Analysis of Latino Outdoors’ Organizational Performance:

A multiple constituency approach

BY

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Abstract

Large demographic shifts are occurring in the United States and one of the largest growing groups is Latinos. According to the U.S. Census Bureau, Latinos are expected to account for 28% of the population by 2060. An annual report done by the Outdoor Foundation in 2016 shows that Latinos tend to recreate at lower rates than their white counterparts and are often underrepresented in outdoor recreation, conservation, and environmental organizations (Outdoor Foundation, 2016). In this paper, I look at a young nonprofit organization, Latino Outdoors, that is addressing issues of underrepresentation and lack of access to outdoor recreation and the outdoor field among American Latinos. I first conducted a literature review to understand the social context in which Latino Outdoors exists, and then carried out a survey to assess organizational performance. The survey included both quantitative and qualitative questions and was grounded in a multiple constituency approach. This approach is used to understand how an organization is performing based on constituent perspectives of success.

Latino Outdoors (LO) was established in 2014 and is going through a strategic master planning process. I undertook this study with the intent to provide essential information that may help to guide LO in their decision making process. The results of my study may inform Latino Outdoors’ strategic decisions.
Inspiration

My inspiration for this study comes from a very personal place. Growing up I did not have many opportunities to participate in wilderness experiences. It was not until I was 21 years old that I had my first real exposure, on a backpacking trip in Yosemite National Park. I remember sitting on top of a giant boulder, watching the sun sink over the glacially-carved valley. I became hooked. I knew in that moment that I wanted to share those types of experiences with my family, friends, and community. And I did. I took my family and friends hiking, camping, backpacking, rafting, kayaking, and rock climbing. In the process, I became an accidental outdoor educator.

However, the more time I spent in the outdoors the more I realized there were rarely people who looked like me or the members of my community. Motivated to make sure that other Latino families besides my own could have access to the outdoors, I joined Latino Outdoors in 2015 as a volunteer. I found a community with whom I shared values, passions, and ideals. In conducting this study, I have tried to represent some of the many diverse interests and voices of this community.
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"Even the most inviting physical environment cannot be considered separately from the sociopolitical structures that shape its uses and abuses."

-Michael Bennett (Armbruster, 2001, p. 201)
Chapter 1
Introduction

Statement of the Problem

Recent demographic studies conducted by the U.S. Census Bureau show that large demographic shifts are happening in the United States (Colby & Ortman 2016; Day, 1992). In 2014, the largest racial and ethnic group in the US was non-Hispanic whites, who accounted for 62% of the total population, while Latinos accounted for 17% (Colby & Ortman, 2016, p. 10). However, projections show that by 2044 there will be a crossover point, after which the United States will become a majority-minority country. By 2060, the Latino population is expected to rise to 28% of the population (Colby & Ortman, 2016, p. 9). Despite being the fastest growing demographic, Latinos are “among the most underrepresented groups in conservation, outdoor recreation, and environmental education organizations” (Latino Outdoors, 2014, p. 1).

The literature review explores the current state of outdoor equity and how changing demographics might impact the Latino community and the United States as a whole. This assessment will also consider how Latino Outdoors (LO) emerged in response to shifting demographics and lingering inequities in the field of outdoor recreation. Last, this study seeks to understand the organizational performance of LO and posit new methods to amplify the impact of the organization and others like it.

Purpose of the Study

The purpose of this study is to assess Latino Outdoors’ organizational performance based on constituent perspectives, with the hope that this information may be useful to the organization as it concurrently undergoes a strategic master planning process. These data were obtained through an assessment of the organizational performance using a multiple constituency approach.
This research may help Latino Outdoors create a stronger foundation, facilitate deliberate growth, and make informed decisions based on constituents’ needs.

Performance assessments in mission-driven organizations are particularly important as they allow organizations which usually have limited resources to properly allocate those resources to generate the greatest impact. Nonprofit management literature has recognized that measuring “success” in nonprofit organizations is far more difficult and requires a more nuanced approach than in the for-profit sector (Sawhill & Williamson, 2001). The multiple constituency approach employed in this study attempts to understand how an organization is performing based on constituent perspectives of success. This method requires collecting data from several constituents through surveys and analyzing these data in a way that separates views of the various constituents.

The secondary purposes of this study are to: 1) provide a model for other nonprofit organizations wishing to evaluate performance and 2) add to the existing body of nonprofit literature. This type of organizational performance is well suited for mission-driven organizations, less concerned with the ‘bottom line” than their for-profit counterparts. Few published studies focus on organizational performance using a multiple constituency approach. My hope is to provide more visibility to this approach so that it may be of benefit to other organizations looking to assess their organizational performance.

**Primary Research Question**

The primary question that guided my research was: How do constituents rate Latino Outdoors’ organizational performance? I conducted a literature review in order to better understand the historical context in which LO operates as well as to find the best method to
analyze the organizational performance. I then designed survey questions to assess Latino Outdoors’ organizational performance.

**Operational Definitions**

The term Latino is a term used to describe a person of Latin American descent; it replaced the word “Hispanic” in the US. Census in 2010 (Cohn, 2010, p. 8). The terms “Latino” and “Hispanic” are often used interchangeably, but in this study I will use “Latino” throughout, unless I am directly quoting another author. Latino, in this paper, will be used only to refer to Latinos in the United States. A more inclusive term, Latinx, has emerged to include those whose gender is fluid or non-binary (Ramirez, 2016). However, I have elected to use the term Latino because the organization being studied uses the term Latino rather than Latinx.

Terms such as nature, environment, and outdoors are inherently complex, nuanced, and sometimes fraught, especially as these relate to race. Discussions of this complexity crop up often in scholarly literature, especially within the social sciences and the humanities. For the purposes of this paper, which focuses on outdoor recreation among Latinos, I will utilize the common and colloquial understanding of the outdoors as a space outside of the built environment, literally “the world out of doors” (Oxford Dictionaries English, 2017). For further theoretical discussion on issues of race and the natural world, see authors Devon Peña, Laura Pulido, and Michael Bennet.
Chapter 2
Literature Review

Introduction

This study focuses specifically on Latinos but it is worth noting that the lack of diversity in the environmental and outdoor fields is not an issue unique to the Latino community. Many other socioeconomic groups experience this inequity as well, including African-American, Asian-American, LGBTQ, and native peoples, among others. Since 2009, nonprofit organizations such as Outdoor Afro and Latino Outdoors have emerged to address this ethno-racial disparity in outdoor recreation, the environmental movement, and outdoor professions. While these organizations may be young, the lack of ethno-racial diversity in the outdoor field has persisted in the United States for quite some time.

In this chapter, I will provide historical and contemporary context for the relevance of this issue to the Latino community specifically. I will address the following five topics: background and history of Latino Outdoors; historical disenfranchisement of Latinos from the environmental movement; current state of outdoor equity; future impacts; and organizational performance.

Latino Outdoors Background

Jose Gonzalez founded Latino Outdoors in 2014, as a nonprofit organization “led by Latinos for Latinos” in the United States (Latino Outdoors, 2014, p. 1). LO was created as a response to a deficit within the environmental movement, an underrepresentation of Latinos in conservation, outdoor recreation, and environmental education organizations (Latino Outdoors, 2014). The organization, initially established in California, has since grown to a national nonprofit organization, with representation in 11 states and 34 volunteers, several part time staff, and two full time staff.
The Latino Outdoors mission statement—and how constituents rate the work of the organization relative to it—is a central feature of this study. As it appears on the LO website, the mission reads:

We bring cultura into the outdoor narrative and connect Latino communities and leadership with nature and outdoor experiences. We connect familias and youth with nature, engage and inspire Latino leadership, empower communities to explore and share their stories in defining the Latino Outdoors identity. (Latino Outdoors, 2014, p. 1)

The LO organization strives to accomplish this mission by providing outdoor recreation opportunities for Latinos led by Latino volunteers, a professional network for Latino outdoor professionals, and a platform for sharing the stories of Latinos in nature—narratives that are often overlooked in the traditional outdoor movement (Latino Outdoors, 2014).

Latino Outdoors appears to have become a nationally recognized leader in the outdoor field. However, their initial success and momentum has come with challenges. For example, the number of individuals who wanted to volunteer for LO exceeded the management capacity of the organization. In fall of 2016, LO paused the intake of volunteers to make sure the organization was growing in a more deliberate manner. They launched a strategic management planning process in winter of 2016 to assess the organization’s relevancy and long-term viability. This study aims to supplement that process by conducting an outside review of their organizational performance, especially as perceived by constituents. Later in this literature review, I will include an investigation of the best methods of assessing organizational performance, but first I will delve into understanding the emergence of Latino Outdoors within its socio-historical context.
**Historical Disenfranchisement from Environmental Movements**

This section includes a brief history of the historical disenfranchisement of Latinos from the environmental movement. Additionally, I will explore how that historic disenfranchisement created the conditions for organizations like Latino Outdoors to emerge.

There is general scholarly consensus that the modern American environmental movement, which informs much of how nature and wilderness is represented in dominant Western culture today, has its roots in the 1860s and the United States’ Industrial Revolution (Silveira, 2000, p. 499). Prior to that time, Anglo-Europeans on the North American landscape perceived uninhabited landscapes as “savage, desolate, and bare” or “unknown, disordered, and dangerous” (Cronon, 1996, p. 9; Nash, 2014, p. xii). In the late nineteenth century European settlement pushed farther west and cities began to dot the growing nation; suddenly, wilderness started to become scarce and sacred (Cronon, 1996). Writers such as Henry David Thoreau and John Muir depicted nature as a place to “renew” and connect with the “necessary simplicity that sustains the spirit” (Johnson, Bowker, Bergstrom, & Coredell 2004, p. 613). Meanwhile, in the late nineteenth and early twentieth centuries, natural resources were consumed at increasingly alarming speeds by “destructive practices in mining, overgrazing, timber cutting, mono crop planting, and speculation in land and water rights” (Silveira, 2001, p.499). Suddenly, many American citizens lamented the environmentally destructive practices of new settlements (Stegner, 1990). By the mid twentieth century, in response to accelerated industrialization and modernization, numerous organizations had cropped up to promote protection and conservation of environmental and natural resources (Silveira, 2000, p. 499). This new movement, however, consisted mostly of anti-urban, “wealthy, white Anglo-Saxon males who enjoyed outdoor activities”—a privileged
leisure class called “upper-class birdwatchers” by the writer Wallace Stegner (Silveira, 2000, p. 502; Stegner 1990).

These early expressions of what would become mainstream environmentalism saw urban centers as places full “of pollution, degradation, and squalor” (Silveira, 2000, p. 502). This sentiment remained a strong part of the movement’s rhetoric until at least the 1960s. Ecocritic Michael Bennett argues that the anti-urban ideology created an “excuse for cyclical disinvestment and gentrification” of cities (Bennett & Teague, 1999, p. 171). This further alienated people in urban centers, primarily ethnic minorities, from the modern environmental movement.

Historically, ethnic minorities have populated urban centers and continue to make up a large percentage of the population in these locales (Public Broadcasting Service, 2003). The implications of anti-urbanism were particularly relevant to the Latino population, who primarily live in urban centers (Morales, 1993). Anti-urban sentiments no longer persist in most modern environmental organizations and many groups have reoriented their programs to address environmental justice issues that exist in urban centers; nonetheless, the effects still linger (Ibes, 2011, p. 15).

Latino Outdoors does not fit into the existing molds of traditional environmental organizations. It responds directly to the historical disenfranchisement of Latinos in the environmental movement, aiming to remedy the long-term absence of Latinos from outdoor recreation and outdoor professions. LO implicitly advocates for environmental justice while explicitly advocating for diversity in the outdoors as a social justice issue. LO works to see Latinos represented among outdoor professionals and outdoor enthusiasts, and to have their cultures and communities be present in those spaces (Latino Outdoors, 2014). Latino Outdoors exists to address a niche problem that no other organization or movement addresses. In the next
section, I will quantify the impacts of the historical disenfranchisement of Latinos from the environmental movement, outdoor recreation, and outdoor professions.

**Current State of Outdoor Equity**

Outdoor equity encompasses access to and representation in outdoor professions, the environmental workforce, outdoor media, as well as access to outdoor recreation. A more deliberate attempt to increase Latino representation across outdoor professions, outdoor media, and the environmental workforce can inspire and welcome other Latinos to visualize themselves in these outdoor spaces. Increasing representation and access can help create a self-sustaining community.

**Outdoor Recreation**

Latino participation in the outdoors is a nuanced topic. Consider the common refrain that Latinos simply do not like the outdoors. Interpreted narrowly, the Outdoor Participation Report released in 2016 implies just that (Outdoor Foundation, 2016). The Outdoor Participation report collected data from 32,658 surveys and interviews using a population that was representative of the U.S. population ages six and older. It describes how United States Latinos only account for 8% of outdoor participants while accounting for 17% of the population (Outdoor Foundation, 2016, p. 7). However, Latinos who do participate in the outdoors do so, on average, more often than any other ethnic group, at 49 outings per year per participant, 12 more than the next closest group (Outdoor Foundation, 2016, p. 27). Moreover, the divide between White and Latino outdoor participants is not as wide as it is perceived to be. In 2015, 50% of Latinos participated in at least one outdoor recreation activity for the year, compared to 57% of Whites (Outdoor Foundation, 2016). As evidenced here, it is difficult, and often problematic, to accept sweeping generalizations about Latinos in the outdoors.
It is worth noting that the Outdoor Participation Report survey design has its limitations. The study does not differentiate between accessible outdoor activities that require little to no gear and those that require more knowledge and gear, and which are, consequently, less accessible. For example, jogging and trail running were combined, backyard camping and backpacking were combined, and biking and mountain biking were combined. This makes it difficult to differentiate between outdoor activities that get people outdoors around their neighborhood and those that get people into larger wild spaces. It is important to make this distinction because these large, intact wild spaces are often public lands, and public lands are intended to be accessible to everyone. Understanding the types of activities people are engaged in helps us make sure that equal access is increased.

**Latino recreation on federal lands.** Documentation of Latino recreation on federal lands paints a more dire picture. Research specific to US National Parks suggests that existing barriers discourage visitation to America’s most protected wild places. In 2008-2009, Latinos only accounted for 9% of National Park visitors even while Latinos accounted for 15.4% of the US population (Pew Research Foundation, 2010; Taylor, Grandjean, & Grammann, 2011). For comparison, Whites accounted for 78% of visitors while accounting for 72% of the population (Hixson et al., 2011; Taylor et al., 2011).

Further National Park Service (NPS) research points to the impact of cultural, economic, and language barriers on park visitation statistics. A 2006 NPS study documents instances where members of underrepresented groups, including Latinos, reported not visiting National Parks because they felt the park was an uncomfortable place where most visitors are of another race (Blaszak, 2006). Language may also be a barrier to participation for non-traditional recreationists. The Hispanic Community and Outdoor Recreation Report shows that 59% of “Latinos prefer to
use Spanish in every situation,” while 70% speak Spanish in their homes (Adams, Baskerville, & Lee, 2006, p. iii). One can extrapolate that discomfort from not speaking the dominant language, in this case English, is only furthered amplified by venturing into an unfamiliar, wild place. Last, the high cost of recreation may further inhibit some Latinos from participating in outdoor activities. In the same report, 43% of respondents said they do not have the necessary equipment for certain outdoor activities and 30% said the activities are too expensive (Adams et al., 2006, p. 52).

In response to these barriers, federal public land agencies launched campaigns, such as Find Your Park/Encuentra Tu Parque, that would potentially resonate with diverse audiences. The National Park Service also increased its use of “culturally relevant” interpretation to connect with diverse ethnic and racial groups (Blaszak, 2006). The Service aims to be culturally relevant by helping all Americans establish a personal connection to national parks and programs, thereby finding meaning and value in public lands (National Park Service, N.D.).

**Outdoor Professions**

The field of outdoor professions is large. It encompasses environmental nonprofits, government organizations, the outdoor retail industry, outdoor guiding, and environmental education. Despite their diversity in scope, all of these careers lack ethno-racial diversity.

Ethnic minorities play an important role in the American labor force, which role will only grow as America’s demographics continue to change. According to the 2010 Census, Hispanics comprise 16.3% of the population, Blacks 12.6%, Asians 4.8%, Native Americans and Pacific Islanders 1.1%, and mixed race 2.9% (U.S. Census Bureau, 2010). To ignore this segment of the population means that employers are ignoring roughly 38% of the talent pool (Taylor et al., 2014,
In the following section, I examine the current state of diversity in a variety of outdoor fields.

**Environmental and government organizations.** The 2014 Green 2.0 study entitled “The State of Diversity in Environmental Organizations” looked at gender, racial, and class diversity in environmental organizations and found that “the current state of racial diversity in environmental organizations is troubling” (Taylor, 2014, p. 4). In the three types of institutions studied, including preservation and conservation organizations, government organizations, and environmental grant writing foundations, ethnic minorities working as general staff or board members do not exceed 16% of the total workforce, even though ethnic minorities represent almost 38% of the U.S. population (Colby & Ortman, 2014; Taylor et al., 2014, p. 4). Moreover, ethnic minorities are overwhelmingly concentrated in lower ranking positions and infrequently serve in executive leadership positions.

In 2005, there were approximately 5.3 million environmental jobs and by 2030, it is estimated that there will be about 40 million green jobs (Bezdek, Wednling, & DiPerna, 2007). As the ethnic minority population and the demand for environmental workers simultaneously continue to grow, “environmental organizations and agencies cannot continue to bypass minority workers” (Taylor, 2014 p. 43).

**Outdoor retail industry.** In the United States, outdoor retail is a $646 billion industry that supports approximately 6.1 million jobs in the United States (Outdoor Industry Foundation, 2012). With respect to diversity, however, little is known about the inner workings of this industry. The outdoor retail industry rarely shares demographic data of its employees. An online search of outdoor retailers like Columbia, REI, and Patagonia reveals that only one of them, REI, keeps a public record of employee demographics. The large outdoor retailer only details how
many people of color they employ, and does not offer any further ethno-racial breakdowns. In the last analysis, people of color accounted for 16% of REI’s total workforce—a percentage similar to that in environmental and government organizations (REI, 2013).

**Outdoor media.** Finding demographics on who works in outdoor media is difficult but perhaps a good proxy is to examine the representation of Latinos in outdoor media. You will be hard-pressed to find Latino representation in mainstream outdoor media, whether magazines, catalogs, movies, or commercials. One study analyzed issues of *Outside* magazine from 1985 to 2000 to look at how often of whites and blacks were depicted in the outdoors. The study, “Apartheid in the Great Outdoors”, found that 95.2% of models engaged in outdoor activities were white and were more likely to appear to be doing outdoor activities that involve specialized gear than were their non-white counterparts (Martin, 2004). A more contemporary analysis needs to be done, however anecdotal evidence suggests that this is still the case. This lack of representation has serious implications/impacts for any group that is disenfranchised from the outdoors. Media images influence how “viewers of those images perceive the world around them” (Martin, 2004, p. 518). If outdoor media does not represent Latinos participating in adventurous outdoor activities, such as rock-climbing, backpacking, and mountaineering, then they will feel like such activities are not for them. It seems that when the industry envisions its ideal brand ambassador, summiting the tallest peaks in the most expensive gear, they are most likely male and white (Martin, 2004).

It is also worth noting that, while I found one study looking at ethno-racial representation in outdoor media, this type of research is largely missing from the body of academic literature. Curiously, issues representation in outdoor media seems to be an important contemporary
concern, despite the lack of research and the industry’s lack of investment in quantifying these issues of representation.

Constant underrepresentation can perpetuate misperceptions by both Latinos and non-Latinos regarding the role the Latino community plays in the outdoor field. For Latinos, it can create the misconception that the outdoors is not meant for them (Amor, 2015). In addition, amongst non-Latinos, it suggests that Latinos do not like the outdoors and do not care about the environment. On the contrary, Latinos have stronger conservation views than the general public. A 2007 poll showed 77% of Latino voters “support ‘small increases in taxes’ to ‘protect water quality, natural areas, lakes rivers or beaches, neighborhood parks and wildlife habitat’” (Enderle, 2007, p.17). Organizations such as Latino Outdoors consequently have the task of combating these misconceptions and expanding the narrative regarding Latinos and conservation (Matador Network, 2015).

Professional Community and Networks

The combined lack of representation within and access to the outdoors professions can discourage Latinos from considering careers in this field. Younger Latinos perceive the outdoor industry lacks Latino culture or identity, which perception can inhibit them envisioning a future for themselves in the field. Conversely, a 2016 study of Latino Outdoors volunteers described how most volunteers remained involved because they felt integral to and represented in the organization. Volunteers were attracted to Latino Outdoors because they saw people like themselves who also shared a love for the outdoors, values, and culture (Espinoza-Marrero, 2016, p. 22).

Latino Outdoors creates community and a sense of belonging that is lacking in the wider outdoor movement (Espinosa, 2016). It is clear that outdoor professions need to increase their
ethnic diversity, and yet, Latino Outdoors is one of only a few organizations that aims to serve Latino outdoor professionals. Professional networks for Latinos in almost every field exist, such as the National Association of Hispanic Nurses, National Hispanic Medical Association, Hispanic National Bar Association, and Society of Hispanic Professional Engineers. There are also various associations for outdoor professionals, including the Association for Outdoor Recreation and Education, American Outdoors Association, and Outdoor Industry Association to name a few. Yet there are no professional societies serving Latino outdoor professionals. Evidence suggests that continuing to build communities like Latino Outdoors will lead to increased access to outdoor recreation, greater representation in outdoor professions, and more inclusion of Latino stories in the outdoor narrative.

**Current and Future Impacts**

While the previous section discusses the extent to which inequity exists in the outdoor realm, this section explores the potential impacts of allowing existing inequities to persist uncontested. This analysis considers both intrinsic and instrumental reasons for challenging the status quo. This analysis proposes that the need to increase Latinos’ opportunities and access to outdoor recreation and outdoor professions is an issue of social justice. Treating it as such allows for the development of more targeted campaigns aimed at remedying the present injustice. Such results benefit not only the Latino community, but also American society. Increased equity is necessary for a prosperous American future.

**Health and Healthcare**

While Americans as a whole are becoming increasingly more overweight, the obesity epidemic disproportionately affects the Latino populations living in the U.S. According to the U.S. Department of Human and Health Services, over 68% of adults in the U.S. are overweight or
obese. The Latino population overweight/obese rate is even higher at 78%. Forty-one percent of Latino youth alone are obese, in contrast to 29% of white youth (U.S. Department of Human and Health Services, 2012). Being overweight or obese is linked to a variety of illnesses including diabetes, high blood pressure, heart disease, kidney disease, and even cancer (U.S. Department of Human and Health Services, 2012). Obesity is also expensive, both to individuals and to their respective countries. The Center for Disease Control estimates that obesity, in 2008, cost the United States $147 billion in medical care (Center for Disease Control, 2008). According to the World Health Organization, the United States spent about 17.1% of Gross Domestic Product (GDP) on Healthcare in 2014 (World Health Organization, 2014).

The numbers alone demonstrate a need for public health interventions and programs promoting the importance of physical exercise in combating obesity and its associated health and economic problems. One study suggests that increasing moderate physical activity of more than 88 million inactive Americans over the age of 15 could save the country $76 billion in medical expenses (Pratt, Macera, & Wang, 2000). The benefits of physical exercise have been well-documented since the 1950s and exercise has long been proven to effectively ward off many preventable diseases (Warburton, Nicol, & Bredin, 2006). For example, the Center for Disease Control states that physical exercise can help control weight and strengthen bone and muscle, which thereby reduces the risk of cardiovascular disease, diabetes, some cancers, depression, and early death by 40% (Center for Disease Control, 2017). In addition, people who exercise more tend to be happier and healthier than those who do not (Wang et al., 2012). In recognition of these scientific developments, programs have arisen nationwide to help Americans be more physically active. For example, in 2010, Michelle Obama’s campaign, “Let’s Move!” encouraged a healthy lifestyle for youth by way of physical exercise and healthier eating (Active Families, 2010).
These burgeoning public health campaigns have also recognized the value of outdoor spaces as venues for physical activity. Recently, in a return to the kinds of ideals espoused in the writings of Thoreau and Muir, nature has been lauded as a means to improve not just physical but also mental well-being (McCurdy, Winterbottom, Mehta, & Roberts, 2010, p. 102). The National Park Service’s “Healthy Parks, Healthy People” campaign, for example, aims to increase recreation in National Parks to promote “physical, mental, and spiritual health, and social well-being” (National Park Service, 2011, p. 6). In the same vein, Latino Outdoors has also developed programs and curriculum to promote the physical, mental, spiritual and social benefits of spending time outside, such as monthly “Wellness Walks” hosted in the San Francisco Bay Area (Cruz, 2016).

While the national campaigns have seen successful, they appear to lack the capacity to connect with the Latino community on the same cultural level as groups like Latino Outdoors aim to do. Latino Outdoors can connect the Latino community to public lands because they have volunteers who live in the communities they are engaging, can speak Spanish, and understand the culture. A stronger Latino Outdoors could contribute to a happier and healthier Latino population while also mitigating the cost of health care. Conversely, the cost of failing to engage higher numbers of Latinos in programs such as these could translate to a growing public health bill in the long term.

**Quality of Life**

Historical marginalization from the outdoors has resulted, for Latinos, in decreased access to this country’s most coveted wilderness areas and the quality of life these spaces provide. The beauty that exists in the National Parks in the United States is undeniable. Nature has an intangible way of moving people. Consider John Muir’s characterization of the Sierra Nevadas, in
1869: “no description of heaven that I have ever heard or read of seems half so fine” (Muir, 1911, p.1). Such aesthetic and intrinsic value can “increase, directly or indirectly, the human life quality” (Teymouri, 2017, p. 37). Unfortunately, many Latinos have reduced access to National Parks and therefore have fewer opportunities to have these natural experiences that can have life-long impacts and increase the quality of life.

**Economics**

In 2003, Latinos had $653 billion in spending power. Latinos are also some of the most brand loyal consumers in the United States (Adams et al., 2006, p. 13). According to a 2015 report by the Outdoor Industry Association, Latinos spent $592 per person, per year on outdoor apparel, footwear, electronics and gear, such as parkas, boots, backpacks and GPS devices, compared with the $465 the average outdoor consumer spends (Dunn, 2015). Despite these staggering numbers, outdoor retailers continue to ignore the Latino demographic. Few organizations are invested in capturing this market at all, with the exception of REI, an official partner of Latino Outdoors, and Columbia, which partnered with the National Park Foundation to fund the American Latino Expedition (American Latino Heritage Foundation, 2014). Given that the Latino population is expected to continue growing, one can predict that so too will the overall Latino purchasing power. Outdoor retail companies should be making a stronger effort to attract more Latino consumers to their brands. Companies able to successfully capture the Latino market will no doubt be at an advantage over those who ignore these consumers.

**Environmental Movement**

The environmental movement is a social movement and, as a social movement, there is a danger it will one day lose momentum and stagnate (Silveira, 2000, p. 519). In her article, “The American Environmental Movement: Surviving through Diversity” (2000), Silveira argues that in
order for the environmental movement to survive, it must embrace a diversity of values, interests, and organizations. This diversification “affords maximum penetration of and recruitment from different socioeconomic and sub-cultural groups” which “maximizes adaptive variation through diversity of participants and purposes, and encourages social innovation and problem solving” (Silveira, 2000, p. 520).

In order to have a strong environmental movement capable of protecting public lands, environmental organizations must ethnically diversify in order to stay relevant and survive. This task includes involving grassroots organizations, such as Latino Outdoors, that recognize the instrumental role that community and ethnic identity play in mobilizing action around public lands. Some scholars assert that the future of environmental organizations is simply not viable if those organizations continue to ignore 38% of the population (Taylor et al., 2014, p. 42).

**Organizational Performance**

The literature makes a compelling case for the existence of culturally relevant organizations like Latino Outdoors. Historical disenfranchisement of Latinos from environmental movements has led to persistent inequities in outdoor recreation, outdoor professions, and the environmental field. These inequities, if unresolved, will have negative health, economic, social, and environmental impacts. Because organizations such as Latino Outdoors are in a unique position to address such remedies, it is important to get a realistic picture of their efficacy. An organizational performance assessment could help Latino Outdoors better allocate their limited resources to have the greatest impacts.

In general, there is a sparse amount of literature regarding best practices for evaluating the kind of work LO does. Measuring organizational performance in the nonprofit world has been difficult to accomplish (Connolly, Conlon, Deutsch, 1980; Sawhill & Williamson, 2001). In
traditional for-profit organizations, the metrics are simple: the larger the net revenue, the better the organization’s performance (Campana & Fernandez, 2007; Kirk & Nolan, 2010). An alternative approach that could serve the nonprofit community was created by a group of researchers in 1980 to try and define “broad perspectives on organizational effectiveness” (Connolly et al., 1980). Some academics have used the new method, called the “multiple constituency approach,” resulting in several published papers (Herman & Renz 1997; Herman & Renz 1998; Kaplan 2001; Sawhill & Williamson, 2001).

Proponents of the multiple constituency approach argue that in order to answer the question of “how well is entity x performing?” one must first identify who is answering the question (Connolly et al., 1980). Because different constituents become involved with an organization for different reasons, they will therefore evaluate the organization in different ways. The multiple constituency approach is based on the premise that a collection of responses from these diverse constituents will provide the clearest vision of how an organization is performing. Constituencies could include employees, customers, partners, volunteers, etc. A more thorough explanation of how this approach was employed in this study will be included in the methods section that follows.
Chapter 3
Methods
Introduction to Methodology

The methodology was designed to answer the primary research question: *How do constituents rate Latino Outdoors’ organizational performance?* Given the lack of ethno-racial diversity described in the previous section, LO could utilize a more precise measurement of their organizational performance to more effectively implement their timely, socially-relevant mission. According to the literature, the multiple constituency approach is an appropriate method for mission-driven organizations such as LO.

In order to evaluate the perspectives that Latino Outdoors constituents held regarding the organizational performance of Latino Outdoors, I created a survey (See Appendix A) containing questions to assess: the demographics of respondents; their perceptions on how effectively Latino Outdoors implemented its mission; and how well Latino Outdoors represented the needs and values of its constituents. The responses to this survey were both qualitative and quantitative in nature.

**Study Participants**

In February of 2016, I shared to a Latino Outdoors-maintained email listserv an internet link to an Institutional Review Board-approved survey (See Appendix B for IRB approval letter). The listserv included emails of current and former volunteers, current and former program participants, staff, and partners. In addition, the online survey link was shared to two Latino Outdoors social media accounts—Instagram and Facebook. These two accounts have almost 14,000 total followers nation-wide, some of which may be duplicate followers. The majority of followers live in California, so in order to ensure geographic diversity, I made a payment to Facebook to extend the reach of the survey advertisement.
The survey was open to anyone who had any affiliation with Latino Outdoors and was over 18 years old. The two full-time paid staff members were asked to refrain from participating in the study. I anticipated Spanish-speaking respondents, so I presented survey advertisements, survey questions, and consent forms (See Appendix C for consent forms.) in both Spanish and English.

Additionally, I offered participants the opportunity to have their names entered into a raffle for a gift, valued at no more than $30, as a survey incentive.

**Data Collection**

Survey questions generally fell into three categories; demographic information, views on the organizational performance of Latino Outdoors, and views on how LO represented the needs and values of its constituents. Survey questions are listed in the table below. The questions asked in the survey are listed in Table 1, below.

*Table 1: Survey Questions and Categories*

<table>
<thead>
<tr>
<th>Questions Category</th>
<th>Corresponding Questions in Survey</th>
</tr>
</thead>
</table>
| Demographic Information                    | 1. How old are you?  
2. What gender do you identify as?  
3. What city and state do you live in?  
5. What is your relationship to Latino Outdoors  
6. Are you satisfied with your role?  
7. How many times a month do you participate in an outdoor activity?  
8. What types of outdoor activities do you participate in? |
| Views of Organizational Performance        | Please answer the following questions by indicating the choice you most agree with (1-5 scale from very ineffective to very effective)  
1. Bring “cultura” into the outdoor narrative  
2. Connect Latino communities and leadership with nature and outdoor experiences  
3. Connect families and youth with nature  
4. Engage and inspire Latino leadership |
The first category included questions aimed at understanding the demographic makeup of the respondents. Understanding who your respondents are is particularly important for the multiple constituency approach, in order to understand how each constituent group perceives success within the organization. The primary constituent groups I anticipated included Social Media Followers, Outing Participants, and Volunteers. Respondents selected the constituent group with which they most identified:

- **Social Media Followers** are individuals whose engagement with Latino Outdoors is limited to social media;
- **Outing Participants** are individuals who participated in Latino Outdoors programming;
- **Volunteers** may have a variety of capacities within Latino Outdoors including event planning, blogging, program evaluation, information technology, and others.

Respondents could also select a fourth option, *Other*, and then describe their relationship to Latino Outdoors. Additional questions asked about respondent age, gender, geographic location, ethno-racial background, and frequency and type of outdoor activities.

| Views on how Latino Outdoors Represents needs and values of constituents | 1. What should be Latino Outdoors top three priorities?  
2. How important is the mission of Latino Outdoors? (Likert scale)  
3. How strongly does the Latino Outdoors mission reflect with your own personal values (Likert Scale)  
4. Are there any other aims or values that you would like to see expressed in the Latino Outdoors mission statement? |
|---|---|
| 5. Empower communities to explore and share their stories in defining the Latino Outdoors identity  
6. Accomplish its mission |
The second category of questions generated quantitative responses. I used The Latino Outdoors mission as a guide to create a series of questions that asked respondents to rate LO’s effectiveness at achieving certain organizational outcomes. Respondents could rate the effectiveness on a Likert scale ranging from “Very Effective” to “Very Ineffective.”

The third category included open-ended as well as Likert scale questions. These questions were designed to investigate how well Latino Outdoors represented the needs and values of its constituents. I asked the questions in this section in order to better understand constituents’: 1) perception of the current mission, 2) views on what the focus of Latino Outdoors ought to be, and 3) opinion of whether any goals or values are missing from the current mission statement.

**Data Analysis**

I converted all of the Likert scale responses to quantitative data using a score of 1-5. High-rated responses resulted in a 5 and low-rated ones resulted in a 1. For example, a response of “Very Effective” received a score of 5 and a response of “Very ineffective” received a score of 1. Then I averaged the results for each question and proceeded to analyze responses by using different demographic markers.

The two qualitative responses were analyzed using a method that searched for concepts. The approach, developed by Corbin and Strauss, began with open coding in order to “open up the data to all potential possibilities contained within them” (Corbin & Strauss, 2008, p. 198). The data from the qualitative responses was first analyzed for lower level concepts, “words that stand for ideas contained in data” (Corbin & Strauss, 2008, p. 160). Next I grouped concepts together in similar themes, or “higher level concepts that tell us what a group of lower level concepts are pointing to or indicating” (Corbin & Strauss, 2008, p. 160). Using this method, I was able to consolidate responses into identifiable terms and phrases. After identifying themes, I displayed...
them beside lower-level concepts in a table arranged from most mentions to least (see Table 8 on p. 44). Using this method, I was able to identify the strongest themes that emerged in the open-ended questions.
Chapter 4
Results and Analysis
Introduction to Results and Analysis

In this chapter, I will present the results and analysis of the research in three general sections: demographic analysis, quantitative analysis, and qualitative analysis. All information in this section is derived from the results of the survey.

Respondents

I initially received 95 responses. I identified 12 outlier responses which met one or more of the following criteria: submitted after the survey deadline, or submitted more than once. In one instance, a response was removed because the open-ended answers of the participant were irrelevant to the questions asked. Outliers were removed from the results prior to analysis. The remaining 83 responses form the basis of this analysis.

Responses were sorted into one of four constituent categories, based on participation in LO; Outing Participants (OP), Social Media Followers (SMF), Volunteers (V), and Other (O). Latino Outdoors has collected some data on constituent perspectives but the majority of feedback has come from volunteers and little data has been collected from Spanish speakers. This analysis supplements the Latino Outdoors strategic planning process by providing a nuanced assessment of responses, separated according to how people engage in the organization. In some instances, I also sorted respondents into one of two survey language groups—English or Spanish. Because of the small sample size, I use these two modes of analyzing respondents alternately. For example, I look at the percentage of responses in each of four constituent categories, or the percentage of responses in each of two survey language categories. Analyzing the results in this way allows Latino Outdoors to use differentiated stakeholder feedback collected in a scientific manner to inform their strategic decision-making process.
Demographics Analysis

Table 2 shows the total number of responses received for each of the four constituent categories. All respondents self-reported their relationship to Latino Outdoors: 22 respondents identified as *Outing Participants*, 17 as *Volunteers*, 34 as *Social Media Followers*, and 10 chose *Other*, for a total of 83 respondents. Respondents from the “other” category described themselves as affiliated with partner organizations, email recipients, advisory board members, or friends.

Table 2: *Relationship to Latino Outdoors*

<table>
<thead>
<tr>
<th>Constituent Category</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outing Participant (OP)</td>
<td>22</td>
</tr>
<tr>
<td>Volunteer (V)</td>
<td>17</td>
</tr>
<tr>
<td>Social Media Follower (SMF)</td>
<td>34</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>83</strong></td>
</tr>
</tbody>
</table>

**Gender.** Out of 83 respondents, 59 identified as female, 22 as male, one as non-binary, and one person preferred not to answer. Females responded at a large rate, accounting for 71% of all responses. I anticipated a high rate of female responses considering 61% of LO volunteers and 66% of social media followers identify as female.

**Ethno-racial identity.** In the survey, I also asked participants about their ethno-racial identity and, unsurprisingly, 71 respondents (85%) identified as Latino. The next largest category included those who identified as White/Caucasian with four responses, followed by Asian/Pacific Islander and Mixed Race, with three responses each. One respondent identified as American Indian/Native American and one selected “Other.”
Table 3: Preferred Survey Language by Constituent Category

<table>
<thead>
<tr>
<th>Language</th>
<th>SMF</th>
<th>OP</th>
<th>V</th>
<th>Other</th>
<th>All Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>76%</td>
<td>86%</td>
<td>94%</td>
<td>100%</td>
<td>84%</td>
</tr>
<tr>
<td>Spanish</td>
<td>24%</td>
<td>14%</td>
<td>6%</td>
<td>-</td>
<td>16%</td>
</tr>
</tbody>
</table>

**Language.** I offered respondents the option to take the survey in English or Spanish. Seventy participants (84% of total respondents) chose to take the survey in English, while 13 (16%) opted for the Spanish version. Table 3 displays the ratio of those who chose English or Spanish within each constituent group. The survey did not ask respondents to identify their preferred language, as such, I cannot infer that survey language groups reveal the preferred language. The highest percentage of respondents electing to take the survey in Spanish occurred within the Social Media Follower constituent category.

**Age of respondents.** Figure 1, on the following page reveals the age distribution of all survey respondents. Respondents provided their age in an open response field within the survey, but for the purposes of analysis, I created age groups: 18-15, 25-30, 31-35, 36-40, 41-45, 46-50, and 50 or older. Respondents aged 25-30 had the highest response rate, while 46-50 year olds had the lowest. The average age of respondents was 34 years old. The youngest respondent was 22 years old while the oldest was 61. Overall, I received a strong diversity in age ranges.
Geographic location. Jose Gonzales founded Latino Outdoors in California and the organization continues to maintain a strong presence in the state. I anticipated a large portion of respondents would be from California and, indeed, Californians accounted for 49 responses, 59% of the total. In Figure 2, below, I elected to further differentiate between Northern and Southern California. In total, I received survey responses from 15 different states, including responses from 5 states where Latino Outdoors does not have any volunteers. One respondent did not provide a geographic location.
**Respondent recreation analysis.** The survey also asked participants to describe the frequency and nature of their engagement with outdoor recreation activities. Figure 3 displays respondents’ self-reported frequency of participation in outdoor recreation, broken down by language preference and constituent group. Forty-one percent of all respondents reported recreating five or more times a month, which is consistent with the Outdoor Participation Report (2016). However, the only group that had no respondents that participated outside more than five times a month were Spanish survey-takers. It would be interesting to do a further study to assess why and what potential barriers exist for this group.

Overall, only 4% percentage of respondents participate in an outdoor activity zero times a month compared to the 51.2% of Americans who did not participate in a single outdoor activity in
2016 (Outdoor Foundation, 2016). This suggests that the Latino Outdoors constituent base is already more active outdoors than the general U.S. population.

Figure 3: *Frequency of Outdoor Participation by Constituent Group*

Additionally, I asked what types of outdoor activities respondents participated in. The table below displays the percentage of how many respondents in each category participated in certain activities. For example, 85% of Spanish survey takers said they participate in hiking. The
dashes in Table 4 indicate no response. Those who opted to take the survey in English participated in all activities at higher rates than those who took it in Spanish. They also participated in all the activities offered, and even listed additional activities in the ‘other’ category. In contrast, the Spanish survey takers had the lowest participation rates and participated in fewer activities than English survey takers. Out of the major constituent groups, Latino Outdoor volunteers had the highest participation rates in the outdoor activities listed.

Table 4: Engagement in Outdoor Activities by Constituent and Survey Language Categories

<table>
<thead>
<tr>
<th>Activity</th>
<th>SMF</th>
<th>OP</th>
<th>V</th>
<th>Other</th>
<th>English</th>
<th>Spanish</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiking</td>
<td>91%</td>
<td>91%</td>
<td>100%</td>
<td>100%</td>
<td>96%</td>
<td>85%</td>
<td>94%</td>
</tr>
<tr>
<td>Biking</td>
<td>56%</td>
<td>45%</td>
<td>59%</td>
<td>50%</td>
<td>56%</td>
<td>38%</td>
<td>53%</td>
</tr>
<tr>
<td>Backpacking</td>
<td>41%</td>
<td>45%</td>
<td>65%</td>
<td>80%</td>
<td>57%</td>
<td>15%</td>
<td>51%</td>
</tr>
<tr>
<td>Fishing</td>
<td>21%</td>
<td>32%</td>
<td>47%</td>
<td>100%</td>
<td>39%</td>
<td>-</td>
<td>33%</td>
</tr>
<tr>
<td>Running</td>
<td>18%</td>
<td>18%</td>
<td>12%</td>
<td>20%</td>
<td>17%</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>Kayaking/Canoeing</td>
<td>47%</td>
<td>55%</td>
<td>65%</td>
<td>60%</td>
<td>60%</td>
<td>23%</td>
<td>54%</td>
</tr>
<tr>
<td>Skiing</td>
<td>18%</td>
<td>18%</td>
<td>29%</td>
<td>40%</td>
<td>9%</td>
<td>-</td>
<td>7%</td>
</tr>
<tr>
<td>Snowshoeing</td>
<td>3%</td>
<td>5%</td>
<td>18%</td>
<td>20%</td>
<td>9%</td>
<td>-</td>
<td>7%</td>
</tr>
<tr>
<td>Rafting</td>
<td>3%</td>
<td>9%</td>
<td>-</td>
<td>10%</td>
<td>6%</td>
<td>-</td>
<td>5%</td>
</tr>
<tr>
<td>Rock Climbing</td>
<td>6%</td>
<td>14%</td>
<td>29%</td>
<td>20%</td>
<td>17%</td>
<td>-</td>
<td>14%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
<td>18%</td>
<td>29%</td>
<td>-</td>
<td>7%</td>
<td>-</td>
<td>5%</td>
</tr>
</tbody>
</table>

When comparing the results of this study to those from the Outdoor Participation Report, I found that Latino Outdoors respondents recreaced in much higher percentage rates than the general Latino population (2016). The most popular activities for Latinos reported in the Outdoor Participation Report were running (23%), biking (15%), fishing (14%), and camping/backpacking (10%). In comparison, the respondents in this study reported that 54% of them went hiking, 53% went biking, 17% went fishing, 51% went camping, and 33% went backpacking. Additionally,
hiking was the most popular activity amongst LO respondents (94%), which activity was not even included in the Outdoor Participation Report. While Latino Outdoors may inherently attract Latinos who are already participating in outdoor activities, these results could also point to an effect: people involved with Latino Outdoors may increase their rate of outdoor participation. A longitudinal study would need to be done to identify whether such a causal relationship exists, and to further quantify program participants’ rate and type of outdoor activity before and after engagement with LO.

**Quantitative Analysis**

This section shows the results and analysis for the Likert scale questions. The section includes analysis of questions related to Latino Outdoors’ organizational performance, mission, and representation of values and community.

**Organizational performance.** The Likert scale questions evaluating organizational performance revealed that respondents are generally satisfied with LO’s performance, though there are some notable trends worth unpacking.

Table 5, below, shows that respondents gave Latino Outdoors a score of 4 or above, or effective, in all the questions asked. General trends show that *Outing Participants (OP)* gave Latino Outdoors the highest ratings in almost all categories. *Volunteers* also gave Latino Outdoors high ratings, while *Social Media Followers* consistently rated LO very low on all responses. The trend seems to imply that members of constituent groups that are able to interact with LO programs in the outdoors, and not just virtually, view the effectiveness of Latino Outdoors more favorably. Those groups also had a low “I don’t know” response rate, suggesting, not surprisingly, that *OP’s* and *V’s* also have a deeper understanding of the organization. By comparison, *Social Media Followers* who only interact with Latino Outdoors online are less
likely to see or experience the impacts of LO. This results in a less favorable view of the organization and less familiarity with the impacts of LO, as can be seen by the relatively low effectiveness ratings and the high response rate of “I don’t know.”

English and Spanish survey takers rated LO differently, overall. Specifically, Spanish survey takers ranked Latino Outdoors higher than English survey takers did in all categories. I suspect that this may be because most Spanish survey takers were also Outing Participants, people who regularly and voluntarily choose to interact with the organization.

Table 5: Average Rating* of Effectiveness by Constituent and Survey Language Categories

<table>
<thead>
<tr>
<th>Organizational Goals</th>
<th>Social Media Follower (SMF)</th>
<th>Outing Participant (OP)</th>
<th>Volunteer (V)</th>
<th>Other (O)</th>
<th>English</th>
<th>Spanish</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bringing &quot;cultura&quot; into the outdoor narrative</td>
<td>3.79</td>
<td>4.36</td>
<td>4.18</td>
<td>4.00</td>
<td>4.00</td>
<td>4.42</td>
<td>4.07</td>
</tr>
<tr>
<td>Connecting Latino communities and leadership with nature and outdoor experiences</td>
<td>3.61</td>
<td>4.55</td>
<td>4.29</td>
<td>4.38</td>
<td>4.08</td>
<td>4.25</td>
<td>4.10</td>
</tr>
<tr>
<td>Connecting familias and youth with nature</td>
<td>3.86</td>
<td>4.55</td>
<td>4.35</td>
<td>4.33</td>
<td>4.18</td>
<td>4.42</td>
<td>4.22</td>
</tr>
<tr>
<td>Engaging and inspiring Latino leadership</td>
<td>3.83</td>
<td>4.27</td>
<td>4.18</td>
<td>4.71</td>
<td>4.09</td>
<td>4.27</td>
<td>4.12</td>
</tr>
<tr>
<td>Empowering communities to explore and share their stories in defining the Latino Outdoors identity</td>
<td>3.77</td>
<td>4.14</td>
<td>4.29</td>
<td>4.33</td>
<td>3.97</td>
<td>4.45</td>
<td>4.04</td>
</tr>
<tr>
<td>How effective or ineffective is Latino Outdoors in accomplishing its mission?</td>
<td>3.74</td>
<td>4.29</td>
<td>4.06</td>
<td>4.00</td>
<td>3.98</td>
<td>4.22</td>
<td>4.01</td>
</tr>
<tr>
<td>I don’t know</td>
<td>33</td>
<td>1</td>
<td>0</td>
<td>20</td>
<td>5</td>
<td>49</td>
<td>54</td>
</tr>
</tbody>
</table>

* On a 5-point scale, where 5 = Very Effective and 1 = Very ineffective

Importance of Latino outdoors mission and constituent values. In order to assess if the Latino Outdoors’ mission aligned with their constituents’ values, I asked “How important is the
mission of Latino Outdoors?” Respondents answered on a scale of 1-5, where 1=Very unimportant and 5=Very important. Overall, Latino Outdoors rated very high on the importance of the mission and how well the mission represented constituent values. Interestingly, while SMFs did not give a rating higher than a 3.86 in any category on LO effectiveness, their views on the importance of the mission and the representation are quite high, at a 4.67. While LO may not be effectively impacting certain groups, clearly members of these groups still highly value the LO mission. A similar trend was observed when constituents were asked if the LO mission represented their personal values.

Table 6: Importance of Mission and Representation of Values

<table>
<thead>
<tr>
<th></th>
<th>SMF</th>
<th>OP</th>
<th>V</th>
<th>Other</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of mission</td>
<td>4.67</td>
<td>4.82</td>
<td>4.88</td>
<td>4.60</td>
<td>4.74</td>
</tr>
<tr>
<td>Does the Latino Outdoor's mission represent your personal values?</td>
<td>4.41</td>
<td>4.68</td>
<td>4.93</td>
<td>4.30</td>
<td>4.58</td>
</tr>
</tbody>
</table>

**Representation of community.** The last question asked participants how well Latino Outdoors represents the Latino community. As you can see the ratings are lower here than in the prior two questions; the qualitative analysis may give some insight as to why.

Table 7: Representation of Latino Community

<table>
<thead>
<tr>
<th></th>
<th>SMF</th>
<th>OP</th>
<th>V</th>
<th>Other</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representativeness</td>
<td>3.69</td>
<td>4.30</td>
<td>4.12</td>
<td>4.29</td>
<td>4.10</td>
</tr>
</tbody>
</table>
Open-ended Question Analysis

I asked two open-ended questions: 1) What should Latino Outdoors’ top three priorities be?, and 2) Are there any other aims or values that you would like to see expressed in the Latino Outdoors mission statement? The results for the first question are listed in Table 8. I display themes, in order of those mentioned most frequently to least and a synthesis of the concepts that appeared in the responses. Here I utilized Corbin and Strauss’ method, described in chapter two, to group responses into broad “higher-level themes” and more narrow “lower-level concepts” (Corbin & Strauss, 2008). All Spanish responses were left in Spanish, with translations offered in the footnotes.

The Latino Outdoors website has an “About Us” (See Appendix D) section that explicitly states the organizational mission, vision, and the need it addresses. Many respondents named LO priorities and values that matched those described in “About Us” section. This includes the following themes: connecting to the outdoors, community engagement and outreach, narratives and representation, education, conservation, and leadership and professional development. Many respondents not only named priorities but also described how LO should implement those. For example, some respondents indicated they would like LO to focus more on conservation and suggested this could be implemented by providing bilingual information on environmental issues. Additionally, respondents identified specific actors that should be targeted by Latino Outdoors including families, immigrant communities, youth, college students, and outdoor professionals and enthusiasts; these suggestions are not included in the table.

These responses suggest there may be a gap, at least a small one, between Latino Outdoors’ current priorities and what constituents want Latino Outdoors to focus on moving forward. For example, the term advocacy does not appear anywhere in the “About Us” section of
the LO website, and yet it appeared frequently in the qualitative responses (16 times). Other themes that emerged among survey respondents include a desire for more multimedia content (videos, podcasts, and publications). In general, constituents want Latino Outdoors to be more visible in media.

Table 8: Respondents Priorities, from most frequently mentioned to least

<table>
<thead>
<tr>
<th>Themes</th>
<th>Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Getting people outdoors</td>
<td>• New skills to get outdoors for beginners and experienced</td>
</tr>
<tr>
<td></td>
<td>• Connecting actors to outdoor experiences by increasing community, access, and opportunity</td>
</tr>
<tr>
<td></td>
<td>• Organizing a variety of outdoor events</td>
</tr>
<tr>
<td></td>
<td>• Inspire the enjoyment of nature</td>
</tr>
<tr>
<td>Community engagement and outreach</td>
<td>• Increasing inclusivity for Latinos in the outdoor community</td>
</tr>
<tr>
<td></td>
<td>• Build Latino community alongside nature</td>
</tr>
<tr>
<td></td>
<td>• General and continued outreach and engagement of specified actors in the outdoors</td>
</tr>
<tr>
<td>Narratives and representation</td>
<td>• “Cultura meets nature”</td>
</tr>
<tr>
<td></td>
<td>• Representation of Latinos in professional and recreation field</td>
</tr>
<tr>
<td></td>
<td>• Breaking stereotypes by amplifying Latino narratives and visibility in outdoor spaces</td>
</tr>
<tr>
<td></td>
<td>• “Bring awareness to diversity and inclusion in outdoor spaces”</td>
</tr>
<tr>
<td></td>
<td>• Latinx</td>
</tr>
<tr>
<td></td>
<td>• “Tell and share stories of Latino heritage” to inspire and motivate</td>
</tr>
<tr>
<td>Education</td>
<td>• Incorporate outdoor and environmental education</td>
</tr>
<tr>
<td></td>
<td>• “Informar la comunidad acerca de todas las actividades al aire libre”</td>
</tr>
<tr>
<td></td>
<td>• Instill outdoor ethics</td>
</tr>
<tr>
<td></td>
<td>• Involve youth, families, and communities of color</td>
</tr>
<tr>
<td>Advocacy</td>
<td>• Civic engagement/ “Acción política”</td>
</tr>
<tr>
<td></td>
<td>• Advocate for more access to and inclusion in the outdoors</td>
</tr>
<tr>
<td></td>
<td>• Advocate for diversity in outdoor professions</td>
</tr>
<tr>
<td>Communications</td>
<td>• Content creation (videos, podcasts, publications)</td>
</tr>
<tr>
<td></td>
<td>• More Spanish content</td>
</tr>
<tr>
<td></td>
<td>• Better branding/advertisement/marketing</td>
</tr>
<tr>
<td>Conservation</td>
<td>• Create opportunities and encourage Latinos to participate in conservation/stewardship</td>
</tr>
<tr>
<td></td>
<td>• Integration of Latino professionals into the conservation movement</td>
</tr>
<tr>
<td></td>
<td>• Bilingual information on environmental issues</td>
</tr>
</tbody>
</table>

1 Provide information to the community about all the different types of outdoor activities

2 Political Action
Leadership and professional development
• “Build skills and knowledge of volunteers”
• Professional development for those interested in the outdoor field
• Professional networking to have an impact outside of LO

Partnerships
• Partner with community organizations, outdoor retailers, local and state governments

Funding
• Find funding for outdoor programs
• Find funding to increase presence in communities

Similarly, constituents also requested that Latino Outdoors focus on creating partnerships with more community organizations, outdoor retailers, local and state governments. Last, constituents would like to see Latino Outdoors increase funding efforts to increase LO presence in local communities and offer more programming. While these suggestions may not be fodder for the mission statement itself, LO may wish to take these recommendations under consideration as part of broader strategic planning efforts.

The second open-ended question asked on the survey was: Are there any other aims or values that you would like to see expressed in the Latino Outdoors mission statement? The most common response was ‘No’. Thirty-six percent of respondents said that they did not feel like there were any missing aims or values in the mission statement. From the remaining responses, I was able to identify five themes (see Table 9). The only one that matched those described in the “About Us” section was ‘connections to the outdoors.’ The rest do not show up in the mission statement. The two main themes that could be incorporated with relative ease into the mission are advocacy and conservation.

Constituents also expressed their desire to make the Latino Outdoors mission statement more inclusive by using language that is welcoming towards gender nonconforming individuals and Spanish speakers, and language that has broader cultural reach, including to non-Latinos. The former is perhaps why LO scored low when I asked: How representative do you think Latino Outdoors is of the Latino community? The term Latino is itself a gendered term that may exclude...
those who do not identify as male or cisgender, for instance. The newer term Latinx is more inclusive, however the term is less well known in the outdoor and environmental movement at present. Changing the name of Latino Outdoors to Latinx Outdoors could lead to branding and recognition challenges for the organization.

Additionally, a few individuals expressed some fundamental disagreements with the ethos of Latino Outdoors. One respondent felt that Latino Outdoors’ specific focus on Latinos can reinforce exclusivity, rather than promoting a more inclusive and unified outdoor community. For instance, one respondent suggested that the mission should expand to “include a broader Latino/Hispanic/Afro-Hispanic community.” Latino Outdoors will have to navigate these competing pressures to be a broadly inclusive organization, and one that serves a target group. Broadening their constituent scope may decrease their ability to effectively accomplish their mission.

*Table 9: Missing Values in Mission Statement*

<table>
<thead>
<tr>
<th>Themes</th>
<th>Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>• 31 of the 83 respondents said there were no missing aims or values in the mission</td>
</tr>
</tbody>
</table>
| Conservation | • We don't want Latinos to simply explore the outdoors; we want them to be land stewards with a land ethics that values natural places and resources  
• Quiero que las personas “aprecien estas areas y ayuden a protegerlas”  
• Take care of “La Madre Tierra“ |

---

3 I want everyone to appreciate these areas and help protect them

4 Mother Earth
### Inclusion
- More Spanish language
- “Many may not fall under the gendered term Latino, perhaps use Latinx”
- Expand “to include a broader Latino/Hispanic/Afro-Hispanic community.”
- Should be “an invitation for non-Latino's to participate”

### Connections to the outdoors
- Connecting all Latinos in the outdoors
- “Me gustaria que esta organizacion durara mucho tiempo para que ayuden a la gente a ir y disfrutar los parques”

### Advocacy
- Political force in helping keep our wild spaces accessible and wild.
- More civic engagement

### Criticisms
- What is the “ultimate impact the world will see because of Latino Outdoors
- Stronger support for volunteers
- “Not sure what the cultura part means”
- “I just don't believe focusing on one specific culture in a very broad subject like outdoors is going to help leadership”

### Conclusion

Overall, the demographic data showed a fairly even distribution of respondent age groups and constituent types. However, the results lack some diversity with respect to geographic location, gender, and preferred language. The results show that most respondents were based on the west coast, most were female, and the majority took the survey in English. There was also a strong diversity in the frequency in which respondents participated in the outdoors and the types of activities in which they engaged. A strong demographic analysis is particularly important when following a multiple constituency approach. Understanding who survey respondents are will allow Latino Outdoors to contextualize the results and decide whether and how this data will influence their decisions.

---

5 I would like this organization to last a long time to help people go to and enjoy parks
The quantitate data reveal that, on average, most constituents see Latino Outdoors’ organizational performance as effective. However, a closer look shows that some groups rate LO higher than others. I will discuss in the next section the implications of the results and recommendations for Latino Outdoors to further improve organizational performance.

The results of the qualitative analysis indicate that, for the most part, constituents feel that Latino Outdoors is focusing on the right priorities. However, there are some additional ideas that constituents would like to see Latino Outdoors incorporate.

The results from the survey offer a picture of how Latino Outdoors’ constituents assess overall organizational performance. These results may be of value to Latino Outdoors as they work to improve organizational effectiveness. By strengthening their mission and their implementation of it, LO can better address the inequity issues that exist in the outdoor field. The next chapter will discuss how Latino Outdoors might further interpret and incorporate this research.
Chapter 5
Discussion

Introduction

In this section, I will reflect on my study’s limitations, consider gaps in the research and future areas of study, discuss the implications of my results, and offer recommendations for how Latino Outdoors can address feedback provided by constituents.

Study Limitations

As with any study, this one had its limitations. This section discusses those I expected prior to starting this research and the unexpected limitations I encountered during the research.

Anticipated Limitation

The first limitation derives from Latino Outdoors’ use of social media as its primary means to engage and communicate with constituents. Latino Outdoors first launched as an online community in 2014 and now has over 14,000 followers from all over the country on their various social media platforms, including Facebook, Instagram, and Snapchat. The average response rate for online surveys is 33% (Nulty, 2008, p. 302). Given this, I might have expected over 4,000 responses to a survey deployed on Facebook, Instagram, and via email if every social media follower saw the post or email message. However, my post had a limited reach because of: 1) the algorithms imposed by Facebook, 2) because social media posts do not show up in every follower’s feed, and 3) because some followers may not be active social media users during the time of the posts and messages.

The second limitation derives from the fact that one of the primary groups that Latino Outdoors aims to serve, Spanish-speaking immigrant families, tend to participate in online activity at a lower rate than do American-born users or millennials (Brown, Lopez,& Lopez,
Anecdotal evidence suggests that Spanish-speakers, immigrants, and non-millennials are underrepresented among LO social media followers relative to other groups.

A third limitation is my own personal involvement with Latino Outdoors. I have served as a LO volunteer for over a year and I believe in the mission of Latino Outdoors. I have aimed for objectivity throughout this study and I have consulted with my research adviser during every step of survey design and execution in order to minimize this bias. My name recognition within the organization may also affect how respondents answer survey questions. Perhaps participants would be willing to provide more critical feedback if this survey were conducted by an unknown party. Additionally, when I advertised the survey, I told participants that they would have an opportunity to win a Latino Outdoors prize basket, which might have influenced respondents to give more positive answers.

**Unexpected Limitations**

This study was constrained by a few factors beyond my control, including survey response rate and my own student status. Due to the nature of this study as a Plan B project, the time frame of the entire study was reduced to about four months.

In the absence of data regarding Spanish-speaking members of the Latino Outdoors community, LO primarily uses experience and anecdotal evidence to inform their decisions about programming for the Spanish-speaking community. Reaching Spanish-speaking individuals is difficult to do through email and social media. Additionally, as the survey was voluntary, response rates are not within my control.

Analysis of qualitative data uses the intuition of the researcher and therefore has the potential to be biased (Corbin & Strauss, 2008). This potential increases in this particular case because of my personal affiliation with Latino Outdoors. In spite of these limitations, this study
will ideally help Latino Outdoors assess their organizational performance and make decisions based on data.

**Future Research**

This study brought led me to consider several questions that warrant further research. Because of the gap in the academic literature, one future study could investigate how Latinos are portrayed in a variety of outdoor media, including print and online. No such study currently exists. Another, ideally longitudinal, study could focus on identifying and evaluating the impacts that Latino Outdoors’ programs have on their participants. My results showed that people who are involved with Latino Outdoors participate in outdoor recreation at significantly higher rates and in a higher diversity of activities than the general Latino population. However, it does not reveal whether they were already participating at high rates prior to engaging with Latino Outdoors or if Latino Outdoors increased their participation rates.

**Implications and Recommendations**

My original research question was: *How do constituents rate Latino Outdoors’ organizational performance?* In this section, I will evaluate the results of the survey in the broader context of the literature review. I will also offer specific recommendations for Latino Outdoors informed by the values and perspectives that constituents expressed.

**Participant Recreation**

In the literature review, I discussed Americans’ outdoor participation rates, referencing how Latinos are participating at high rates but lack the diversity in types of outdoor activities that we see among other non-Latino groups (Outdoor Foundation, 2016. Similar trends appear in my study, to an extent. Survey respondents are more likely to participate in activities that do not require specialized knowledge, skills, or gear, and which are potentially closer to home. These
activities include hiking, running, biking, and camping. Respondents participate in lower rates in those activities that require more knowledge, and skills, gear, and which could potentially take people farther away. Some constituent groups report no participation in such activities. These include snow sports, water sports, and backpacking. However, my research shows that those who engage with Latino Outdoors tend to recreate in a larger variety of outdoor activities and at higher percentages than the general Latino population.

It is difficult to extrapolate whether this is because LO attracts Latino outdoor enthusiasts or if LO encourages and introduces Latinos to new forms of recreation. The likely answer is probably a little bit of both. What can be said for certain is that Latino Outdoors has formalized a community of Latinos who enjoy outdoor recreation. Expanding that community could encourage more Latinos to spend time outdoors.

**Recommendations.** In order to increase outdoor participation and diversity in types of outdoor recreation, I have three recommendations for Latino Outdoors:

1. Create a range of outdoor programming options for participants with differing levels of outdoor skill;
2. Enhance outreach to the Spanish-speaking community;
3. Develop outings that promote transference.

I will explain each of these in further detail below.

First, Latino Outdoors should invest time in creating programming for participants at a range of experience levels. Latino Outdoors could create a scaffolded outing program that includes numerous outdoor activities at a variety of difficulty levels. Creating this type of programming will allow participation in accessible forms of recreation and allow participants to gain comfort and confidence in the outdoors. After gaining these skills, participants can work
their way towards more skilled outdoor activities if desired. This would facilitate transference, ultimately bolstering the number of Latinos participating in activities that require more gear, knowledge, and are farther away from home.

The second recommendation is that Latino Outdoors engage in more outreach to the Spanish speaking community and offer programming, promotional materials, and other constituent communication in Spanish as well. This is important because Spanish speakers had the lowest variety in types of outdoor recreation activities. This would also address some critiques of the organization’s inclusivity that emerged in the qualitative data, and generally extend LO’s reach to new constituents.

Finally, in order to create a self-perpetuating outdoor community, I would recommend that LO lead activities in such a way that inspires independence, so participants feel comfortable participating in these outdoor activities independently of Latino Outdoors. Designing experiences that promote “transference”—equipping participants to transfer their learning from one context to other contexts—will ensure that skills learned within the context of Latino Outdoors can also be applied in participants’ wider communities.

**Organizational Performance**

Overall, current constituents rate Latino Outdoors’ organizational performance highly. Every survey question relating to Latino Outdoors’ effectiveness earned an average Likert score of 4 or higher. Latino Outdoors should feel confident that the organization’s mission is being implemented effectively. However, there are areas of improvement; for instance, the results reveal that there is variation that exists in responses between constituent types.

The group that gave Latino Outdoors the lowest scores overall was the *Social Media Follower*. They also had the highest rates of “I don’t know” responses, and 53% said they were
unsatisfied with their role as a Social Media Follower. I suspect the low scores and high dissatisfaction rates emerge from the fact that 80% of those unsatisfied respondents want to be either Outing Participants or Volunteers. While the dissatisfaction rate for this group is alarming, it is a positive sign that 80% of Social Media Followers want to engage with LO on a deeper level. This likely speaks to the broad appeal of the Latino Outdoors mission.

The highest score a Social Media Follower gave in any organizational performance category was a 3.8 on a 5 point scale. In contrast, the highest scores for Outdoor Participants and Volunteers were a 4.55 and a 4.35, respectively. This could point to the fact that once Latino Outdoors engages people on more than just a social media level, participants become more familiar with the organizational mission and feel more satisfied with the organization’s impact.

**Recommendations.** In order to enhance organizational performance, I offer three general recommendations:

1. Diversify the organization’s geographic base
2. Create a targeted strategy for engaging social media followers
3. Establish standards and a timeline for systematic programmatic assessment.

Latino Outdoors can extend their geographic reach by increasing the number of opportunities for individuals to volunteer in more geographic regions, especially outside of its base in California. Volunteers should be recruited for the purpose of leading outings in areas where the organization has constituent interests, but little or no on-the-ground programming. Outings in these areas will enhance the nationwide visibility of Latino Outdoors, and improve constituent perspectives on organizational performance by increasing the number of people who feel familiar with and connected to the organization.
The second recommendation regards targeted constituent engagement. I recommend continuing to engage volunteers and outdoor participants in the same manner as has been done previously, as survey results suggest these groups are highly satisfied. However, since social media followers gave LO the lowest ratings, LO should develop strategies for better engaging the social media community. In addition to increasing opportunities for in-person engagement, LO should also create an online strategy for making visible the impacts of Latino Outdoors.

Finally, I would also recommend LO engage in continued programmatic assessment as the organization grows. LO should establish standards for evaluation and settle on a timeline for regular organizational assessment. LO could continue to use the organizational performance measurements I used in the research or create their own.

**Mission alignment**

Respondents gave a high rating when asked how important the mission of Latino Outdoors was and how strongly it represents their personal values. For all constituent groups, the responses were higher on average than the responses for organizational performance. This could point to the fact that the work Latino Outdoors strives to do is inherently valuable to constituents, not to mention comprehensive; 36% of participants said no when asked if there were any values or aims missing in the LO mission statement. However, respondents did offer some ideas that Latino Outdoors should consider implementing. For instance, many respondents expressed that the mission statement should include conservation, advocacy, and be more inclusive to gender nonconforming individuals.

**Recommendations.** In order to implement the feedback from constituents and to strengthen the mission, I recommend Latino Outdoors conduct a mission analysis using Cochran’s framework for developing an effective mission statement (Cochran et al., 2008). This mission
analysis involves a four-step process that will allow Latino Outdoors to determine if all important components are present, assess the readability of the mission, measure its “élan”, and analyze its applicability. By doing this analysis, Latino Outdoors can determine whether and how it will incorporate feedback from these results.

Last, I would strongly encourage Latino Outdoors to create a Spanish-language version of the mission statement to be used in tandem with the English one.

Organizational Priorities

The second qualitative question I asked was: What should Latino Outdoors top three priorities be? The results showed that the majority of responses overlap with themes on which Latino Outdoors is already focused. The presence of these themes on the Latino Outdoors website indicates that the organization is aware of these topics. However, it does not mean that these themes are receiving the appropriate amount of emphasis or that they are being addressed in the ways constituents would like. Additionally there are several themes that are not present on the Latino Outdoors website including advocacy, partnerships, funding, and communication strategies.

Recommendations. I recommend the following:

1. Review overlap between respondents’ priorities and those of LO
2. Consider strategic adjustments

The first recommendation is for Latino Outdoors to consider the results of this study, to see how constituents would like to see the existing themes implemented and assess whether such recommendations overlap with current organizational efforts and strategies. Where there is overlap, LO would be wise to amplify their messaging around these existing activities that respondents clearly value.
Second, the organization could examine respondent themes that are not represented among Latino Outdoors’ current priorities and determine if those suggested themes should be incorporated into organizational priorities. Overall, Latino Outdoors should feel some satisfaction in knowing that the top priorities of constituents align with what Latino Outdoors is already doing. A summary of the recommendations can be found in Table 10, on the following page.

Table 10: Summary of Recommendations

<table>
<thead>
<tr>
<th>Focus</th>
<th>Recommendations</th>
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| Recreation                | • Scaffold outdoor programming  
                          | • Enhance Spanish speaking outreach and bilingual programming  
                          | • Use outdoor education to promote comfort and independence |
| Organizational Performance| • Extend geographic opportunities for volunteering and outdoor event participation  
                          | • Create an online social media strategy to engage online community and increase visibility of Latino Outdoors  
                          | • Establish standards and a timeline for systematic programmatic assessment. |
| Mission Alignment         | • Analyze mission using the Framework for Developing an Effective Mission Statement (Cochran et. al., 2008)  
                          | • Consider including the words conservation and advocacy  
                          | • Translate mission statement to Spanish |
| Organizational Priorities | • Assess how existent themes are implemented  
                          | • Assess if/how nonexistent themes should be implemented |

Conclusion

While this study only surveys a small sample of the Latino Outdoors constituent base, it suggests that Latino Outdoors’ organizational performance is effective. This study was not meant to provide a comprehensive evaluation of organizational efficacy as rated by the whole Latino Outdoors population; instead, the purpose was to provide a starting point for Latino Outdoors to
understand how different constituents perceive Latino Outdoors’ organizational performance and begin to address areas of weakness.

Latino Outdoors is a young organization trying to create nationwide impact with little resources. It has had tremendous success. It has also received substantial support from and gained the trust of the Latino community. The issue of Latinos’ persistent disenfranchisement from the environmental movement, outdoor recreation, and outdoor professions needs to be addressed in order to create a more equitable and just outdoor field. This is a complex challenge and will require creative solutions from organizations like Latino Outdoors that already demonstrated a promising capacity to remedy these inequities.
References


Espinosa-Marrero, C. M. (2016) reclaiming environmental education: motivation and lived experiences of Latinx from Latino Outdoors. *Antioch University*


Appendix A
Constituent Survey Questionnaire

1. How old are you?

2. What gender do you identify as?

3. What city and state do you live in?

4. How do you self-identify?
   a. American Indian/Native American
   b. Asian/Pacific Islander
   c. Black/African American
   d. Latino/Hispanic
   e. White/Caucasian
   f. Middle Eastern
   g. Other

5. What is your relationship to Latino Outdoors?
   a. Social Media Follower
   b. Outdoor Participant
   c. Volunteer
   d. Other

6. Are you satisfied with your role with Latino Outdoors?
   a. Yes
   b. No, I am not satisfied and I would like to be involved in Latino Outdoors as a: 
      ________.

7. How many times a month do you participate in an outdoor activity?

8. What types of outdoor activities do you participate in? (Check all that apply)
   a. Hiking
   b. Biking
   c. Camping
   d. Backpacking
   e. Fishing
   f. Running
   g. Kayak/Canoeing
   h. Skiing
   i. Snowshoeing
   j. Rafting
   k. Rock Climbing
   l. Other

9. How representative do you think Latino Outdoors is of the U.S Latino community?
a. Very Representative  
b. Representative  
c. Neutral  
d. Unrepresentative  
e. Very Unrepresentative

10. What should be Latino Outdoors top three priorities?

Please answer the following questions by indicating the choice you most agree with.

5= Very Effective  
4= Effective  
3= Neutral  
2= Ineffective  
1= Very Ineffective

11. How effectively does Latino Outdoors bring “cultura” into the outdoor narrative?

12. How effectively does Latino Outdoors connect Latino communities and leadership with nature and outdoor experiences?

13. How effectively does Latino Outdoors connect familias and youth with nature?


15. How effectively does Latino Outdoors empower communities to explore and share their stories in defining the Latino Outdoors identity?

The Mission Statement of Latino Outdoors is: We bring cultura into the outdoor narrative and connect Latino communities and leadership with nature and outdoor experiences. We connect familias and youth with nature, engage and inspire Latino leadership, empower communities to explore and share their stories in defining the Latino Outdoors identity.

16. How important is the mission of Latino Outdoors?
   a. Very important  
   b. Somewhat important  
   c. Neutral  
   d. Somewhat unimportant  
   e. Very unimportant  
   f. I don’t know

17. How strongly does the Latino Outdoors reflect your own personal values?
a. Very strong
b. Strong
c. Neutral
d. Weak
e. Very weak
f. I don’t know

18. Are there any other aims or values that you would like to see expressed in the Latino Outdoors mission statement?
   a. No
   b. Yes (Please specify)

19. How effective or ineffective is Latino Outdoors in accomplishing its mission?
   a. Very effective
   b. Effective
   c. Neutral
   d. Ineffective
   e. Very Ineffective
   f. I don’t know
Appendix B
IRB Approval Letter

UNIVERSITY
OF WYOMING

Vice President for Research & Economic Development
1000 E. University Avenue, Department 3355 • Room 305/308, Old Main • Laramie, WY 82071
(307) 766-5353 • (307) 766-5320 • fax (307) 766-2608 • www.uwyo.edu/research

March 27, 2017

Alfonso Orozco
Graduate Student
Science and Math Teaching Center
University of Wyoming

Courtney Bethel Carlson
Assistant Professor
Haub School of Environment
University of Wyoming

Protocol #20170105AO001421

Re: IRB Proposal “Analysis of Latino Outdoor’s Organizational Performance: A multiple constituency approach”

Dear Alfonso and Courtney:

The proposal referenced above qualifies for exempt review with a minor modification and is approved as one that would not involve more than minimal risk to participants. Our exempt review and approval will be reported to the IRB at their next convened meeting April 20, 2017.

Any significant change(s) in the research/project protocol(s) from what was approved should be submitted to the IRB (Protocol Update Form) for review and approval prior to initiating any change. Per recent policy and compliance requirements, any investigator with an active research protocol may be contacted by the recently convened Data Safety Monitoring Board (DSMB) for periodic review. The DSMB’s charge (sections 7.3 and 7.4 of the IRB Policy and Procedures Manual) is to review active human subject(s) projects to assure that the procedures, data management, and protection of human participants follow approved protocols. Further information and the forms referenced above may be accessed at the “Human Subjects” link on the Office of Research and Economic Development website: http://www.uwyo.edu/research/human-subjects/index.html.

You may proceed with the project/research and we wish you luck in the endeavor. Please feel free to call me if you have any questions.

Sincerely,

Esther Seville
Esther Seville
IRB Office Associate
On behalf of the Chairman,
Institutional Review Board
Appendix C
Study Consent Form

I. General purpose of the study:

You are invited to participate in a research study to help provide Latino Outdoors a better understanding of the quality of their mission, stakeholder perspectives on organizational performance, and the relationship between the two. Latino Outdoors is in the beginning stages of a Strategic Master Planning Process and your responses will, ideally, serve to inform organizational decision making.

This is a research project that I, Alfonso Orozco, will complete to satisfy partial requirements for a Master’s Degree in Natural Science Education/Environment and Natural Resources at the University of Wyoming. As the Responsible Project Investigator (RPI) I will: evaluate the vision and mission statement of Latino Outdoors through textual analysis; assess Latino Outdoors’ organizational performance using a multiple constituency approach; and analyze the relationship between the mission and stakeholder perspectives.

The researcher aims to evaluate responses from multiple Latino Outdoors stakeholders to create a fuller picture of the overall efficacy of this emerging nonprofit.

II. Procedure:

Participation in this study entails completion of a questionnaire using Google Forms online. The survey will take approximately 20-25 minutes to complete.

At the end of the survey, you will be asked if you would like to complete an additional 30 minute phone interview to provide us with additional information. Participation in this interview is voluntary. The phone call will be recorded with your permission, then transcribed to remove unwanted identifiers. Only age, geographical location, gender, racial/ethnic identity, and relationship to Latino Outdoors will be included in the final report. The identity of the respondent will be kept confidential. Only the Primary Investigator and the Supervising Faculty member will have access to raw data that include participant names and responses, identifiers will be substituted with codes before data is shared with anyone else.

The researcher will analyze participants’ perceptions of Latino Outdoors’ organizational effectiveness, organizational priorities and values, and vision and mission statement. Surveys, phone interviews, and transcriptions will be kept in a secure and confidential location.
III. Disclosure of risks

There are minimal risks to participants involved in this research study. The potential risk of disclosure of the information outside of the research would be related to possible embarrassment but your engagement with Latino Outdoors will not be affected. Participation is voluntary and you may choose to withdraw from the study at any point in time by indicating that they would like to opt out of the study for any reason.

To minimize these potential risks to participants, only PI and Supervising Faculty Member will have access to recorded interviews, written transcriptions, and survey results. The data will be stored on a password protected computer to which only the PI has access. Data will be coded and analyzed to reduce personal identifiers and protect the privacy of participants, therefore, the risk in this study is minimal, not more than ordinarily encountered in daily life.

IV. Description of benefits:

All respondents may choose to enter their name into a raffle for one Latino Outdoors prize basket, a max value of 30$. (May include water bottle, t-shirt, sticker, and/or REI gift card etc.) Latino Outdoors will provide funds for the prize basket. Your feedback will inform an assessment of Latino Outdoors’ organizational performance, which will potentially benefit you and your community in the future.

V. Confidentiality:

Survey results will all be completed online and if they included an individual's name, phone number, and email address, they will be removed prior to data analysis. No one other than PI and Supervising Faculty Member will have access to responses that link data to an individual's name, phone number, or email address.

Phone interview recordings will conducted in a secure location. Once the interviews have been conducted, interviews will be stored on a password-protected phone. The interview recordings will only be accessible to PI and Supervising Faculty Member. Transcriptions will be done by the PI to reduce the number of people who have access and limit accidental and intentional breaches of confidentiality.

When transcription is done, the individual's name, phone number, and email address will be removed from their response. These identifiers will be substituted with codes before data is shared with other than the PI or Supervising Faculty Member.

Data for both surveys and written and recorded interviews will be analyzed and presented in a numerical and written form in the research paper so that individual responses will not be attached to their name, phone number, or email address.
VI. **Freedom of consent:**

My participation is voluntary and my refusal to participate will not involve penalty or loss of benefits to which I am otherwise entitled, and I may discontinue participation at any time without penalty or loss of benefits to which I am otherwise entitled. To terminate participation in the study, I will indicate my preference to the Responsible Project Investigator or the Faculty Supervisor via phone or email at any time.

VII. **Questions about the research:**

If you have any questions about the research or participation in the research please contact: Alfonso Orozco (Principal Investigator) at (510) 502-6387 or aorozco1@uwyo.edu, or Courtney Carlson (Faculty Supervisor) at (307) 766-2068 or Courtney.Carlson@uwyo.edu.

If you have questions about your rights as a research subject, please contact the University of Wyoming IRB Administrator at 307-766-5320.

VIII. **Consent to participate:**

__________________________________________________________________________________

Printed name of participant

__________________________________________________________________________________

Participant signature ____________________________ Date ________________

☐ If you are interested in participating in a follow up phone interview please check this box. By checking this box, you also consent to audio recorded during the interview, if you chose to do one.

☐ By checking this box, you are verifying that you are 18 or older.
Appendix D

Latino Outdoors – About Us


About Us

**Mission Statement:** We bring *cultura* into the outdoor narrative and connect Latino communities and leadership with nature and outdoor experiences. We connect *familias* and youth with nature, engage and inspire Latino leadership, empower communities to explore and share their stories in defining the Latino Outdoors identity.

**Vision Statement:** A world where all Latino families and children have access to nature, celebrate their unique cultural connection to the outdoors, and are supported as the next generation of Latino leadership in the outdoors.

**About:** Latino Outdoors is a unique Latino-led organization. We are working to create a national community of leaders in conservation and outdoor education. As part of this work, we are focused on expanding and amplifying the Latino experience in the outdoors; providing greater opportunities for leadership, mentorship, professional opportunities and serving as a platform for sharing cultural connections and narratives that are often overlooked by the traditional outdoor movement. It is a space for the community to be present, share their voices, and showcase how conservation roots have been ingrained in Latino *cultura* for generations.

**The need:** The Latino population is the fastest growing demographic in the United States. They are also among the most underrepresented groups in conservation, outdoor recreation, and environmental education organizations. In a short period, Latino Outdoors has expanded from a California based organization to an international volunteer movement. The original model is easily replicable and allows the individual to include their unique passions in each location and at each event. Through this network, volunteer leaders support each other in leading responsible recreation, providing mentoring activities to youth, expanding outdoor access through experiential experiences, and partnering with other organizations for supplemental education components.

Everyone is welcome regardless of race, language and ethnicity! We exist to celebrate culture and to support Latino community engagement and leadership in the outdoors, not to exclude anyone.