourism certificate is at the graduate level in the Watts College of Public Service & Community Solutions. All required courses in the ASU program are titled 'sustainable tourism,' with subtopics that include sustainable thinking, destination planning and management. Unlike these two peer programs, the proposed UA certificate will emphasize environmental sustainability as the core courses, with the option to pursue electives in finance and entrepreneurship. Also, unlike the other two programs, the proposed UA certificate program requires a course on assessing tourism opportunities.

Resources

Library

Acquisitions Needed:

Physical Facilities & Equipment

Existing Physical Facilities:

NA, this will be an online certificate

Additional Facilities Required & Anticipated:

NA, this will be an online certificate

Other Support

Other Support Currently Available:

The online certificate will rely fully on existing resources and courses in CALES.

Other Support Needed over the Next Three Years:

NA

Comments During Approval Process



NEW CERTIFICATE PROPOSAL

- I. **CERTIFICATE DESCRIPTION**—The online certificate in Sustainable Tourism aims to equip students with the knowledge and skills necessary to address the complex challenges of addressing sustainability concerns in the tourism industry. Rooted in the principles of conservation, economic viability, and social equity, this certificate is designed to foster a new generation of leaders capable of promoting sustainability within the tourism sector.

Leveraging CALES interdisciplinary strengths, the curriculum combines coursework in natural resources management, environmental science, and entrepreneurship, emphasizing the integration of sustainable practices in tourism planning. The interdisciplinary certificate includes specialized topics in eco-tourism, international tourism, and management.

Students will engage in learning experiences under the guidance of faculty with expertise in sustainable tourism, environmental conservation, entrepreneurship, and economic development. Through this dynamic approach, students will be well-prepared to lead sustainable transformation efforts in the tourism industry, contributing to the well-being of communities and the preservation of natural and cultural heritage worldwide.

II. **NEED FOR THE CERTIFICATE/JUSTIFICATION -**

Advancing University Mission: Currently, the University of Arizona is the only public university in the state of Arizona that lacks educational programs in tourism. Tourism is Arizona's [largest industry](#) in generating revenue from outside the state and employs more than 187,000 people in the state. The online certificate would allow the university to help educate students, including Arizona residents, in this growing field.

The online certificate would be available to main campus students and also support the university's educational reach and offerings abroad. Arizona International (AZI) has received numerous requests from international microcampus partners about the desire for sustainable tourism programs (major or certificate). Thus, this certificate has been designed to respond to this unmet need, as identified by AZI microcampuses in Kazakhstan, Indonesia, and Peru. AZI anticipates growing demand among future international partners and, depending on the certificate success, there may be a future program proposal in tourism, more broadly.

Addresses ALVSCE's Strategic Intent Two: "Produce employable graduates, who can do jobs that do not yet exist and create new jobs"

Advancing CALES Mission: CALES seeks "to ensure the resilience and health of our communities, people, environments, and economies locally, regionally, and globally."

Fit Within CALES: The School of Natural Resources and the Environment is well positioned to introduce a certificate program in Sustainable Tourism. There are currently two SNRE faculty teaching ecotourism/tourism courses and there is potential to expand further, as educational demands grow. With tourism increasingly challenging environmental sustainability, SNRE faculty expertise in natural resource management uniquely equips us for this task. The Norton School of Human Ecology supports this endeavor through its Retailing & Consumer Science program, which emphasizes management and entrepreneurship. Working together, SNRE and the Norton School will offer all the courses for this new certificate.

Sharing Resources Used by Other Programs and Deploying Internal Resources:
The online certificate will rely fully on existing resources and courses in CALES.

Evidence of Market Demand: There are both domestic and international demands for sustainable tourism education.

The prospects for the tourism industry in Arizona appear positive based on the data provided in the combined Lightcast reports for CIP codes 03.0207 (Environmental/Natural Resource Recreation and Tourism), 52.0701 (Entrepreneurship/Entrepreneurial Studies), 03.0101 (Natural Resources/Conservation, General), and 52.1401 (Marketing/Marketing Management). No single CIP code for sustainable tourism exists. The tourism-related programs offered by universities in Arizona, such as those focusing on environmental/natural resource recreation and tourism, entrepreneurship, and marketing management, indicate a commitment to preparing individuals for careers in this sector. Additionally, there is a steady number of graduates entering the field. The job trends associated with these programs, including growth percentages and median earnings for related occupations like market research analysts, marketing managers, and environmental scientists, suggest a healthy demand for professionals in the tourism industry, particularly in sustainability practices. The significant number of [job openings and competitive salaries](#) in these fields further support the notion that the tourism industry in Arizona is [expected to grow](#).

There is also an international demand in the tourism industry sector as the industry grows (United Nations World Tourism Organization, World Travel & Tourism Council). While there is no occupational data at the global level, [by 2024](#), global revenue from tourism is estimated to reach US\$916.00bn and is projected to grow annually at a rate of 3.99%, resulting in a market volume of US\$1,114.00bn by 2029. However, tourism can have [negative impacts](#) on communities (i.e., overcrowding) and the environment (i.e., pollution). Sustainable tourism management hinges on [effective strategies](#) to mitigate tourism's negative impacts while maximizing its benefits. As the growing sustainable tourism industry is subject to [uncertainty and risks in balancing economic development and environmental impact](#), there is particular need for workers in mid-level management and above to [possess leadership skills](#) and the ability to apply [sustainability practices in tourism](#).

III. PROGRAM AFFILIATION-

The School of Natural Resources and the Environment offers an undergraduate major and minor in Natural Resources, as well as a minor in Climate Change and Society, and a certificate in International Environmental Conservation. The Norton School of Human Ecology offers an undergraduate major and minor in Retailing & Consumer Science.

IV. CERTIFICATE REQUIREMENTS-

UNDERGRADUATE CERTIFICATE

Minimum total units required	15
Minimum upper division units	9
Total transfer units that may apply to the certificate. <i>Note: A minimum of six (6) units used to complete the certificate must be University credit.</i>	6
Pre-admissions expectations (i.e., academic training to be completed prior to admission)	None
Certificate requirements. List all certificate requirements including core and electives. Courses listed must include course prefix, number, units, and title. Mark new	<p>Complete 12 units of core coursework:</p> <ul style="list-style-type: none"> -RNR 150C1 Sustainable Earth: Natural Resources and the Environment (3) -RNR 240 Principles of Ecotourism (3)

<p>coursework (New). Include any limits/restrictions needed. Provide email(s)/letter(s) of support from home department head(s) for courses not owned by your department.</p>	<p>-RNR 343 Assessing Nature-Based Tourism Opportunities (3)</p> <p>-RNR 448 Conservation Planning and Wildland Recreation (3)</p> <p>Complete an additional 3 units from options below:</p> <p>-RCSC 220 Markets, Finance and Retail (3)</p> <p>-RCSC 325 Retail Innovation and Entrepreneurship (3)</p> <p>-RCSC 346 Fundamentals of Marketing (3)</p>
<p>Internship, practicum, applied course requirements (Yes/No).</p>	<p>No</p>
<p>Any double-dipping restrictions (Yes/No)? If yes, provide description.</p>	<p>Yes, students may apply up to 50% of their certificate units towards a major or minor.</p>
<p>Additional requirements</p>	<p>None</p>

V. CURRENT COURSES–

Course prefix and number (include cross-listings)	Units	Title	Pre-requisites	Modes of Delivery (online, in-person, hybrid)	Campus and Location Offered	Dept signed party to proposal? (Yes/No)
RNR 150	3	Sustainable Earth: Natural Resources and the Environment	None	Online, in person	Main, AZO, GLD	Yes
RNR 240	3	Principles of Ecotourism	None	Online, in person	Main, AZO	Yes
RNR 343	3	Assessing Nature-Based Tourism Opportunities	RNR 240	Routed for approval (Online)	Routed for approval (Main)	Yes
RNR 448	3	Conservation Planning and Wildland Recreation	None	Online	Main	Yes
RCSC 220	3	Markets, Finance and Retail	None	Online	Main	No
RCSC 325	3	Retail, Innovation and Entrepreneurship	RCSC 220, ACCT 250 or ACCT 200	Online	Main	No
RCSC 346	3	Fundament. of Marketing	None	Online	Main	No

VI. Learning Outcomes and Curriculum -

Learning Outcomes

Learning Outcome #1: Environmental Stewardship and Conservation Explain sustainability principles to conserve natural and cultural resources.
Concepts: Strategies for managing natural resources (water, land, wildlife) in a way that minimizes environmental impact and ensures long-term availability.
Competencies: Skills in designing and implementing conservation strategies that protect natural and cultural heritage.
Learning Outcome #2: Sustainable Tourism Planning and Management Design and manage sustainable tourism initiatives balancing economic, social, and environmental factors.
Concepts: Developing tourism businesses that are economically viable while minimizing negative social and environmental impacts.
Competencies: Ability to develop and implement strategic plans for sustainable tourism development, considering economic, social, and environmental factors.
Learning Outcome #3: Leadership in Sustainable Tourism Exhibit leadership by demonstrating knowledge of sustainable efforts in the tourism industry, advocating for ethical and sustainable practices.
Concepts: Principles of leading with integrity, transparency, and a commitment to sustainability in the tourism industry.
Competencies: Ability to make decisions that reflect ethical considerations and sustainability principles in tourism leadership roles.

*Explanation: **Concepts** are the topics that students will learn in the program. **Competencies** are the skills they will learn. A **learning outcome** is their ability to apply the skills to the topics, or to use the skills and the topics together, in an observable way. Learning outcomes need to reflect higher level learning: consider using verbs from the Application, Analysis, Synthesis, and Evaluation columns from this list in the learning outcomes: <https://arizona.app.box.com/s/orx6coex8607hlmerngl7dzhzjicpit>. We recommend 1-2 Learning Outcomes for a certificate program.*

Curriculum Map

	RNR 150	RNR 240	RNR 343
LO #1: Explain sustainability principles to conserve natural and cultural resources.	I	R/M	
LO #2: Design and manage sustainable tourism initiatives balancing economic, environmental, and social factors.		I/R	M
LO #3: Exhibit leadership by demonstrating knowledge of sustainable efforts in the tourism industry, advocating for ethical and sustainable practices.		I/R	R/M

Explanation: The curriculum map lists the required courses for the program and indicates where each LO will be introduced (I), reinforced (R), and mastered (M). This is important to show that you are including adequate teaching of the skills and concepts to support the LOs. Each row (LO) should have at least one I, R, and M in it. Usually (but not always) there is more than one R. Usually (but not always) there is only one I and one M. Generally, Is come first, followed by Rs, and Ms are last. Each column (class) should have at least one letter in it, but not every box needs to be filled in.

VII. CONTACTS AND ADMINISTRATION

UNDERGRADUATE (delete if n/a)

a. List the name and contact information for the primary point of contact for the certificate:

Ola Lundemo, ola@arizona.edu

b. List the name and contact information for the person or persons who will serve in the role of Director of Undergraduate Studies (DUS) for the certificate (this is not always the same as the DUS for affiliated programs or head of the managing academic unit.):

Ola Lundemo, ola@arizona.edu

c. If known, list the members of the certificate oversight committee for this certificate. Note: undergraduate certificate oversight committees shall consist of a minimum of 3 members, 2 of which are faculty and at least one of the 2 is participating faculty in the certificate program. The oversight committee is responsible for 1) qualifications of participating faculty, 2) coordination of admissions recommendations with the Office of Admissions, and 3) curricular changes:

Ola Lundemo, Assistant Professor Practice in SNRE: Certificate head, overseeing the responsibilities indicated above, in close coordination with the SNRE academic advising office.

Jennifer Verdolin, Associate Professor of Practice in SNRE: Review and approve curricular changes in SNRE

Lance Erickson, Associate Professor of Practice and Program Chair of RCSC: Review and approve curricular changes in RCSC

(See Appendix for Professional Bios)

VIII. REQUIRED SIGNATURES

Program Director/Main Proposer (print name and title): Ola Lundemo, Assistant Professor of Practice

Program Director/Main Proposer signature:

Date: 11/22/2024

 _____

Department Head (print name and title): Kathryn Stoner, Director of SNRE

Department Head's signature:

Date: 11/22/2024

 _____

Associate/Assistant Dean (print name): James Hunt

Associate/Assistant Dean's signature:

Date: 11/7/2024



Dean (print name): Shane Burgess

Dean's signature:

Date: 11/22/24



Appendix: Faculty Course List and Bios

RNR 150C1 Sustainable Earth: Natural Resources and the Environment
Multiple instructors

RNR 240 Principles of ecotourism
Jennifer Verdolin
<https://snre.arizona.edu/jennifer-verdolin>

RNR 240 Principles of ecotourism
Ola Lundemo
<https://snre.arizona.edu/ola-lundemo>

RNR 343 Assessing nature-based tourism opportunities
Ola Lundemo
<https://snre.arizona.edu/ola-lundemo>

RNR 448 Conservation Planning & Wildland Recreation
Ola Lundemo
<https://snre.arizona.edu/ola-lundemo>

RCSC 220 Markets, Finance and Retailing
Soo Hyun
<https://norton.arizona.edu/person/soo-hyun-kim-phd>; <https://profiles.arizona.edu/person/sookim>

RCSC 325 Retail Innovation and Entrepreneurship
Cory Quailes
<https://norton.arizona.edu/person/cory-quailes>; <https://kmap.arizona.edu/map/people/qcq>

RCSC 346: Fundamentals of Marketing
Cory Quailes
<https://norton.arizona.edu/person/cory-quailes>; <https://kmap.arizona.edu/map/people/qcq>



Course Use/Collaboration/Concern Form

3. RCSC 346

Yes No Conditionally : *Under what conditions?*

VI. Parameters of Use (add rows as necessary):

Undergraduate/Graduate

Course #	Units	Description of use (i.e., gen ed, major core, emphasis, elective/selective)
RCSC 220	3	<i>Elective</i>
RCSC 325	3	Elective
RCSC 346	3	Elective

VII. Expected Yearly Enrollment (add rows as necessary):

Course #	Units	Exp Enrollment for Yr 1	Exp Enrollment for Yr 2	Exp Enrollment for Yr 3
RCSC 220	3	5	10	15
RCSC 325	3	5	10	15
RCSC 346	3	5	10	15

VIII. Opportunities for Interdisciplinary Collaboration (leave blank if none):

N/A

IX. Concerns about Proposed Program (leave blank if none):

X. Representative(s) reviewing request: Who is representative reviewing the request? (Should be Associate Dean / Dean)

Signature:  _____ Date: __11/22/24_____



New Academic Program PEER COMPARISON

Select two peers (if possible/applicable) from 4-year [AAU members](#), and/or other relevant institutions recognized in the field. The comparison programs may have a different degree type and/or title as the proposed UA program. Details of the proposed UA program must be consistent throughout all proposal documents.

Program name, degree, and institution	Proposed UA Program	Peer 1	Peer 2
Completions for last two years, <u>MAJORS only (can be found on market data report)</u>		Arizona State University: Graduate Certificate in Sustainable Tourism	George Washington University: Professional Certificate in Sustainable Tourism Destination Management
Program Description	The online certificate in Sustainable Tourism aims to equip students with the knowledge and skills necessary to address the complex challenges of addressing sustainability concerns in the tourism industry. Rooted in the principles of conservation, economic viability, and social equity, this certificate is designed to foster a new generation of leaders capable of promoting sustainability within the tourism sector.	The Minor in Sustainable Tourism is designed to equip students with the knowledge and skills needed to integrate sustainability into tourism management. focuses on developing strategies that balance economic, social, and environmental factors in tourism settings. It is particularly aimed at professionals who are looking to advance their careers in the tourism industry or	The Professional Certificate in Sustainable Tourism Destination Management is designed for tourism professionals and career changers interested in advancing their skills in sustainable tourism practices. The program focuses on developing strategic approaches to tourism management that minimize the negative environmental and social impacts of tourism while enhancing the economic and

		transition into roles focused on sustainability.	cultural benefits for local communities.
Target Careers from Market Data Report	N/A	N/A	N/A
Emphases? (Yes/No) List, if applicable. <u>For majors only.</u>	N/A	N/A	N/A
Minimum # of units required	12	15	18
Special requirements to gain admission to program? (i.e. pre-requisites, GPA, application, etc.)	None	Bachelor's or master's degree from a regionally accredited institution, 3.0 GPA, application	High school diploma
UG - Level of Math required (if applicable)	None	None	None
UG - Level of Second Language required (if applicable)	None	None	None
Internship, practicum, or applied/experiential requirements? If yes, describe.	None	None	None
GRAD - Master thesis or dissertation required? If yes, please describe.	N/A	No	N/A
Additional requirements	None	None	None

Additional questions:

1. How does the proposed program align with peer programs? Briefly summarize the similarities between the proposed program and peers, which could include curriculum, overall themes, faculty expertise, intended audience, etc.

The proposed UA certificate is similar both ASU and GWU's certificates as they are all designed for tourism professionals in addressing sustainability concerns. All programs are comprised of online courses.

2. How does the proposed program stand out or differ from peer programs? Briefly summarize the differences between the proposed program and peers, which could include curriculum, overall themes, faculty expertise, intended audience, etc.

The GWU undergraduate certificate program, located in the International Institute of Tourism Studies, requires courses on management, marketing, finance, and planning. ASU does not offer an undergraduate level certificate. Instead, the ASU sustainable tourism certificate is at the graduate level in the Watts College of Public Service & Community Solutions. All required courses in the ASU program are titled 'sustainable tourism,' with subtopics that include sustainable thinking, destination planning and management. Unlike these two peer programs, the proposed UA certificate will emphasize environmental sustainability as the core courses, with the option to pursue electives in finance and entrepreneurship. Also, unlike the other two programs, the proposed UA certificate program requires a course on assessing tourism opportunities.

3. How do these differences make this program more applicable to the target student population and/or a better fit for the University of Arizona?

The UA program is primarily housed in the School of National Resources and Environment, which centers conservation in finding solutions to natural resource challenges. Thus, this program will aim to attract students with particular interests in sustainability and its applications. Additionally, this program will engage individuals who may already be in the tourism industry but looking to learn and develop sustainably practices in their current workplaces in the US as well as abroad.



BUDGET PROJECTION FORM

Name of Proposed Program or Unit: Sustainable Tourism Certificate

Assumptions based on AIB, \$ per SCH	\$ 250		
Estimated SCH per student per year	9		
	Projected		
Budget Contact Person: Bethina Krogsgaard	1st Year 2025 - 2026	2nd Year 2026- 2027	3rd Year 2027- 2028
METRICS			
Net increase in annual college enrollment UG	-	-	-
Student enrollment estimate	10	15	20
Net increase in college SCH UG	90	135	180
Net increase in annual college enrollment Grad	-	-	-
Net increase in college SCH Grad	-	-	-
Number of enrollments being charged a Program Fee	-	-	-
New Sponsored Activity (MTDC)	-	-	-
Number of Faculty FTE			
FUNDING SOURCES			
Continuing Sources			
UG Revenue	22,500	33,750	45,000
Grad Revenue	-	-	-
Program Fee Revenue (net of revenue sharing)	-	-	-
F and A Revenues	-	-	-
Reallocation from existing College funds (attach description)	-	-	-
Other Items (attach description)	-	-	-
Total Continuing	\$ 22,500	\$ 33,750	\$ 45,000
One-time Sources			
College fund balances	-	-	-
Institutional Strategic Investment	-	-	-
Gift Funding	-	-	-
Other Items (attach description)	-	-	-
Total One-time	\$ -	\$ -	\$ -
TOTAL SOURCES	\$ 22,500	\$ 33,750	\$ 45,000
EXPENDITURE ITEMS			
Continuing Expenditures			
Faculty	-	-	-
Other Personnel (advisors, program directors, etc.)	-	-	-
Employee Related Expense	-	-	-
Graduate Assistantships	-	-	-
Other Graduate Aid	-	-	-
Operations (materials, supplies, phones, etc.)	-	-	-
Additional Space Cost	-	-	-
Other Items (attach description)	-	-	-
Total Continuing	\$ -	\$ -	\$ -
One-time Expenditures			
Construction or Renovation	-	-	-
Start-up Equipment	-	-	-
Replace Equipment	-	-	-
Library Resources	-	-	-
Other Items (attach description)	-	-	-
Total One-time	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ -	\$ -	\$ -
Net Projected Fiscal Effect	\$ 22,500	\$ 33,750	\$ 45,000

Sustainable Tourism Certificate Courses

18 SCH needed for certificate

Classes offered in SNRE
Course Name
Required
RNR 240 Principles of Ecotourism, (3)
RNR 448 Conservation Planning and Wildland Recreation
RNR 150 Sustainable Earth
RNR 323 Assessing Nature-Based Tourism Opportunities (3)

Classes offered in Norton School of Human Ecology
Course Name
Electives
RCSC 325 Retail, Innovation & Entrepreneurship (3)*
RCSC 346 Fundament. of Marketing (3)*
RCSC 220 Markets, Finance & Retailing (3)*

**Electives*

SCH	Existing Course?
3	Yes
3	Yes
3	Yes
3	No

Needs to be revamped

To be developed by Ola Lundemo

SCH	Existing Course?

3	Yes
3	Yes
3	Yes



THE UNIVERSITY OF ARIZONA
COLLEGE OF AGRICULTURE & LIFE SCIENCES

Norton School of
Human Ecology

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Ofc: (520) 621-1075
Fax: (520) 621-9445

cals.arizona.edu/fcs

November 22, 2024

To the reviewing committees:

The Norton School of Human Ecology supports the application for a certificate program in Sustainable Tourism offered through the School of Natural Resources and the Environment. The Norton School has no objection to this certificate, and approves the use of RCSC 220 (Markets, Finance, & Retailing), RCSC 325 (Retail Innovation and Entrepreneurship) and RCSC 346 (Foundations of Marketing) as elective offerings to fulfill certificate requirements. We look forward to any opportunities in which we may mutually advance productive collaboration between our two schools.

Sincerely,

Darin Knapp, Ph.D.
Associate Director
John and Doris Norton School of Human Ecology