

Florida Board of Governors

Request to Offer a New Degree Program

University of South Florida
University Submitting Proposal

Fall 2008
Proposed Implementation Date

Name of College or School

School of Hotel & Restaurant Management
Name of Department(s)

Hospitality Management
Academic Specialty or Field

MS in Hospitality Management
Complete Name of Degree
(Include Proposed CIP Code)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

Date Approved by the University Board of Trustees President _____ Date

Signature of Chair, Board of Trustees Date _____ Date
Vice President for Academic Affairs

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 2. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

Implementation Timeframe	Projected Student Enrollment (From Table 1)		Projected Program Costs (From Table 2)		
	HC	FTE	Total E&G Funding	Contract & Grants Funding	E&G Cost per FTE
Year 1	6	4.5	\$28,000		6,222
Year 2	14	10.5			
Year 3	19	14.2			
Year 4	25	18.75			
Year 5	30	22.5	\$121,200		5,387

Note: This outline and the questions pertaining to each section must be reproduced within the body of the proposal to ensure that all sections have been satisfactorily addressed.

CHAPTER 1 INTRODUCTION

I. Program Description and Relationship to System-Level Goals

- A. Briefly describe within a few paragraphs the degree program under consideration, including (a) level; (b) emphases, including concentrations, tracks, or specializations; (c) total number of credit hours; and (d) overall purpose, including examples of employment or education opportunities that may be available to program graduates.**

The proposed program would offer a Masters Degree in Hospitality Management. The goal of the program is to educate students to use strategic development techniques in a variety of public and institutional sectors of hospitality environments. Graduates of this program will go on to play a vital role in addressing the changes and challenges in the hospitality industry within our region, state, nationally and internationally. A hospitality leader, to be effective, must possess a wide range of strategic and conceptual skills; our program is therefore designed to foster strong analytical abilities, technological abilities, effective communication and strong logical ethical approaches to the hospitality industry and academia.

Our specialization area builds on the existing strengths of our faculty (Finance and Accounting; Strategic Hospitality Management and Information Systems; Hospitality Marketing and Hospitality Information Technology) and our continued development of ties with other faculty across campus. Our faculty strengths plus these partnerships will allow us to offer a program that is and will be distinctive within the state and world wide.

The MS in Hospitality Management will have a total of 36 credit hours. It will have a 15 hour core plus:

- 3 hours of statistics
- 3 hours of research methods
- 9 hours of specialization
- 6 hours of research (thesis or project).

The thesis is designed for students who wish to pursue a doctorate and the project is for students in the industry and applying the MS to improve their business position.

Students graduating with this degree will be of two types. The first will be students continuing to pursue a Ph.D. degree. The other more common student will be attractive to corporate offices of hospitality business where they will focus on strategic decision making in the development of hospitality models in the areas of organizational effectiveness, finance, development and acquisition of hospitality ventures and the expanded use of the internet to improve and expand customer service.

- B. Describe how the proposed program is consistent with the current State University System (SUS) Strategic Planning Goals. Identify which goals the program will directly support and which goals the program will indirectly support. (See the SUS Strategic Plan at <http://www.flbog.org/StrategicResources/>)**

This master's degree directly supports goals 2, 3 and 4 of the Board of Governors Goals laid out in the 2005-2013 strategic plan (see goals below). The Bay Area and Florida have, and will continue to have, a dependence on hospitality.

Goal 1: Access to and production of degrees.

Access to a Masters Degree program in Hospitality Management for the 8 counties of Central Florida.

Goal 2: Meeting statewide professional and workforce needs.

Our industry advisory board made up of local and national leaders, presidents and former CEO's of major corporations have indicated the need for a graduate degree in Hospitality Management as being a "vital and necessary part of our industry's growth and development."

Goal 3: Building world-class academic programs and research capacity.

A masters' degree would build a world-class academic program and research capacity in Hospitality Management.

Goal 4: Meeting community needs and fulfilling unique institutional responsibilities.

A master's degree would meet the areas community needs as stated by our Industry Advisory Board.

CHAPTER 2 INSTITUTIONAL AND STATE LEVEL ACCOUNTABILITY

II. Need and Demand

- A. Need: Describe national, state, and/or local data that support the need for more people to be prepared in this program at this level. Reference national, state, and/or local plans or reports that support the need for this program and requests for the proposed program which have emanated from a perceived need by agencies or industries in your service area. Cite any specific need for research and service that the program would fulfill.**

With the rapidly expanding hospitality business in Florida, nationally and internationally there is a need for expanded education of industry leaders so that they can meet the needs of this rapidly expanding and changing environment. Advanced educational opportunities are critical to the growth of the industry. One U.S. Company is planning on opening 3,000 stores (restaurants) in China alone. This type of growth across the entire industry will require a different and better educated individual. There will be a need for managers that not only can manage one facet of the business but make strategic decisions in planning, acquisition, internet development and training that are not product centered, but demand centered and service centered.

Large companies like OSI Restaurant Partners, LLC, for example have sent out bid requests for

online training. This is a Tampa based company of restaurants that owns and operates Outback Steakhouse, Carrabba's Italian Grill, Roy's Restaurant, Bonefish Grill, Fleming's Prime Steakhouse & Wine Bar, Lee Roy Selmon's, Cheeseburger in Paradise and Blue Coral Seafood & Spirits.

There are research needs across the expanse of the industry and nowhere is there a more acute need than in the condo hotel area of the business. There are no major upscale hotels being developed in the United States that do not have a condominium component. There are major research needs for this in exploring this new hotel structure. The statement from the 2006 International Hotel and Lodging Show that points to this need: "Over the next ten years, millions will be made in the condo-hotel business and most of it by lawyers."

B. Demand: Describe data that support the assumption that students will enroll in the proposed program. Include descriptions of surveys or other communications with prospective students.

According to a Fall 2007 Department Questionnaire filled out by current undergraduate students in the Hospitality Program, 77% of students polled are interested in pursuing a Masters Degree in Hospitality Management.

In addition, there are several managers in the Bay Area that have expressed interest and we have had several calls to the office asking if we have such a program. These are students that will not be adequately served if we do not implement this program. They will not relinquish their current management positions to relocate to Orlando, Miami or Tallahassee.

C. If similar programs (either private or public) exist in the state, identify the institution(s) and geographic location(s). Summarize the outcome(s) of any communication with such programs with regard to the potential impact on their enrollment and opportunities for possible collaboration (instruction and research). Provide data that support the need for an additional program.

There are three masters programs in Florida. They are University of Central Florida, Florida International University and Florida State University. All three of these Universities offer strong masters degrees. Florida State University's Dedman School of Hospitality in Tallahassee has an online MBA program with only 3 hospitality courses. To date they have 10 students enrolled in the masters program. Florida International University in Miami has 150 masters' students in their hospitality program. Their major trust is the development of the graduate program at their campus in Tenjin China. There are 75 students enrolled in the masters program at the Rosen School of Hospitality at the University of Central Florida.

What these data suggests is that three factors make the determination of program demand; program maturation, population within a geographic service region, and program placement within the University. It is understood that all the universities listed above have high quality standards.

The proposed Master of Science in Hospitality Management at the University of South Florida is located in a metropolitan area with a population of some 1.5 million people. In four years, the

School of Hotel and Restaurant Management has grown from 12 students to more than 212 duplicated head count and 84 majors. With the addition of two new Ph.D. faculties, the program now has 5 Ph.D. faculty members; therefore, we have the maturity and capacity to form and grow this program. Lastly, it is clear that students entering Masters programs in Hospitality Management do not want a general MBA they want a true Masters in Hospitality Management.

D. Use Table 1 (A for undergraduate and B for graduate) to categorize projected student headcount (HC) and Full Time Equivalents (FTE) according to primary sources. Generally undergraduate FTE will be calculated as 40 credit hours per year and graduate FTE will be calculated as 32 credit hours per year. Describe the rationale underlying enrollment projections. If, initially, students within the institution are expected to change majors to enroll in the proposed program, describe the shifts from disciplines that will likely occur.

The initial enrollment projections are not expected to cause a shift in enrollment away from other graduate programs but rather industry professionals that would normally not have returned for an advanced degree are expected to enroll. This statement is made from the conversations with two prospective students that are employed in the Sarasota area who will not surrender employment to return to graduate school. They are interested in an advanced degree for advancement opportunities in their current corporate structure. Also, students who have majored in Hospitality Management from USF want to further their education & obtain a MS in Hospitality for career advancement opportunities.

E. Indicate what steps will be taken to achieve a diverse student body in this program, and identify any minority groups that will be favorably or unfavorably impacted. The university's Equal Opportunity Officer should read this section and then sign and date in the area below.

We at the University of South Florida's School of Hotel and Restaurant Management have the same obligation as all other institutions, both for themselves, the Tampa Bay area and for the nation, to fully utilize and develop all the creative talent available whether it is faculty, students or staff. The School of Hotel and Restaurant Management fully supports the University of South Florida's Mission, Goals, Values and Vision as they relate to diversity. We will work within our institutional structure to pursue:

- A diverse faculty and staff that mirror the students we educate.
- A diverse student population that reflects and embraces our entire population.
- A profession that is responsible for the inclusion of all persons.

These are the values and ideals that we believe in, support and strive to achieve. We will periodically monitor the student, faculty and staff data and distribute the data accordingly.

THERE WILL BE NO STUDENTS THAT ARE ADVERSELY AFFECTED!

Equal Opportunity Officer

Date

III. Budget

- A. Use Table 2 to display projected costs and associated funding sources for Year 1 and Year 5 of program operation. Use Table 3 to show how existing Education & General funds will be shifted to support the new program in Year 1. In narrative form, summarize the contents of both tables, identifying the source of both current and new resources to be devoted to the proposed program. (Data for Year 1 and Year 5 reflect snapshots in time rather than cumulative costs.)**

The rationale for minimal E&G funding in the first year is the addition of two new Ph.D. to the faculty in the fall of 2007. The School of Hotel and Restaurant Management in current status with 5 Ph.D. faculty members has the capacity for the startup of the proposed graduate degree program while maintaining the current high standards of the undergraduate degree. As the graduate program grows, additional faculty will need to be added. We do need support costs and expenses and costs for expenses in the first year. In year five we will look to hire 3 new faculty and one support person, with increased monies for expenses, etc.

- B. If other programs will be impacted by a reallocation of resources for the proposed program, identify the program and provide a justification for reallocating resources. Specifically address the potential negative impacts that implementation of the proposed program will have on related undergraduate programs (i.e., shift in faculty effort, reallocation of instructional resources, reduced enrollment rates, greater use of adjunct faculty and teaching assistants). Explain what steps will be taken to mitigate any such impacts. Also, discuss the potential positive impacts that the proposed program might have on related undergraduate programs (i.e., increased undergraduate research opportunities, improved quality of instruction associated with cutting-edge research, improved labs and library resources).**

No other programs will be impacted by the implementation of this degree.

- C. Describe other potential impacts on related programs or departments (e.g., increased need for general education or common prerequisite courses, or increased need for required or elective courses outside of the proposed major).**

There should be little impact on related programs for at least three years. The caps in all potential related undergraduate courses are not being met, so the impact will be positive.

- D. Describe what steps have been taken to obtain information regarding resources (financial and in-kind) available outside the institution (businesses, industrial organizations, governmental entities, etc.). Describe the external resources that appear to be available to support the proposed program.**

We have two large endowments that were initially gifted to set up the School of Hotel and Restaurant Management. They were designated as undergraduate scholarships because that was the scope of the program four years ago. Both donors have been contacted for approval of their funds to also be used for graduate student support. Our faculty is involved in research and that has led to small research grants and as this masters is implemented, we expect to attract more grant funding. Currently, we have one chaired position. It is not a fully endowed chair but the

McKibbon Chair has the potential to be fully endowed.

The School of Hotel and Restaurant Management is entering into a capital campaign for a new building on the Sarasota- Manatee Campus and as part of that campaign we will also be looking for an endowed chair as well as a research endowment.

IV. Projected Benefit of the Program to the University, Local Community, and State

Use information from Table 1, Table 2, and the supporting narrative for “Need and Demand” to prepare a concise statement that describes the projected benefit to the university, local community, and the state if the program is implemented. The projected benefits can be both quantitative and qualitative in nature, but there needs to be a clear distinction made between the two in the narrative.

Hospitality Management as a Scholarly Field.

Hospitality management is a relatively new academic area and is often misunderstood (Cornell started a program in 1924 and Michigan State started a program in 1928). Hospitality management is a field that is differentiated by the characteristics of customer-demand balance rather than product or service technology (Edler and Umbreit, 1988). As the field has begun its maturation process over the last twenty years, it has moved from descriptive to inferential research. Because some hospitality course work is based on concepts found in other areas (i.e., accounting, finance, management, public relations, engineering, etc.), it might be assumed that hospitality is just an extension of those areas. That is not the case. While the fundamentals may be similar, the interpretation and utilization are quite different just as current business degrees are different from their roots in economics.

Interestingly, the development of hospitality as an academic field parallels that of business and especially marketing. The marketing field originally experienced a similar lack of respect and understanding as it was considered something to be taught as part of vocational education. Marketing practitioners borrowed and adapted theories and techniques from other areas such as economics, sociology, and psychology; integrating and applying them in a unique manner that lead to the current well-established and accepted marketing discipline. Hospitality is following the same path. Concepts, techniques, and theoretical frameworks that may have originated in other academic areas are now being investigated, adapted, and employed in the hospitality management field. As those techniques are refined and utilized, they become part of the body of knowledge in the academic field. Industry, aided appropriately by master’s students, have a rich and extensive future ahead of them as they develop and expand the body of hospitality knowledge and the future of hospitality industry development.

The planned MS program will focus on strategic decision making in the development of hospitality models in the areas of control, development and acquisition of hospitality ventures and the expanded use of the internet to improve and expand customer service.

This MS program will further position the USF School of Hotel and Restaurant Management as a national leader in Hospitality education and improve the fit to the ideals and mission of the University of South Florida by enhancing the already strong research component of the School

and improve opportunities for grants.

This degree will add a strong research component to the offerings at the University of South Florida Sarasota Manatee Campus.

V. Access and Articulation – Bachelor’s Degrees Only

Does not apply.

CHAPTER 3 INSTITUTIONAL READINESS

VI. Related Institutional Mission and Strength

A. Describe how the goals of the proposed program relate to the institutional mission statement as contained in the SUS Strategic Plan and the University Strategic Plan.

The proposed Master of Science degree program in Hospitality Management is fully consistent with the SUS Strategic Plan, and the University strategic plan. The University of South Florida’s vision of being a premier research university with state, national and global impact, and positioned for membership in the Association of American Universities demands the establishment and maintenance of quality graduate programs at the highest level of educational attainment. Moreover, the President, Provost, Vice President/CEO of USF Sarasota Manatee, the V.P. and Dean of Academic Affairs and the Dean of the College of Undergraduate Studies have recently stated their goals of increasing graduate student enrollments, most notable at the masters level. This new program should bring a number of new master’s students to USF.

In their strategic plan, the Board of Governors has prioritized programs that further the state’s economic development needs and that will “ensure USF’s continuing and productive journey toward joining the ranks of this nations elite research universities.” A master’s degree program in Hospitality Management certainly meets that goal, given the economic development role of hospitality and tourism in Florida.

Goals and Strategy number one of USF’s strategic plan: “Expanding world-class interdisciplinary research, creative, and scholarly endeavors.” A master’s degree in Hospitality Management would enhance national and international research in the largest industry grouping in the world (hospitality and tourism) and largest contributor of new revenues and governmental taxes in the state of Florida, the nation and the world. Florida is the world’s top tourism destination with 83.9 million visitors in 2006. Those visitors created an economic impact of \$65 billion; taxes of \$3.9 billion and employed 964,700. The importance of sustaining a world class experience for our guests is crucial for the long-term well-being of Florida’s economic development.

Goals and Strategy number two of USF’s strategic plan: “Promoting globally competitive undergraduate, graduate and professional programs that support interdisciplinary inquiry, intellectual development, knowledge and skill acquisition, and student success through a diverse, fully engaged, learning-centered campus environment.” A masters degree program in Hospitality Management would ‘create and support globally competitive, relevant and distinctive academic

programs that address the changing needs of the region, state and nation through innovative approaches to curriculum development and delivery.’ Additionally, the masters program would, as stated in goals and strategies ‘provide increased access to excellence in higher education for students who demonstrate the aptitude to succeed.’

Goals and Strategy number three of USF’s strategic plan: “Expanding local and global engagement initiatives to strengthen and sustain healthy communities and to improve the quality of life.” The masters program would conform to this goal by enhancing the experiences of guests and visitors to Florida by providing increased research, knowledge and skills to the region, state and nation.

Goals and Strategy number four of USF’s strategic plan: “Enhancing all sources of revenue, and maximizing effectiveness in business practices and financial management to establish a strong and sustainable economic base in support of USF’s growth.” The masters program will help with ‘building USF’s fund raising enterprise and endowment to a level commensurate with that found at a pre-eminent research university and building a sustainable environment to support an expanded and improved teaching and research mission, a more engaged residential community, and a university-based global village.’

B. Describe how the proposed program specifically relates to existing institutional strengths, such as programs of emphasis, other academic programs, and/or institutes and centers.

This masters program is the logical extension of the School of Hotel and Restaurant Management’s very strong undergraduate program. There are as of fall 2007, five research faculty on the team. The addition of the two new faculty members was in anticipation for a strong master’s research program. The undergraduate program has grown rapidly due to regional need and support, strength of faculty, and instructional support. The masters program will continue USF’s support of the hospitality needs as the regional hospitality industry markets itself as a tourism and investment location.

C. Provide a narrative of the planning process leading up to submission of this proposal. Include a chronology (table) of activities, listing both university personnel directly involved and external individuals who participated in planning. Provide a timetable of events necessary for the implementation of the proposed program.

Prior to my acceptance of the director’s position in November 2002, Dr. French, Dr Stryker and I discussed the planning for a master’s degree. The first semester for the undergraduate program started in fall 2003. Dr. Walker was hired in the summer of 2003. We have both developed masters programs at other institutions. And we outlined the plan for this master’s degree. We both saw a need for a program that focused on the changes taking place in the hospitality industry.

The plan was one that focused on strategic decision making in the development of hospitality models in the areas of organizational effectiveness, control, development and acquisition of hospitality ventures and the expanded use of the internet to improve and expand customer service.

We set out to hire faculty in specific specializations that filled that need, while being cognoscente of their teaching abilities in the undergraduate program. In spring 2005, we made our third faculty hire, Dr. Annaraud. The undergraduate program continued to grow and the realization of a master’s program was one step closer. In the fall of 2007 we were granted two faculty lines and we set out to hire faculty that would fit our master’s concept. We found the two research faculty that fit our vision and we added Dr. Dunn and Dr. Chang to the faculty.

We now have the faculty, staff and the synergy to start the planned masters program. We are a very close knit team along with our two staff members Ms. Kulaw and Ms. Matro who have also worked closely with faculty.

Planning Process

Date	Participants	Planning Activity
2002	Dr. French, Dr. Schrock Dr. Stryker	Discuss program before taking Director’s position.
2003	Dr. Schrock, Dr. Walker	Discuss and outline plans for MS Degree.
2005	Dr. Annaraud, Dr. Schrock, Dr. Walker	Continue planning process with new faculty hire.
2007	Dr. Annaraud, Dr. Schrock, Dr. Walker	Hire 2 new faculty members (Dr. Chang & Dr. Dunn).

Events Leading to Implementation

Date	Implementation Activity
2007	Develop Official Proposal

VII. Program Quality Indicators - Reviews and Accreditation

Identify program reviews, accreditation visits, or internal reviews for any university degree programs related to the proposed program, especially any within the same academic unit. List all recommendations and summarize the institution's progress in implementing the recommendations.

Both Dr. Schrock and Dr. Walker who is the McKibbon Professor of Hotel Management have extensive accreditation experience with regional accreditation with SACCS, WASC plus and AACSB. We also have 18 years experience in program development at the graduate level. The School of Hotel and Restaurant Management is confident of gaining accreditation from The Accreditation Commission for Programs in Hospitality Administration (ACPHA) – applications for new programs are permissible at the end of the fifth year.

VIII. Curriculum

A. Describe the specific expected student learning outcomes associated with the proposed program. If a bachelor’s degree program, include a web link to the Academic Learning Compact or include the document itself as an appendix.

The Master of Science (M.S.) Degree in Hospitality Management is to provide academic

experiences through appropriate research and course work for hospitality and tourism graduate students. The objectives of this program are to develop students' intellectual capabilities and enhance the marketability of their professional and academic competencies. The need continues in the hospitality industry for persons with a wide variety of professional and academic skills at both corporate and operations levels. Through its Masters Program, the School of Hotel and Restaurant Management seeks to prepare students to meet these needs. Students will have the opportunity to conduct research that interests them by writing a thesis or professional paper. The decision will be based on the student's goals and consultation with a graduate committee.

B. Describe the admission standards and graduation requirements for the program.

The student must satisfy the minimum admission requirements of the Graduate College and the University of South Florida Sarasota-Manatee, including:

Admission Requirements

The following documents are required to be submitted to the University of South Florida Graduate School and School of Hotel and Restaurant Management for review:

- Completed Admission form
- \$40 application fee (\$75 for international students)
- Two copies of official transcripts from all institutions attended after high school. One copy should be sent to the graduate college and one copy to the School of Hotel and Restaurant Management administration office.
- A baccalaureate degree from an accredited four-year college or university with a minimum of 3.0 on a 4.0 scale for the last 60 hours attempted as an undergraduate student.
- A satisfactory composite score on the Graduate Record Examination (GRE) or the Graduate Management Admissions Test (GMAT). Only official scores will be accepted.
- One year of full-time experience in a management capacity in the hospitality industry, minimum of one year of full time teaching experience in a hospitality management program, or three years of consecutive full time entry level experience in hospitality.
- TOEFL score of at least 550 or 213 on the computer based test (for international students only) and financial certification.
- A brief essay of approximately 500 words dealing with the applicants background, career goals, and reasons for pursuing a graduate degree.
- Three letters of recommendation, one from a former employer and one from a college faculty member able to evaluate the applicant's potential for success in a graduate degree program.
- A current resume with employer references.

Graduation Requirements

Students must successfully complete 36 hours of 6000 level course work in the University of South Florida's School of Hotel and Restaurant Management. These credits will come from five core courses; one statistics course, one methodology course, three specialization courses, and six hours of research thesis or professional project coursework.

- C. Describe the curricular framework for the proposed program, including number of credit hours and composition of required core courses, restricted electives, unrestricted electives, thesis requirements, and dissertation requirements. Identify the total numbers of semester credit hours for the degree.**

Students must successfully complete 36 hours of 6000 level course work in the University of South Florida's School of Hotel and Restaurant Management. These credits will come from five core courses; one statistics course, one methodology course, three specialization courses, and six hours of research thesis or professional project coursework

MS Degree in Hospitality Management (36 Credit Hours)

15 Credit Hours of Hospitality Management (Core)

6 Credit Hours of Statistics

3 Credit Hours of Hospitality Research Methodology

9 Credit Hours of Specialization

6 Credit Hours of Masters Thesis or Professional Project

Core Courses (15 Credit Hours):

HFT 63XX.	Hospitality Finance for Acquisition and Development
HFT 63XX	Strategic Management and Competitive Strategy for Hospitality and Tourism
HFT 63XX	Marketing Leadership for Hospitality and Tourism
HFT 63XX	Organizational Effectiveness for Hospitality
HFT 63XX	Hospitality and Tourism Information Systems and Technology

Statistics and Hospitality Research Methodology Courses (3 Credit Hours each)

TBD	Statistics (TBD. Will be taken outside of the department)
HFT 62XX	Research Methods for Hospitality and Tourism

Specialization Courses (9 Credit Hours Needed; 15 Credit Hours Offered):

HFT 67XX	Hospitality E-Marketing
HFT 67XX	Strategic Information Systems and Technology for Hospitality and Tourism
HFT 67XX	Graduate Seminar in Lodging Management
HFT 67XX	Graduate Seminar in Restaurant and Foodservice Management
HFT 67XX	Graduate Seminar in Club Management
HFT 67XX	Graduate Seminar in Convention and Exhibition Management
HFT 67XX	Graduate Seminar in Hospitality Management

Research Thesis or Professional Project Option Courses

HFT 69XX	Masters Thesis
HFT 69XX	Masters Professional Project

Program Prerequisites (12 Credit Hours):

HFT 3005	Introduction to Hospitality & Tourism
HFT 3503	Hotel Marketing & Sales
HFT 4471	Management Accounting & Finance for the Hospitality Industry
HFT 3423	Hospitality Information Systems

D. Provide a sequenced course of study for all majors, concentrations, or areas of emphasis within the proposed program.

First Year

TBD	Statistics for Hospitality and Tourism
HFT 62XX	Research Methods for Hospitality and Tourism
HFT 63XX.	Hospitality Finance for Acquisition and Development
HFT 63XX	Strategic Management and Competitive Strategy for Hospitality and Tourism
HFT 63XX	Marketing Leadership for Hospitality and Tourism
HFT 63XX	Organizational Effectiveness for Hospitality
HFT 63XX	Hospitality and Tourism Information Systems and Technology

Second Year

HFT 67XX	Hospitality E-Marketing
HFT 67XX	Strategic Information Systems and Technology for Hospitality and Tourism

(Choose One Seminar)

HFT 67XX	Graduate Seminar in Lodging Management
HFT 67XX	Graduate Seminar in Restaurant and Foodservice Management
HFT 67XX	Graduate Seminar in Club Management
HFT 67XX	Graduate Seminar in Convention and Exhibition Management
HFT 67XX	Graduate Seminar in Hospitality Management

(Choose One Course)

HFT 69XX	Masters Thesis Option or HFT 69XX Masters Professional
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E. Provide a one- or two-sentence description of each required or elective course.

HFT 62XX Research Methodology for Hospitality and Tourism

Students will be introduced to a variety of research methods that can be applicable to the hospitality industry such as scientific method, literature review, sampling, statistics, research design, and analytical technique. Both qualitative and quantitative research methods will be discussed. Students will have to select, plan, conduct and present the results on their own mini research project related to the hospitality industry. The course will also make students familiar with current research topics in the hospitality industry. Pre-requisite: Graduate level statistics.

HFT 63XX. Hospitality Finance for Acquisition and Development

This course will focus on effective decision-making for hospitality managers based on financial information they have. Such issues as value creation, mergers in the hospitality industry, and capital investment, and capital expenditure for the lodging industry will be discussed.

HFT 63XX Strategic Management and Competitive Strategy for Hospitality and Tourism

This course is to develop a comprehensive understanding of the concepts of strategic management and competitive strategy for students and further enable them to achieve and sustain a competitive advantage for hospitality and tourism businesses. Topics to be addressed include the co-alignment principle, environmental scanning and trend-spotting, selection of competitive methods, forecasting and valuing cash flows expected from these competitive methods, strategy formulation and implementation, and evaluation of outcomes. Students are expected to have a

holistic view and understanding of strategic management and competitive strategy as applied to the hospitality and tourism industries.

HFT 63XX Marketing Leadership for Hospitality and Tourism

The course addresses the advanced marketing strategies and tactics known to be effective in the industry such as strategic pricing and revenue management, customer loyalty programs, proven communication mixes, and more. In particular, we will explore advanced techniques on how to market hospitality, travel, and leisure services and the hospitality experience from both an academic and industry point of view.

HFT 63XX Organizational Effectiveness for Hospitality

This course examines the powerful improvement methodologies including an assessment framework, TQM, Six Sigma, Lean Hospitality Management and Sustainability as they relate to human resources leadership and effectiveness.

HFT 63XX Hospitality and Tourism Information Systems and Technology

This is an advanced course in information technology and systems for the hospitality/tourism industry. Other than the many diverse facets of hospitality/tourism information systems and technology that will be discussed, advanced topics addressed include the role of Chief Information Officer (CIO), the concept of open system, planning and managing e-commerce, global distribution systems, resources application software, etc. Students are expected to have the knowledge and concept to manage information system and technology beyond the mere utilization of the systems and technology.

HFT 67XX Hospitality E-Marketing

This course focuses on the advanced e-marketing theory, strategy, and techniques for the hospitality and tourism industries. In particular, students will learn and apply the fundamentals of e-marketing as integrated with traditional marketing programs, identify e-marketing business models, and explore permission marketing models, banner advertising strategies, e-promotion tactics, online publicity and public relations, and e-mail marketing campaigns.

HFT 67XX Strategic Information Systems and Technology for Hospitality and Tourism

The course focuses on managing information systems as a strategic asset to mold competitive strategies and change organizational management processes. Topics included are knowledge management, database management, resources allocation, data mining and communications, Enterprise Resource Planning (ERP) system, Executive Information System (EIS), etc. Issues discussed are related to major opportunities, limitations, issues and risks from managerial perspectives. The goal is to enable students to have the competencies to manage an organization as an IT-enhanced organization. Students are expected to gain the knowledge to implement information systems and technology strategically to support the thrusts of an organization in connection with today's advanced Internet and other technologies and with the organizational resource allocation and planning.

HFT 67XX Graduate Seminar in Lodging Management

This course examines research, critical issues, and trends in the lodging industry from a strategic perspective. Application of research to practical and theoretical issues in the lodging industry.

HFT 67XX Graduate Seminar in Restaurant and Foodservice Management

This course examines research, critical issues, and trends in the restaurant and foodservice industry from a strategic perspective. Application of research to practical and theoretical issues in the restaurant and foodservice industry.

HFT 67XX Graduate Seminar in Club Management

This course examines research, critical issues, and trends in the private club industry from a strategic perspective. Application of research to practical and theoretical issues in the private club industry.

HFT 67XX Graduate Seminar in Convention and Exhibition Management

This course examines research, critical issues, and trends in the convention, exhibition, and meeting industry from a strategic perspective. Application of research to practical and theoretical issues in the convention, exhibition, and meeting industry.

HFT 67XX Graduate Seminar in Hospitality Management

Provides the opportunity to identify, explore, discuss, and analyze current critical issues or special topics and events important to the hospitality industry. Students communicate in research and writing the essence of a critical issue and prepare a verbal presentation and paper. Alternate semesters treat different topics.

HFT 69XX Masters Thesis

For the students pursuing the thesis option, they should begin to identify a research topic and consult with his/her academic advisor and advisory committee to determine the suitability of the proposed research topic and interest. Design and preparation of an original research investigation in the hospitality and tourism discipline is the grand guideline for the thesis research. Once the research topic is approved, the student is expected to prepare a formal research proposal and defend it to his/her graduate advisory committee before beginning the research effort. All required courses must be completed before moving to the final step of completing the thesis, which is to defend his/her thesis in front of the advisory committee. Although the focus of the defense is mainly on the thesis, the advisory committee may question the candidate on any material relevant to the field of study.

HFT 69XX Masters Professional Project

The aim of the Master of Science in Hospitality Management – Professional Project Option is to provide academic experiences through appropriate research and course work for hospitality and tourism graduate students focusing in Hospitality Management. The objectives of this program are to develop students' intellectual capabilities and enhance the marketability of their professional competencies. The multidisciplinary program allows students to develop additional knowledge within the hospitality and tourism industry while incorporating other programs to refine expertise in the field.

This track is designed for those students who believe they need more graduate level major or minor courses and intends to go into or continue in hospitality management/operations upon graduation.

- F. For degree programs in the science and technology disciplines, discuss how industry-driven competencies were identified and incorporated into the curriculum and identify if any industry advisory council exists to provide input for curriculum development and student assessment.**

Does not apply.

- G. For all programs, list the specialized accreditation agencies and learned societies that would be concerned with the proposed program. Will the university seek accreditation for the program if it is available? If not, why? Provide a brief timeline for seeking accreditation, if appropriate.**

Both Dr. Schrock and Dr. Walker who is the McKibbon Professor of Hotel Management have extensive accreditation experience with regional accreditation with SACCS, WASC plus and AACSB. We also have 18 years experience in program development at the graduate level. The School of Hotel and Restaurant Management is confident of gaining accreditation from The Accreditation Commission for Programs in Hospitality Administration (ACPHA) – applications for new programs are permissible at the end of the fifth year.

- H. For doctoral programs, list the accreditation agencies and learned societies that would be concerned with corresponding bachelor's or master's programs associated with the proposed program. Are the programs accredited? If not, why?**

Does not apply.

- I. Briefly describe the anticipated delivery system for the proposed program (e.g., traditional delivery on main campus; traditional delivery at branch campuses or centers; or nontraditional delivery such as distance or distributed learning, self-paced instruction, or external degree programs). If the proposed delivery system will require specialized services or greater than normal financial support, include projected costs in Table 2. Provide a narrative describing the feasibility of delivering the proposed program through collaboration with other universities, both public and private. Cite specific queries made of other institutions with respect to shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.**

The current discussions on the delivery system for this masters program will be a traditional delivery. Initially, classes will be offered on the Sarasota-Manatee Campus and as the program develops, classes may be offered on the Tampa Campus. There has been no faculty discussion or comments from potential students that a distributive education is needed. This is not to say that at some point there may be demand. We will consider other delivery systems that are deemed necessary when there is industry demand.

IX. Faculty Participation

- A. Use Table 4 to identify existing and anticipated ranked (not visiting or adjunct) faculty who will participate in the proposed program through Year 5. Include (a) faculty code associated with the source of funding for the position; (b) name; (c) highest degree held; (d) academic discipline or specialization; (e) contract status (tenure, tenure-earning, or multi-year annual [MYA]); (f) contract length in months; and (g) percent of annual effort that will be directed toward the proposed program (instruction, advising, supervising internships and practica, and supervising thesis or dissertation hours).**

Refer to Table 4.

- B. Use Table 2 to display the costs and associated funding resources for existing and anticipated ranked faculty (as identified in Table 2). Costs for visiting and adjunct faculty should be included in the category of Other Personnel Services (OPS). Provide a narrative summarizing projected costs and funding sources.**

All resources in the 2008 start up year will come from current funding. The addition of the two new faculties have already taken place in anticipation of this program. Current endowments will be available to make up any additional funding in the first year. The funding for subsequent years will come from industry support. When we started the undergraduate program we went to the industry for support and were given approximately one million dollars. I feel confident that our requests will be supported.

- C. Provide the number of master's theses and/or doctoral dissertations directed, and the number and type of professional publications for each existing faculty member (do not include information for visiting or adjunct faculty).**

Faculty Name	Theses	Dissertations	Professional Publications
Katerina Annaraud			4 Articles; 3 Chapters
David Chang			5 Articles
Gregory Dunn			2 Articles
Jay Schrock			8 Articles; 1 Chapter
John Walker			6 Books; 1 Chapter

- D. Provide evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service. Such evidence may include trends over time for average course load, FTE productivity, student HC in major or service courses, degrees granted, external funding attracted, as well as qualitative indicators of excellence.**

Number of declared SHRM Majors by academic year:

<u>Year</u>	<u>SHRM</u>
06-07	77
05-06	53
04-05	43
03-04	19

Number of **graduates** in SHRM by academic year:

<u>Year</u>	<u>SHRM</u>
06-07	17
05-06	3
04-05	3

Fundable **student credit hours** (SCH) generated:

<u>Year</u>	<u>SHRM</u>
06-07	1365
05-06	882
04-05	834
03-04	360

Fundable **FTE** generated:

<u>Year</u>	<u>SHRM</u>
06-07	34
05-06	22
04-05	21
03-04	9

(*Source: USF Infomart, departmental calculations)

X. Non-Faculty Resources

- A. Describe library resources currently available to implement and/or sustain the proposed program through Year 5. Provide the total number of volumes and serials available in this discipline and related fields. List major journals that are available to the university's students. Include a signed statement from the Library Director that this subsection and subsection B have been reviewed and approved for all doctoral level proposals.**

1. Library volumes

The USF Libraries owns over 1,400 titles in the subject areas of catering, food industry, food service management, hospitality, hospitality industry, hospitality industry management, hotel management, leisure industry, restaurant management and tourism.

2. Serials

Amusement business
Annals of tourism research
Australian journal of hospitality management
Condé Nast's traveler
The Cornell hotel and restaurant administration quarterly
The Florida International University hospitality and tourism review
Food management

Food safety quarterly
Foodservice research international
Food service director
Food service distributor
Food service technology
Food technology
Harvard business review
Health care food & nutrition focus
Hospitality
Hotel, Catering & Institutional Management Association Journal
Hotel and motel management
Information technology in hospitality
Institutional, hotel, and catering management
International journal of contemporary hospitality management
International journal of hospitality information technology
International journal of tourism management
The international journal of tourism research
Journal of convention and event tourism
Journal of foodservice
Journal of hospitality financial management
Journal of hospitality & tourism research
Journal of the International Academy of Hospitality Research
Journal of leisure research
Journal of retail and leisure property
Journal of services marketing
Journal of sustainable tourism
Journal of travel and tourism marketing
Journal of travel research
Journal of vacation marketing
Leisure Sciences
Nation's Restaurant News
Restaurant business
Restaurant hospitality
Restaurant and hotel design
Restaurant/hotel design international
Restaurants & institutions
Special events magazine
Travel America
Travel and leisure
Tourism management
Tourism attractions and parks
Wine spectator

The USF Libraries have subscriptions to various bibliographic databases covering scholarly research and industry news relating to areas of hotel and restaurant management. They are:

ABI/INFORM Global
ABI /INFORM Trade and Industry
Business & Industry
Business and Management Practice
Business Insights
D & B Million Dollar Database
Hoover's Company Records
LexisNexis Academic
MarketLine Business Information Centre
Market Research.com Academic

Plus all the current Business Resources that are available.

B. Describe additional library resources that are needed to implement and/or sustain the program through Year 5. Include projected costs of additional library resources in Table 3.

During this academic year, Hospitality & Tourism Index which allows access to full text scholarly research articles will be ordered. The only additional resource that will be needed is this index to sustain this program for the first two to three years.

Library Director

Date

C. Describe classroom, teaching laboratory, research laboratory, office, and other types of space that are necessary and currently available to implement the proposed program through Year 5.

The Sarasota-Manatee Campus is one year old and the daytime classroom usage is 25%. This program will utilize only well equipped classrooms. There are currently 15 free classrooms that meet the needs of the program. There are currently three vacant offices in our office complex, they will more than meet projected needs for the first three years.

The current capital campaign for a building for the School of Hotel and Restaurant Management should be completed by the end of the third year and built in the fourth year. We are first on the list for a new facility on the Sarasota-Manatee Campus

D. Describe additional classroom, teaching laboratory, research laboratory, office, and other space needed to implement and/or maintain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Table 2. Do not include costs for new construction because that information should be provided in response to X (J) below.

None anticipated at this time.

E. Describe specialized equipment that is currently available to implement the proposed program through Year 5. Focus primarily on instructional and research requirements.

None.

- F. Describe additional specialized equipment that will be needed to implement and/or sustain the proposed program through Year 5. Include projected costs of additional equipment in Table 2.**

None.

- G. Describe any additional special categories of resources needed to implement the program through Year 5 (access to proprietary research facilities, specialized services, extended travel, etc.). Include projected costs of special resources in Table 2.**

None anticipated at this time.

- H. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5. Include the projected costs in Table 2.**

We are currently contacting our present donors to request that the designated undergraduate scholarships may also be used for graduate scholarships and assistantships. We currently have more money in the undergraduate scholarship fund than we are able to use at the undergraduate level. This will sustain us for the first two to three years and the results of our capital campaign will be used to fund an endowed chair as well as graduate assistantships and scholarships

- I. Describe currently available sites for internship and practicum experiences, if appropriate to the program. Describe plans to seek additional sites in Years 1 through 5.**

There are no internships in this masters program. If a student wants internship experience they can follow the outline and the partnerships that are used for the undergraduate program. Students participating in the 6 unit project will use their employer as a project site. In the event a student chooses the project option and is not employed, we will work with the student and hospitality businesses to find a project need in the industry that is closely aligned to the students proposed project. It will be the responsibility of the student choosing the project option to find his or her industry facilitator.

- J. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. Table 2 includes only Instruction and Research (I&R) costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase as a result of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs in particular would necessitate increased costs in non-I&R activities.**

None.