

**School of Hospitality Management
College of Health and Human
Development
Penn State University**

**Strategic Plan
2014/2015 through 2018/2019**

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January 8, 2014

Dr. Ann C. Crouter
Raymond E. and Erin Stuart Schultz Dean
College of Health and Human Development
201 Henderson Building
University Park, PA 16802-6501

Dear Dr. Crouter:

It is a distinct privilege to present to you the strategic plan for the School of Hospitality Management for 2014/2015 through 2018/2019. Most members of both the faculty and staff of the school have contributed to this plan. Based on a survey I conducted of the school's faculty and staff in the fall of 2011, the school has had five primary strategic goals:

- 1) **Fortify our faculty** – We have hired seven new faculty members in our academic areas of greatest need. Most hold Ph.D. degrees. Most possess hospitality industry employment experience.
- 2) **Fund our future** – We have secured and funded several new endowments which will forever provide funding for our students' educational and professional development.
- 3) **Fix our facilities** – All public areas, as well as many infrastructural areas of the 20-year-old Mateer Building have been addressed and have been recently renovated or are scheduled for renovation over the next year.
- 4) **Enhance our student experience** – We have enhanced our curriculum by adding and changing multiple courses, developing a new minor and providing additional professional development experiences for our students, in addition to improving the Mateer Building facilities used by our students.
- 5) **Broaden our base** – We have formed an Industry Advisory Board which has met at University Park twice per year. The board is composed of men and women who hold senior executive positions in the hospitality industry, and many were previously not affiliated with Penn State. This board has helped the school to increase its visibility in the industry and increase opportunities for our students, faculty, staff and alumni.

Thank you very much for your continued assistance and support of the school. Our new strategic plan is designed to use our collective accomplishments over the past three years as a platform to enhance our ranking as one of the premier hospitality schools in the world. Please do not hesitate to contact me directly at (814) 863-8984 with any questions.

Sincerely,

Dr. John W. O'Neill

Director, School of Hospitality Management

School Vision and Mission

The Penn State School of Hospitality Management (SHM) vision is: We, the Penn State School of Hospitality Management, will be without equal in educating leaders for the dynamic and global hospitality industry.

The School of Hospitality Management mission is: The School of Hospitality Management provides outstanding leadership for a global and dynamic hospitality industry. Its programs, research, and service to the profession are at the forefront of hospitality management education, and its faculty, staff, and students bring a new level of proficiency to the hospitality industry. The School inspires all students to pursue excellence in scholarship, exhibit a strong work ethic, and become responsible and ethical hospitality leaders.

National and Global Forces Shaping our Operating Environment

Overview

The higher education industry produced revenues of \$430 billion and is expected to achieve an annual growth rate of 3.5 percent from 2013 through 2018. The industry as a whole generated zero profits due to the nature of the higher education industry being government subsidized and non-profit. Although there has been continued demand for college and university education, the industry has shown revenue declines due to the economy and financial crisis of the past five years. State funding has decreased 12.5 percent per year and the performance of the S&P 500 has decreased endowment funds. High unemployment and the economy have forced many individuals to go back to school to re-educate themselves to be able to compete in the labor market. Also, high school retention and graduation rates are increasing and more high school students are attending college, at least nationally. To offset revenue declines, colleges and universities have cut costs by reducing staffing, cancelling construction projects, and reducing financial aid. The hospitality industry in the last five years has produced an annual growth rate of 0.4 percent. The projected annual growth rate for the hospitality industry between 2013 and 2018 is projected to be 3.3 percent.

Key External Drivers

Key external drivers of the college and university industry, according to the IBIS World Industry Report 61131a, (2013), are: government funding for universities, high school retention rates, S&P 500, and national unemployment.

External Environmental Factors

There are five key external environmental factors which we believe will influence higher education over the next five years: social, technological, environmental, economic, and political.

Social

We are seeing increased globalization of student populations through the use of the internet. More college programs are available online. The millennial generation is now looking at new ways of learning, and students are taking classes at multiple institutions. Low income students needing funding have continued to increase. Student demographics continue to show an increase in Latino and Asian students on campus. The National Center for Education Statistics shows a shift in the race of college students. White students in 2000 comprised 71.1 percent of total students attending college, and in 2010, the number decreased to 60.5 percent. Black students attending college in 2000 totaled 10.6 percent compared to 14.5 percent in 2010. The Hispanic population had the largest increase in those attending college, from 6.6 percent in 2000, to 13.0 percent in 2010. Current enrollment at The Pennsylvania State University is: Hispanic 5.3%, Black 4.3%, white

73.4%, and Asian 5.2%. International student enrollment is expected to increase through the use of the internet. According to the Institute of International Education, the number of students enrolled in bachelor degree programs increased 5.1 percent annually, (2007-2012). The leading countries were China, India, and South Korea. The number of U.S. students studying abroad rose 4.2 percent annually, (2006-2011). The five most popular countries to study abroad are: United Kingdom, Italy, Spain, France, and China.

Technological

New technologies will have the largest effect on change in higher education. The internet and telecommunication are shifting education from the traditional bricks and mortar to online programs. Computers, iPads, Facebook, and Twitter have changed the way students access information and learn. E Books are increasing in popularity, and students use their internet cell phones to gather vital information.

Environmental

Many colleges and universities are focused on sustainability. There is an increased awareness in green initiatives and students are actively involved in green studies and careers. Universities are requiring more assignments to be paperless and commuter schools are offering classes online or through virtual classroom media. Both efforts reduce greenhouse emissions and fuel.

Economic

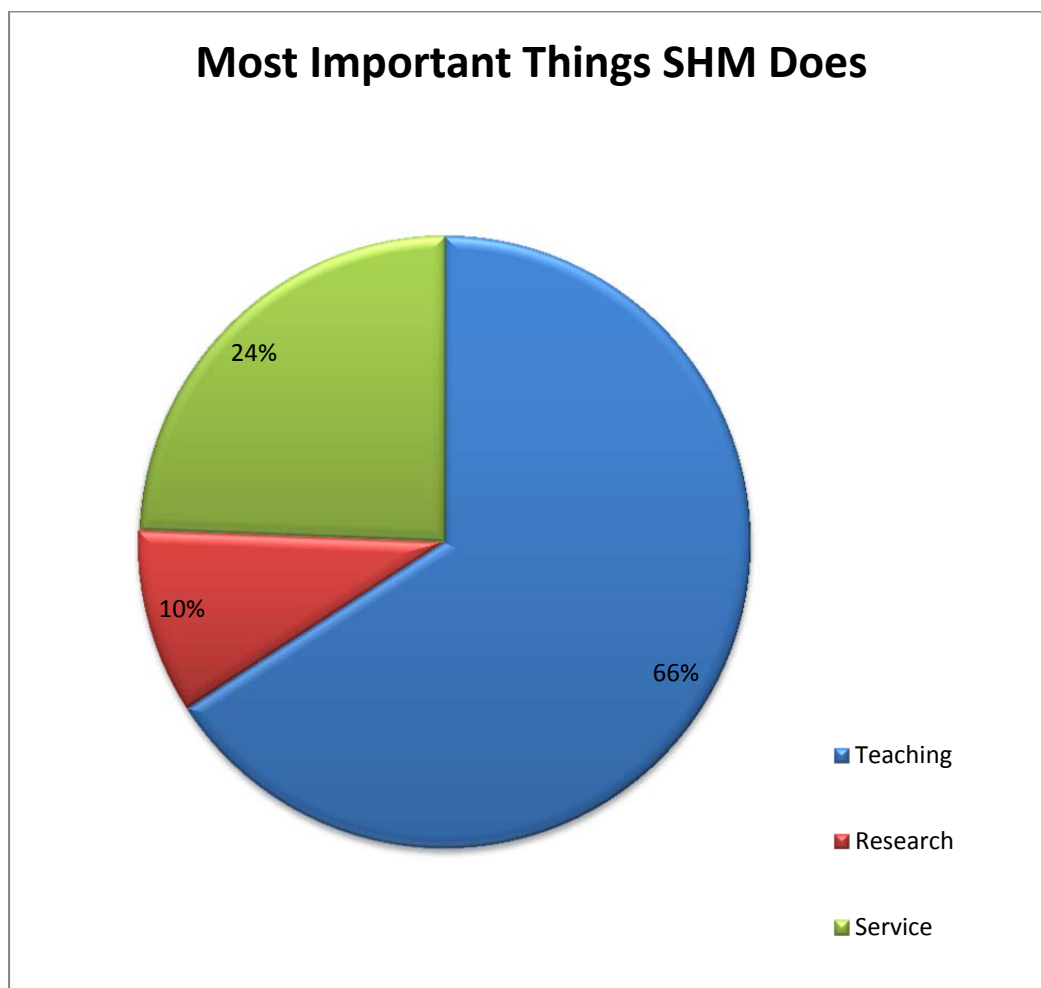
The U.S. unemployment rate as of September 2013 was 7.2 percent, and Pennsylvania's unemployment was 7.7 percent. The education industry in the next five years is expected to record a reduction in unemployment, causing fewer adults to go back to school, but we also expect to see more high school students enrolling in college. Also, due to economic constraints, many students will choose public universities rather than private institutions. We are also seeing an easing in the credit markets as interest rates are between 3 and 5 percent. Consumers are still struggling with less disposable income due to food and fuel prices increasing. Even with economic crisis, international student enrollment is expected to continue to increase through 2018.

Political/ Governmental

According to IBIS World Industry Report, 61131a, (2013), government funding is projected to increase at an annual rate of 3.6 percent between 2013 and 2018. Most public institutions will continue to see less state funding. Tuition fees in the next five years will increase at an annualized rate of 3.3 percent. In the next five years, colleges and universities are expected to continue to reduce costs through labor reductions and fewer construction projects.

Most Important Things School Does

The School of Hospitality Management (SHM) faculty and staff were surveyed by John O'Neill in late 2013 regarding their opinions of the most important things that the school does. The survey was open-ended. Teaching, at both the undergraduate and graduate levels, is at the top of the list (66% of responses). We provide our students with both technical and intangible skills and instill in them a sense of ethical professionalism. Our curriculum includes both conceptual and hands-on classes that are tied to current trends in the hospitality industry. Our service (24% of responses) includes connecting students with industry partners and alumni through training and other means, and our faculty provide quality research (10% of responses) that is relevant to hospitality practitioners, cutting-edge and attracts external funding. The following chart depicts the frequency of responses related to each of these three important areas. A detailed summary of the survey responses is included in the addenda to this report.



School Internal and External Analysis

The School of Hospitality Management (SHM) faculty and staff were surveyed by John O'Neill in late 2013 regarding their opinions of the school's greatest internal and external challenges. The survey was open-ended. Internal challenges include keeping our curriculum current with technological and other trends, maintaining academic standards, recruiting and retaining excellent students, a perception of sometimes being old and stodgy, having fewer named professorships than our peer institutions, and the inconsistency of the Berks program. External challenges include obtaining resources from industry and others to support new initiatives and growth, having excellent competition from other hospitality schools, population decreases of our targeted students in the Mid-Atlantic region, and offering competitive salaries to attract top faculty. A detailed summary of the survey responses is included in the addenda to this report.

Competitive Analysis

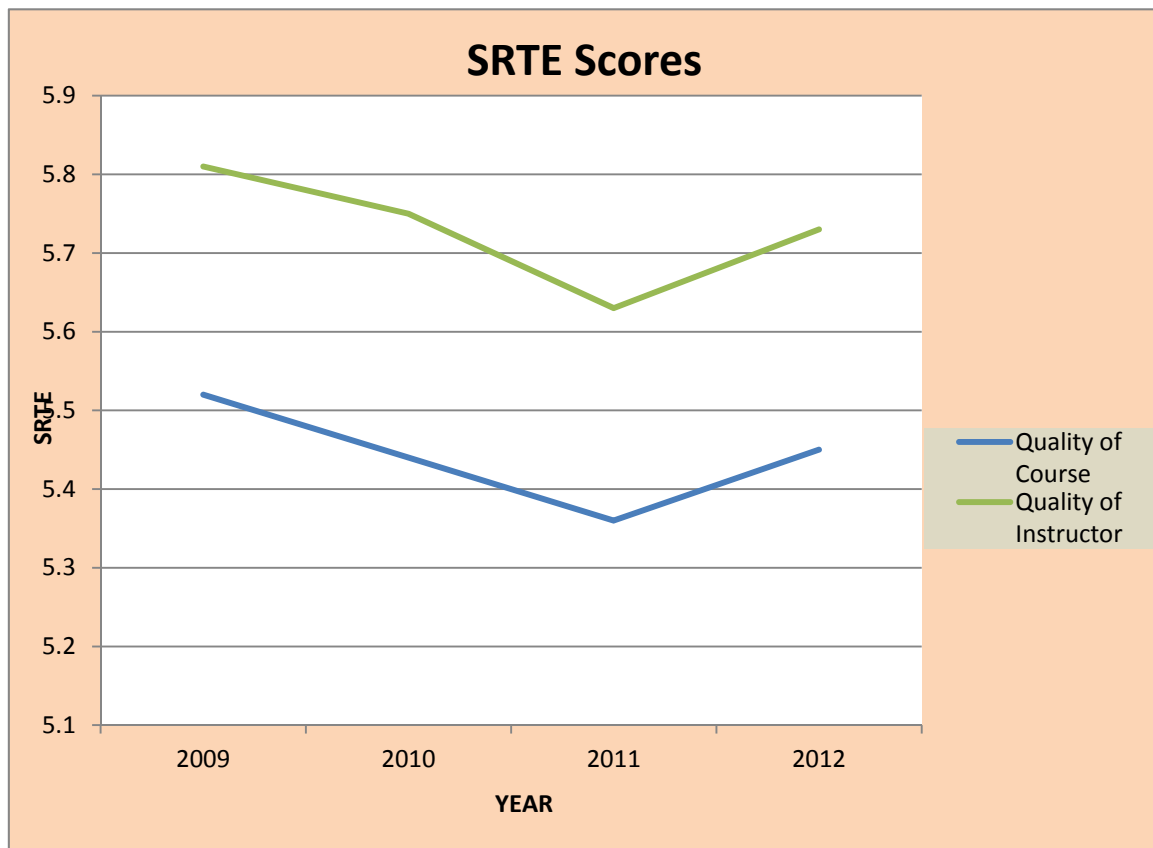
We conducted a competitive analysis of schools of hospitality management with which we normally compete for undergraduate and graduate students, research support and industry support, including Cornell, Michigan State, Houston, UNLV, Purdue, Delaware, Johnson & Wales, Virginia Tech, Florida State, Central Florida, Denver, Kansas State, Washington State, Northern Arizona, San Diego State and Iowa State. We considered program size, age, programs offered (undergraduate, graduate and executive education), research and outreach centers, career fairs and career placement, alumni societies and engagement, other engagement with the hospitality industry, newsletters and communication, advisory boards, hotels and practicum facilities, hosted conferences, student events, industry employment experience requirements for students, endowed scholarships and endowed professorships.

From our analysis, our competitive advantages appear to include our relatively large size, age, array of programs offered, career placement, alumni society and engagement, engagement with the hospitality industry, hotels and practicum facilities, student events, industry employment experience requirements for students, and scholarships/student support. Our competitive disadvantages appear to include our limited research and outreach centers (though our existing centers are good at what they do), newsletters and communication (though the monthly e-mail newsletter produced by the school is good), and endowed professorships (though our Marriott Professorship could serve as a model for us to pursue other such endowments; approximately four to five hospitality programs have four to five endowed professorships; Cornell has twelve).

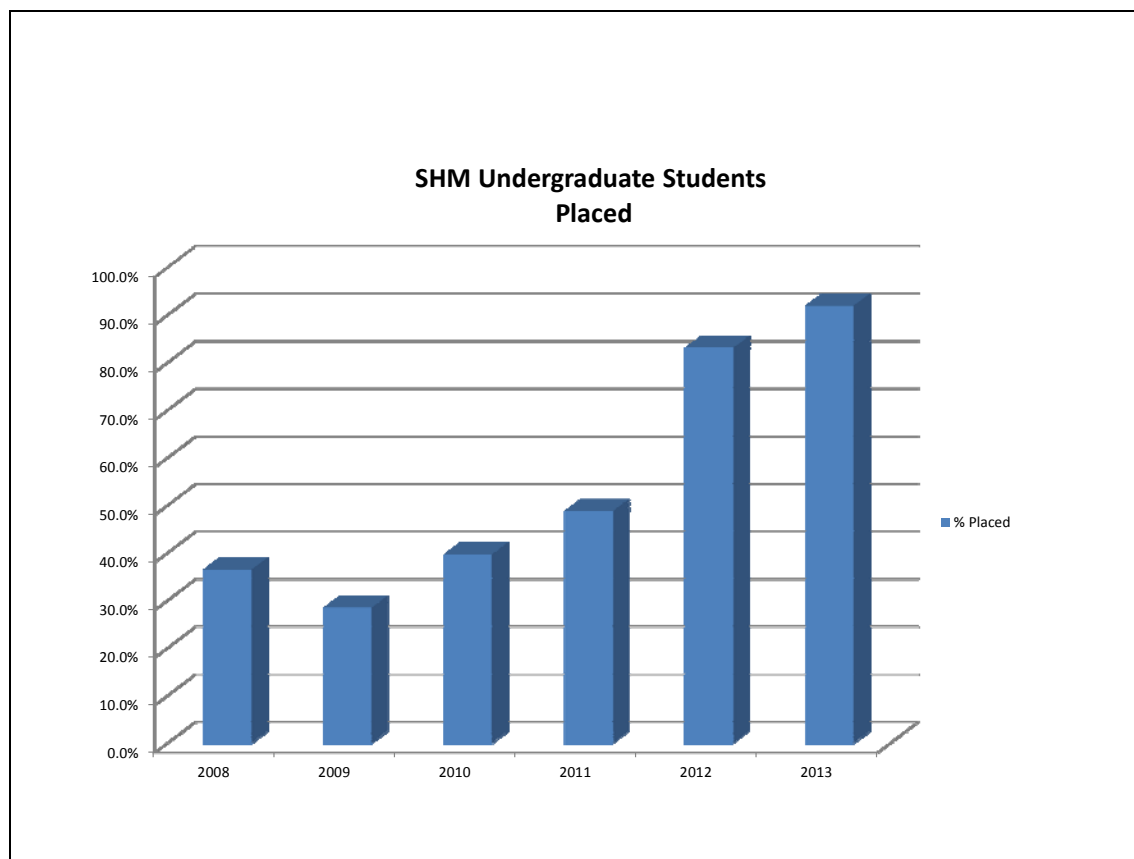
A complete summary of our competitive analysis is included in the addenda to this report.

Performance Indicator Trends

Given the opinions of our faculty and staff regarding the most important things we do as a school, quality instruction is crucial. The Student Rating of Teaching Effectiveness (SRTE) gathers feedback from students at the end of each course. The rating criteria are based on a Likert scale from 1 to 7 (1 being the lowest score and 7 being the highest score). The “Quality of Course” and “Quality of Instructor” means are recorded below for the years 2009-2012. After a long-term decline in SRTE scores from 2009 to 2011, both mean scores (Quality of Course and Quality of Instructor) have increased since 2011 as depicted in the following table. Starting in 2011, the school had a renewed emphasis on the importance of quality teaching. Notably, representatives of the Schreyer Institute were invited to attend at least one faculty meeting per year in 2011, 2012 and 2013 to discuss and present concepts regarding teaching and pedagogy. Further, we have held multiple afternoon sessions in the Mateer Building for our faculty members on concepts related to teaching, such as teaching to the millennial generation and teaching with the latest technology. In addition, we have held educational sessions for our faculty members to update and improve on their knowledge, skills and abilities, including multiple sessions regarding Microsoft Excel.



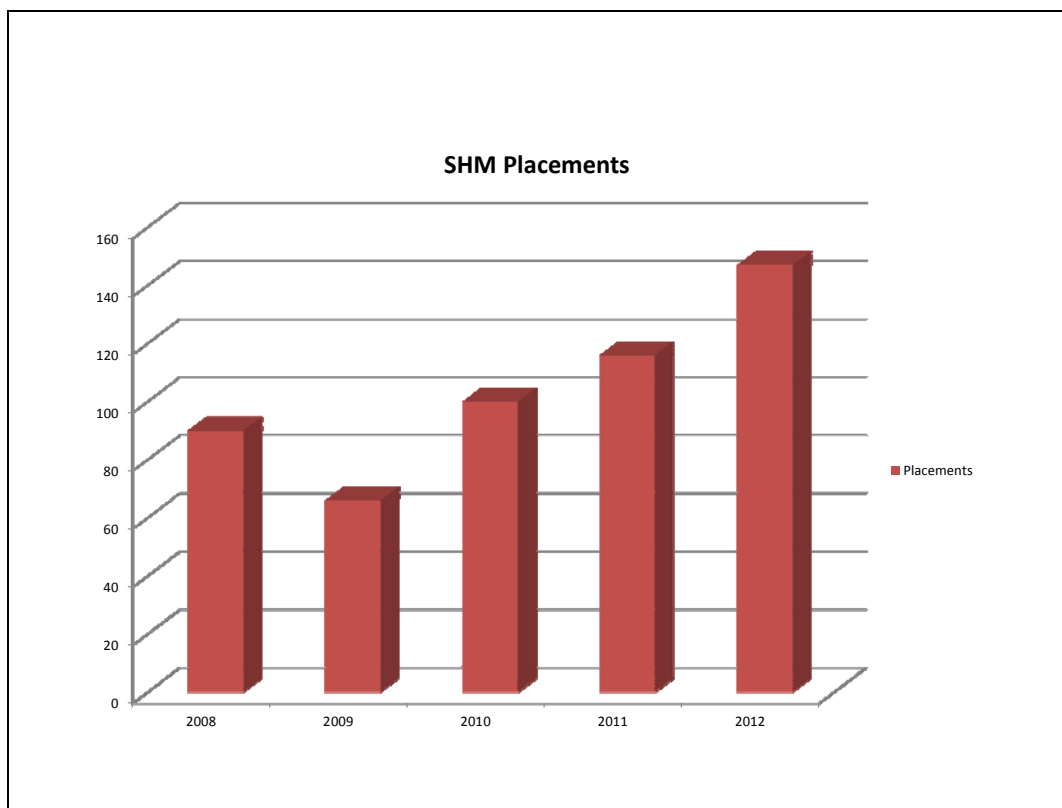
SHM faculty and staff also indicate that placement of our students is crucial. The SHM Career Placement Center hosts approximately 50 hospitality recruiters who currently visit the School each year. Placement of our undergraduate students was below 50 percent for several years. As recently as 2011, placement was at unacceptable levels, even taking into consideration the previous economic recession. For example, The Cornell University School of Hotel Administration reported that placement of its undergraduate students declined from 78 percent in 2008 to a low point of 68 percent in 2009, the same year our placement rate recorded its low point below 30 percent. This figure at Cornell increased to 88 percent in 2010 and 2011, 89 percent in 2012 and 91 percent in 2013. Through renewed focus on this important issue by, among other practices, increasing the quality and diversity of both internships and permanent job opportunities of our students through frequent personal contact with our new industry advisory board members and other hospitality industry executives, our placement increased to slightly over 80 percent in 2012 and slightly over 90 percent in 2013 as shown in the following table. In other words, while our current placement rate is comparable to Cornell's, our rate was previously significantly below Cornell's. We expect that our current tactic of being much more proactive in this regard and increasing the diversity of employers recruiting our students will better position our students and school during the next recession.



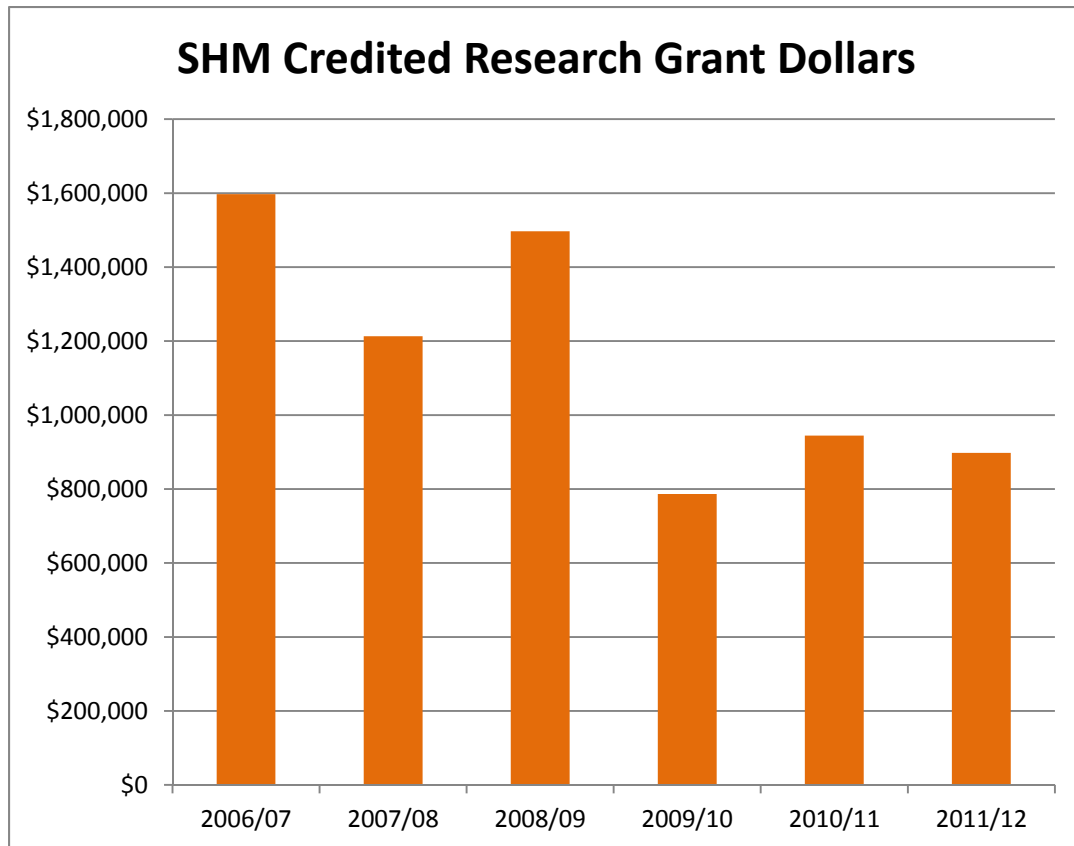
Placement was defined as SHM students who used our Career Placement Center and secured employment within 60 days of graduation. Placement of graduate students has

generally remained at close to 100 percent during the same period. The School continues to build relationships and create new industry partners who will visit the SHM Career Placement Center to interview and hire our students for both internships and permanent positions.

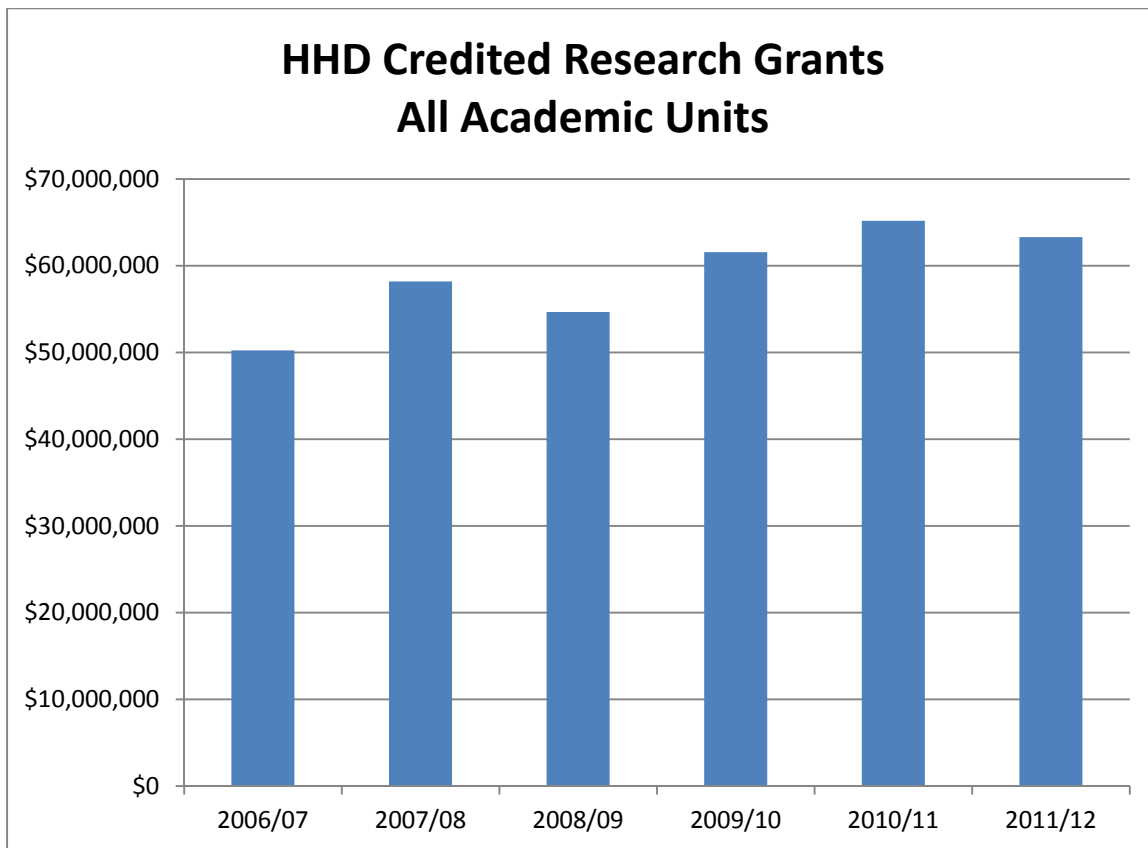
Since the placement percentage declined during some of the same years when unusually large classes of undergraduates were graduating from our program, e.g., over 200 students per year, we also analyzed the raw number of placements per year. Unfortunately, this chart exhibits the same pattern between 2008 and 2010 as the chart regarding placement percentage. Fortunately, the number of undergraduate students who used the SHM Career Placement Center and who were placed in positions in 2012 was 147 students, the highest level in several years.



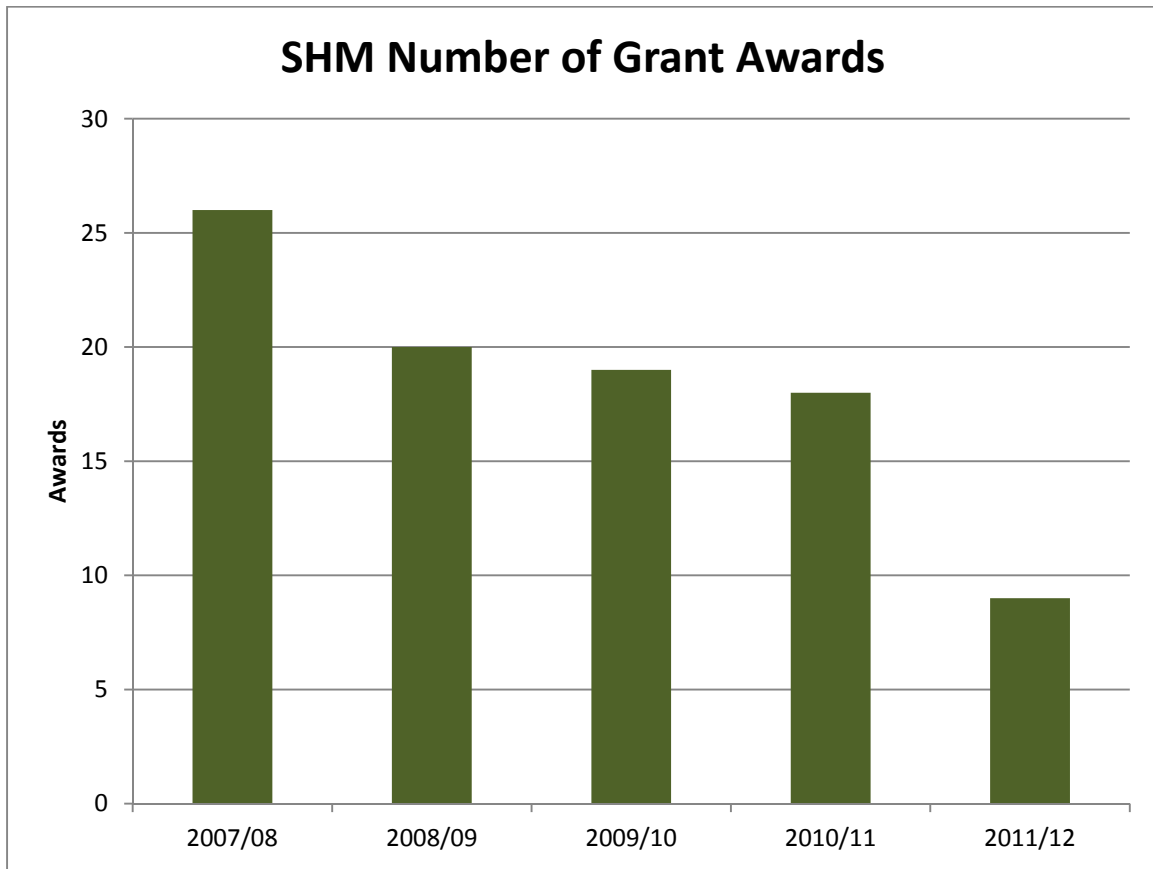
Faculty and staff also indicated that one of the most important things we do as a school is conducting cutting-edge research that attracts external funding. From 2007 to 2009, the SHM credited research grant dollars ranged between \$1,213,047 and \$1,597,347. From 2010 to 2012, the SHM credited research grant dollars have decreased to between \$786,458 and \$944,548. Clearly, this area is one where we need to focus our energies over the next five years.



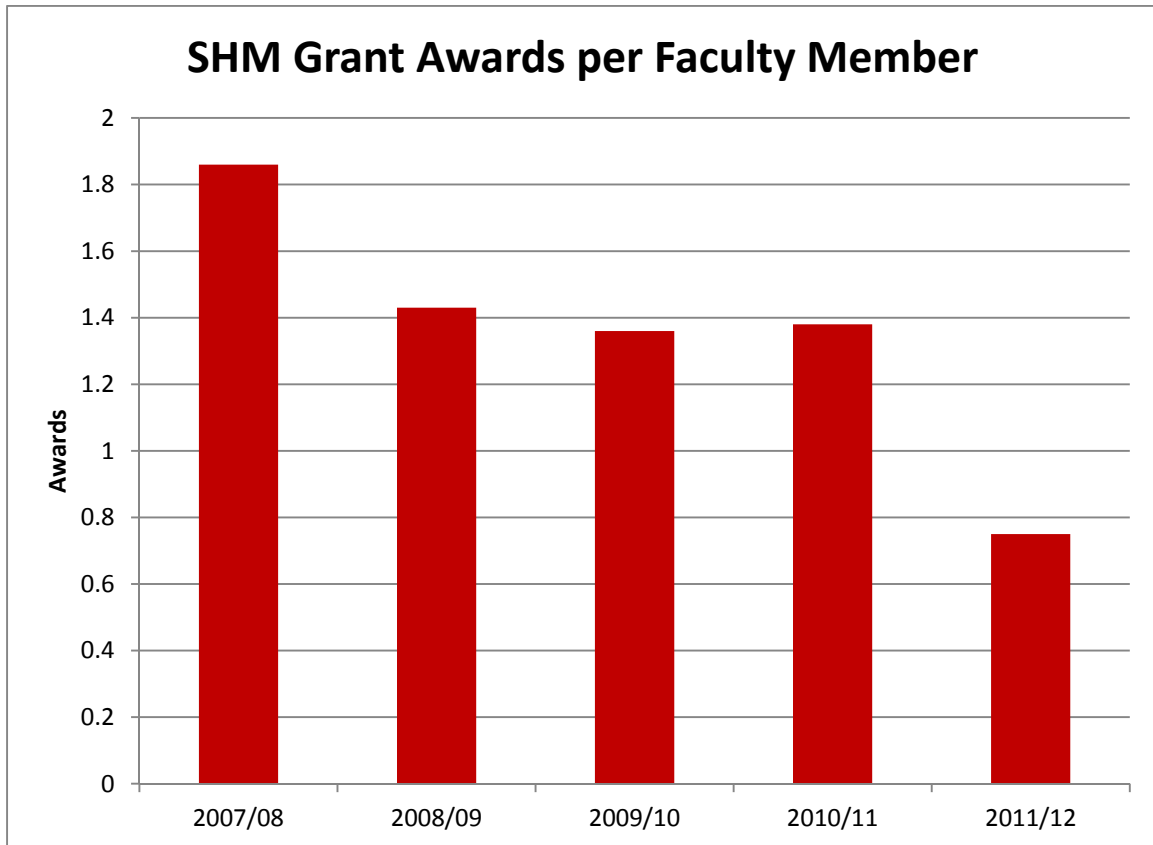
Since we have seen a long-term decline in research grant funding in the school, it is helpful to view whether the College of Health and Human Development as a whole has experienced the same trend. However, the data indicate that research grant funding in the college has shown a long-term increase. From 2007 to 2012, the credited research grant dollars for the College of Health and Human Development have been between \$50,232,400 and \$65,168,965. These figures include research grant dollars from the eight departments and schools within the College. Again, these figures indicate that we have work to do in SHM.



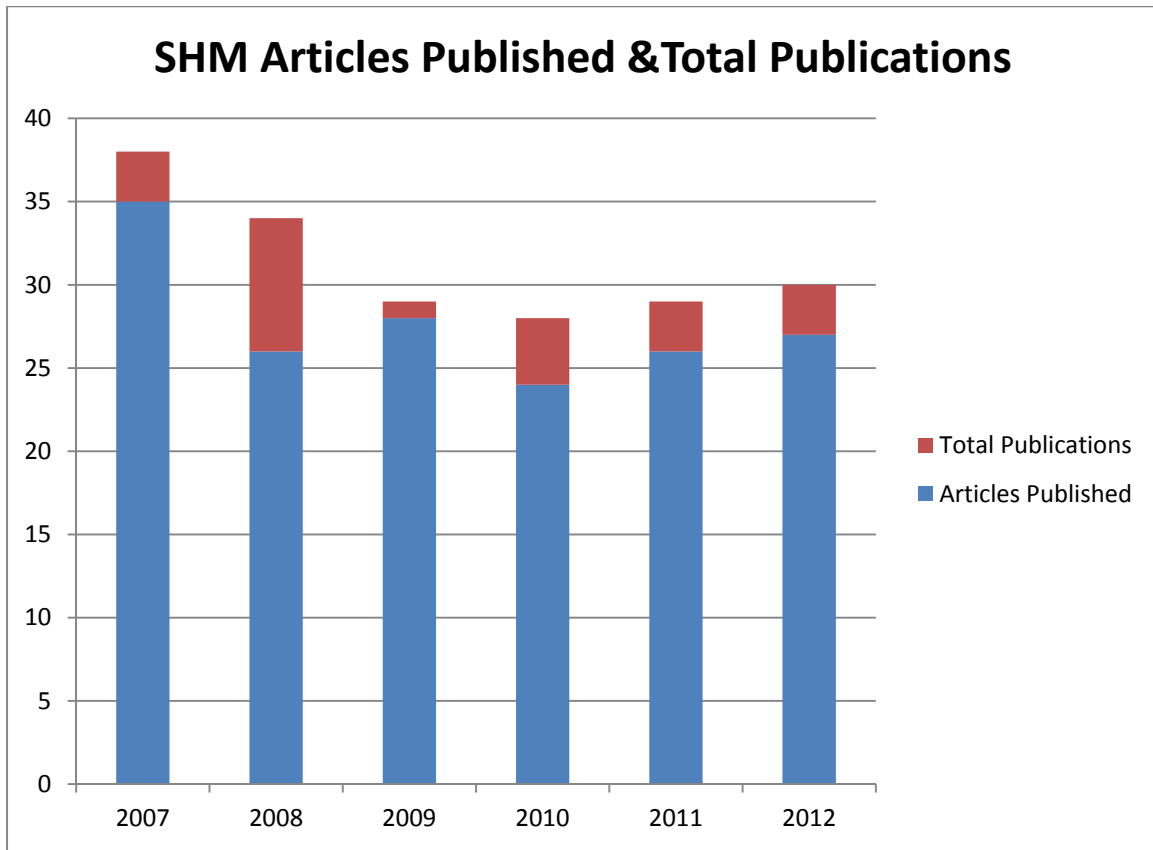
As total grant funding can be significantly affected by one or two unusually large grants, we analyzed the total number of grant awards. Unfortunately, from 2007-08 to 2011-12, the number of SHM grant awards per academic year has declined from 26 to nine awards.



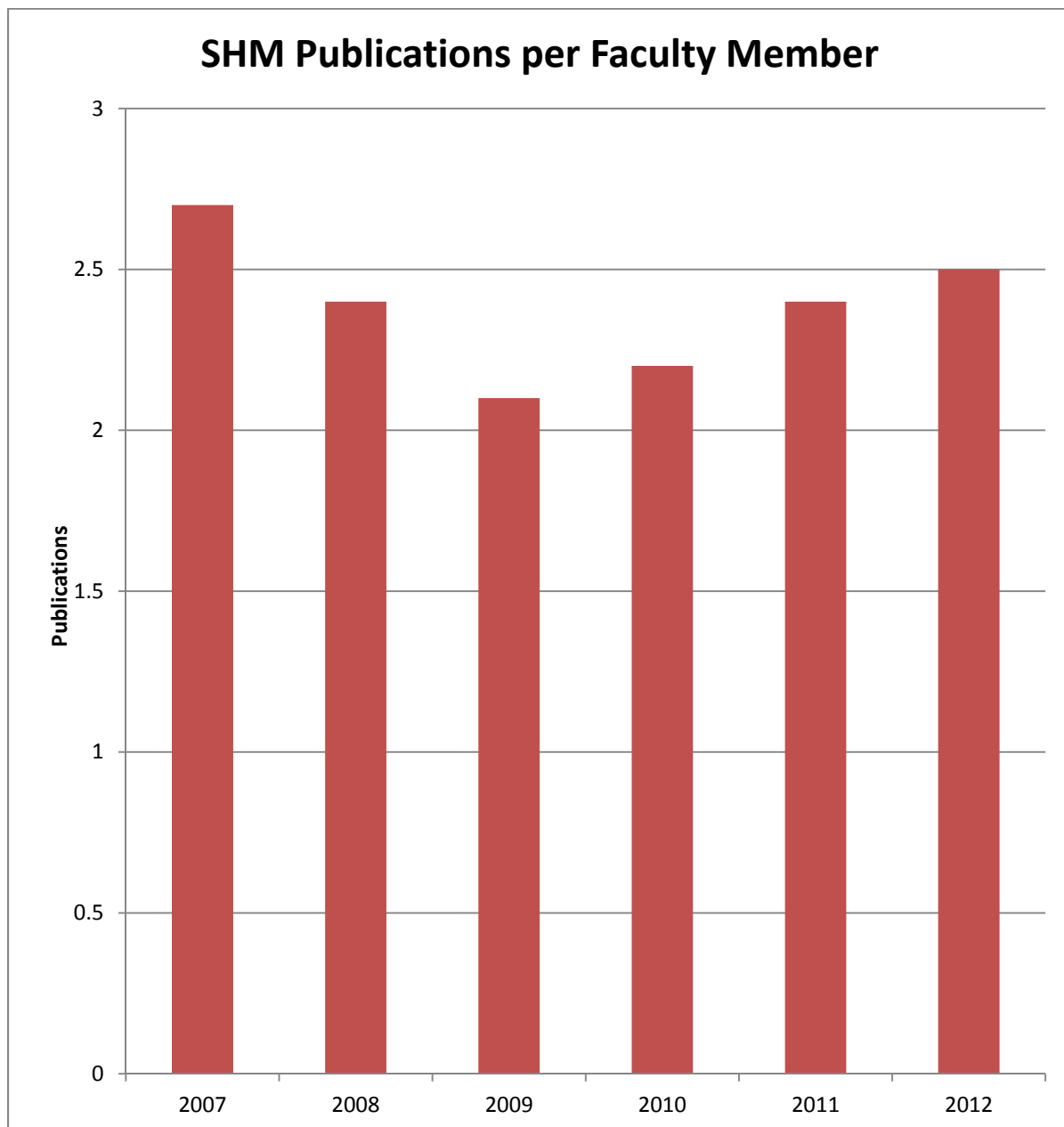
Since the total number of grants can be significantly affected by the number of research faculty members, and that number has fluctuated in recent years, we analyzed the number of grant awards per research faculty member. Unfortunately, from 2007-08 to 2011-12, the number of SHM grant awards per faculty member per academic year has declined from 1.86 awards to 0.75 awards per year.



Since one of the primary purposes of research grant funding is to generate research publications that are disseminated to academics and others to communicate a growing body of knowledge, we analyzed the total research articles and total publications (including books and book chapters) generated by school faculty per year. From 2007 to 2012, the number of total SHM publications per year, including articles and chapters, has been between 28 and 38 publications. After a decline in publications from 2007 to 2010, there has been an increase in publications for the past two years (to 29 and 30 publications).



We also analyzed publications per faculty member. From 2007 to 2012, the SHM publications per faculty member have ranged between 2.1 to 2.7 annually. After a decline in publications from 2007 to 2009, there has been an increase in publications during the past three years (2.2 to 2.5).



In summary, while the school has experienced a decrease in research grants and research grants per faculty member (and this area is one where we need to be more ambitious in the future to support graduate students and other school activities), we have had recent increases in total publications and total publications per faculty member. To continue to increase the school's research productivity, we would like to conduct a search for at least one new tenure-track faculty member in 2014 in an area that could be beneficial to the overall school by serving as a

collaborative resource to existing faculty members. Notably, we have not replaced former tenured faculty members, Arun Upneja or Martha Conklin. Such an area could be in the area of “big data” analytics. Virginia Tech University’s hospitality program, for example, recently secured such a “big data” faculty member with a Ph.D. degree from an AACSB institution. Based on John O’Neill’s discussions with the director of Virginia Tech University’s hospitality program, it actually was easier to secure such a person than a hospitality operations researcher with a Ph.D. Further, based on John O’Neill’s meeting with the director of the University of Delaware’s hospitality program, she is considering initiating a faculty search for a similar “big data” tenure track person at Delaware.

The School of Hospitality Management has a long history of producing applied research. At the same time, many of our school’s industrial stakeholders have told us they rarely read or hear about our research, but they would like to. It is impractical to expect practitioners to read or interpret our research articles, and as a result, we are not taking sufficient advantage of an opportunity to disseminate our research to stakeholders who could benefit from it. Since the college support for producing press releases based on our research is limited, and the school does not have access to somebody within it to do so either (though we would like and would benefit from such a public relations resource), we are applying the school’s opportunity fund to initiate and support new “ICHRIE Penn State Research Reports,” and we plan to continue to do so for the next five years.

The new ICHRIE Penn State Research Reports will be refereed, applied research manuscripts that will be distributed on line to ICHRIE members and industry practitioners. ICHRIE will also promote the research via the media. Amit Sharma, Associate Professor in the school and the current director of research for ICHRIE, has volunteered to serve as the founding editor of this endeavor. Though submission requirements will include typical specifications for refereed papers, submitters will also be required to include an abstract written like a press release and answering the relevant who, what, why, where, when, and how questions so that it may be distributed to and interpreted by practitioners. This new initiative will allow Penn State researchers and faculty from other universities to disseminate applied research to colleagues as well as practitioners.

Specific research plans are presented in the addenda to this report.

SHM Undergraduate Program

The School of Hospitality Management is in the curricular process of changing the name of the major from Hotel, Restaurant, and Institutional Management (HRIM) to Hospitality Management (HM). This change is in concert with the name of the school as well as the broadening of the major which now includes curriculum in aspects of the hospitality industry beyond simply the fields of hotels, restaurants and institutional management. This change is expected to become official beginning in the Fall 2014 semester.

Through our undergraduate PIC, Bart Bartlett, and our Curriculum Committee, we have submitted a SCCA (Senate Committee on Curricular Affairs) Major, Option, or Minor Proposal Form to drop Computer Science 203 (CompSci 203) as a required course in the major. Content from this course has been combined with the HM 271 content, so the credits for HM 271 will increase from two to three credits, starting in the Spring 2014 semester.

Since CompSci 203 was a “GQ” (quantification) course, the school has submitted a proposal into the CSCS system to count HM 350 as our “GQ” course because HM 350 is a highly quantitative course. This proposal is currently at the College Administrative Review level.

Dropping CompSci 203 (4 credits) and adding one credit to HM 271 leaves 3 available credits in the major. Discussions with our alumni, our industry advisory board and a faculty survey, have resulted in a proposal to add a business communication course as required in the major. We are currently studying our needs for resources to make this change.

We also plan to add an elective course in asset management in 2014. Asset management combines knowledge of hospitality operations with issues related to the physical plant, finance and accounting. For the first time ever, our undergraduate students have already been invited to participate in the Hospitality Asset Managers Association (HAMA) Annual Case Competition. Heretofore, only students from Cornell University and Michigan State University have been invited to participate in this prestigious competition. Winners will be invited to attend the HAMA 2014 Conference and present their work.

ENTI Minor

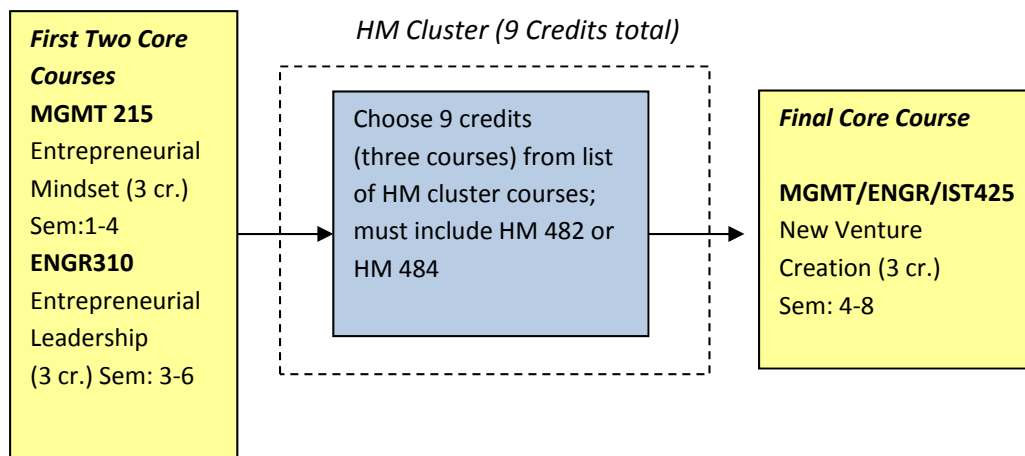
The school is currently in the process of joining the ENTI Minor (Intercollege Minor in Entrepreneurship & Innovation). The Minor has 3 core courses (9 credits): MGMT 215-Entrepreneurial Mindset, ENGR 310-Entrepreneurial Leadership, and MGMT/ENGR/IST 425-New Venture Creation. Students will also select a concentration area (called a cluster) for an additional 9 credits.

The cluster in Hospitality Management (HM) prepares students to create and develop novel but sound entrepreneurial concepts related to the hospitality industry in such businesses as lodging and food service. For example, through this cluster, students could develop and refine entrepreneurial concepts related to hotels, motels, bed & breakfasts, quick-service restaurants, upscale restaurants, mobile dining such as food trucks, on-line travel agencies, and other on-line ventures. The minor is also designed to prepare students to be innovators within existing organizations.

Students who complete this cluster develop skills in creating business plans, feasibility studies, competitive analysis, supply and demand analysis, market analysis and financial forecasting. Students in this concentration are expected to include a mix of majors, not only students majoring in hospitality management.

Preferred Sequence of Courses

The figure below shows the preferred sequence of the ENTI core and HM cluster courses.



Preferred sequence of courses for the Hospitality Management (HM) cluster

Students who are not majoring in Hospitality Management or do not have the prerequisites listed with the courses below may contact the faculty member teaching the course. Our faculty members have agreed in principle to allow such students to complete courses in the HM cluster without completing all of the pre-requisites; however, they would like to retain the right to make such decisions on a case-by-case basis. For students in the School of Hospitality Management, a suggested sequence of courses is: (1) Hospitality Real Estate, (2) Hospitality Entrepreneurship, and then depending on the student's area of interest, (3) New Product Development for Commercial Foodservice, Special Topics in Restaurant Management, Revenue Management, or Independent Study in Hospitality Management.

Summary of Hospitality Management Cluster Courses

Students are required to complete either HM 482 or HM 484, and are permitted to complete both HM 482 and HM 484. Students select a total of nine credits from the following courses for the HM cluster.

HM 484/Hospitality Entrepreneurship; *Prerequisites: A grade of “C” or better required in HM 336 and MKTG 221; or instructor approval.*

This course provides the student with a solid foundation of how an idea is generated and taken to market for implementation. The students examine the characteristics of the entrepreneur and the process followed from generating an idea, to building a business model, preparing a competitive analysis, completing a feasibility study, reviewing intellectual property, developing a business plan, seeking funding and presenting their idea to potential investors.

HM 413/New Product Development for Commercial Foodservice; *Prerequisite: A grade of “C” or better required in HM 329; or instructor approval.*

This course presents an integrated approach to new product design, development, and marketing. The course provides a team experience of formulating, designing, and evaluating a new product concept. Students completing this course will have operational knowledge of and competence with a set of tools and methodologies for product design and development. Students will be able to coordinate multiple interdisciplinary tasks to achieve a common objective in an action-oriented business setting.

HM 432/Special Topics in Restaurant Management; *Prerequisite: A grade of “C” or better in HM 201; or instructor approval.*

This course covers up-to-date information, events, and special topics involving today’s restaurant industry. Students use headlines and electronic resources to gain knowledge of the present foodservice industry. Through participation and presentations in class, students relay information learned to their peers.

HM 482/Hospitality Real Estate; *Prerequisites: A grade of “C” or better required for HM 336 and HM 380; or instructor approval.*

The purpose of this course is to commence the learning process regarding strategic real estate management in the hospitality industry through a process of discovery. Topics include hospitality property development, ownership, asset management, market analysis, legal issues, financing, investment, and appraisal. The course is oriented towards the responsibilities of hospitality industry corporate staff, developers, owners and entrepreneurs.

HM 483/Revenue Management; *Prerequisite: A grade of “C” or better in HM 350; or instructor approval.*

This course exposes students to a number of key management and marketing issues relating to the effective implementation of revenue management. Students will gain an understanding of where revenue management fits within hospitality organizations, the relationship of the revenue management function with other functions/departments in the organization, as well as the roles and job responsibilities of a revenue manager. Students learn about channels that hospitality organizations can use to distribute their inventory.

HM 496/Independent Study in Hospitality; No Prerequisites

Creative projects, including research and design, which are supervised on an individual basis and which fall outside the scope of formal courses.

Cluster Learning Objectives

The course content and learning experiences in the Hospitality Management cluster are guided by the following learning objectives listed below:

Class content and experiences focus on:	At the successful conclusion of this cluster, students will be able to:
Objective #1	Complete an economic feasibility study
Objective #2	Make creative decisions based on sound market analysis
Objective #3	Use quantitative data and information to conduct business analyses
Objective #4	Understand and describe implications of developing and owning a business enterprise in the hospitality industry
Objective #5	Communicate business concepts in oral and written form

Coverage of Cluster Learning Objectives across Courses

The table below summarizes how the five learning objectives are met across the courses in the cluster. Courses are listed in the rows, and learning objectives in columns, with column 1 corresponding to learning objective #1 (i.e., feasibility study).

Course	Learning Objectives				
	1	2	3	4	5
HM 482 Hospitality Real Estate	X	X	X	X	X
HM 413 New Product Development for Commercial Foodservice		X		X	X
HM 484 Hospitality Entrepreneurship	X	X	X	X	X
HM 483 Revenue Management		X	X		X
HM 496 Independent Study in Hospitality	X	X	X	X	X
HM 442 Special Topics in Restaurant Management		X		X	X

The School of Hospitality Management curriculum committee is also studying the work experience requirement with a goal to increase both the quality and consistency of the experience. We are currently analyzing a one-credit career preparation class, a credit bearing internship, and/or a more structured system for reporting and documenting work experience.

Advising

The School employs one professional academic adviser (David Rachau currently) whose primary duties include the advising of all first-year HM students (72 currently), all students in Nondegree-Conditional (NDEGC) status (17), all students in Nondegree-Regular (NDEGR) status (6), plus a large number of students in HM status (325), for a current total of 420 students. He also assists HM-goal students and their campus advisers who contact him from Commonwealth locations of Penn State, as well as working with potential Penn State HM students and their families as they work through the school decision-making process. This adviser also assists faculty advisers with their advising duties, as needed, and offers adviser training to any faculty requesting same. He serves as the contact point for all students changing to the HM major, whether from other PSU majors or from other colleges and universities. The adviser is assisted by the school's coordinator for career placement and advising (Rosemarie Hibbler currently). Our coordinator for career placement and advising advises about 50 students each semester, in a staff position.

Faculty members also serve as undergraduate advisers, assisting HM students with schedule planning, educational reviews, major-related interest areas, goals and objectives, and job/career issues. Faculty advising numbers are based on faculty rank, seniority, teaching, research, and administrative loads and roles. For instance, experienced instructors can be assigned up to 40 advisees, while those with larger research programs and/or full professor status might be assigned 10 to 20 advisees. Altogether, about 375 students are advised currently by faculty members.

This summary describes the advising situation in HM for roughly the past 10 to 15 years. Advantages include the most vulnerable students being advised by the professional adviser, who has training in psychology and general counseling. It allots the more accomplished students to faculty members who have more expertise in issues within the HM field, such as HM job/career markets, research areas, teaching knowledge, and professional connections. Disadvantages can sometimes be seen when the professional adviser is overwhelmed by the sheer number of students seeking and needing advising support. Faculty members vary dramatically in their interest and abilities related to advising undergraduates. While some take this function very seriously and meet often with advisees, others shy away from the advising responsibilities and concentrate on other areas within their contracts, perhaps ones that they feel more comfortable doing.

Hiring an additional professional adviser would provide more adviser availability to students. It could free more time for the existing professional adviser and offer additional backup help for faculty advisers. An overall evaluation of the faculty advising system is in order. Perhaps faculty who embrace their advising role can be rewarded in some way – on the other hand, faculty who minimize their advising roles could be relieved of this duty and given other tasks instead.

Internships

Currently, the School of Hospitality Management administers internships in the following six areas:

Penn State Hospitality Services
Redifer Commons/South Food District
Bryce Jordan Center
Penn State Bakery
Off-campus
International

Each of these has its own set of attributes and areas of improvement, but all provide valuable experiences for our students.

Penn State Hospitality Services (PSHS)

This program was established in 1993. Students interview each semester with managers of PSHS (the Nittany Lion Inn and the Penn Stater Conference Center) for various positions. If selected, interns work the following semester 15 to 20 hours per week in their designated department, receiving instruction regarding the operation of their department, and attend a weekly class. The weekly class features guest speakers from all departments, as well as feedback sessions. Interns are considered paid employees of PSHS, and are treated as such. Interns are registered for HM 495A (line-level internship) or HM 495B (executive internship), both earning three credits in the semester in which they conduct their program.

Redifer Commons/South Food District

This program was established in 2007. Students interview each semester with managers and past interns at Redifer Commons to be interns for the next semester. If selected, interns work 15 to 20 hours per week at Redifer for the semester. Interns spend the first eight weeks of the semester as a line employee, rotating and experiencing each outlet at Redifer, including front and back of the house. During weeks 9 through 12, interns serve as a student supervisor in a particular outlet. For the remaining weeks, interns shadow a manager of their choice. Interns attend a weekly class, in conjunction with interns from the Bryce Jordan Center and the Penn State Bakery. The weekly class features guest speakers from various areas of campus auxiliary and business services, as well as tours of the BJC, food warehouse, and bakery. Interns are considered paid employees of Penn State Housing and Food Services, and are treated as such. Interns are registered for HM 495F (to be changed to HM 495C for Spring Semester 2014), earning three credits in the semester in which they complete their program.

Bryce Jordan Center (BJC)

This program was established in 2009. Students interview each semester with managers of BJC to be interns for the next semester, for internships in either catering or concessions. If selected, interns work 15 to 20 hours per week in their designated area. Time spent “on the floor” is paid, but time spent learning “in the office” is unpaid. Interns attend the same weekly class as the Redifer and Bakery interns. Interns recently have been complaining of “unpaid” hours, and time spent in the office with nothing to do. Interns are registered for HM 495F (to be changed to HM 495C for Spring Semester 2014), earning three credits in the semester in which they perform their program.

Penn State Bakery

This program was established in 2009. Students interview each semester with the executive pastry chef to be interns for the next semester. If selected, interns work 15 to 20 hours per week in the Penn State Bakery, rotating throughout the different functional areas of the bakery. Interns also complete a semester-long project, developing a new bakery item to be sold in the dining halls and other Penn State food outlets. Interns attend the same weekly class as the Redifer and BJC interns. Interns are registered for HM 495F (to be changed to HM 495C for Spring Semester 2014), earning three credits in the semester in which they perform their program.

Off-campus internships

Most off-campus internships are completed during the summer months, although there have been notable exceptions. Students have the option of earning academic credit for their experiences. If a student elects not to earn credit, the internship is strictly an arrangement between the intern and the employer. If a student elects to earn credit, he/she must get prior approval from the SHM internship coordinator (Jeff Heim currently), who will evaluate the proposed program. The student is then registered for HM 495E for three credits, and performance is based on written journal entries, analytical papers, completion of an individual educational action plan, and a performance evaluation completed by the employer. Problems in the past have included issues with unpaid internships.

International internships

Developing lasting international internship relationships has been problematic, due to visa restrictions abroad. The vast majority of international internships have been completed by citizens or residents of the host country. We do, however, have new arrangements with Marriott International in Monaco, and with Shaner Hotel Group in Italy, with our first students completing these internships in 2013. The chair of the international programs committee (Dan Mount currently) has been administering these programs, and plans to turn the administration of them over to the internship coordinator in 2014.

Summer internship database

For the past two years, the SHM internship coordinator has asked students to voluntarily send him details regarding their summer internship placements, and each summer (2012 and 2013) has compiled a spreadsheet of 100+ placements.

International programs

There is increasing demand for international internship placements, and finding qualified opportunities to satisfy our student demand will be a priority. This demand can be satisfied in conjunction with our existing recruiters, as well as counterparts at foreign universities. Still, this goal will need to be achieved with a clear set of guidelines and a “boots on the ground” approach (sending our faculty to locations overseas to meet with academic counterparts and potential employers face-to-face).

On-campus internships

The current application and placement process is cumbersome and outdated. While our current applications exist as a fillable PDF form, the forms must be emailed to the internship coordinator, who then must print them out and deliver them to the appropriate managers for review. In some cases, the technology breaks down, and students must hand-write their applications and deliver them personally. We will explore the possibility of using Interfase, our web-based interview system for visiting recruiters, to streamline this process. The SHM internship coordinator and the SHM career placement coordinator (the two primary users of Interfase) should attend a future CSO Systems user seminar to explore this possibility. CSO is the company that develops and maintains Interfase.

Off-campus internships

As stated above, the SHM internship coordinator currently collects information via email from students who voluntarily submit it regarding their off-campus internship placements. This, too, is cumbersome, and generally inconsistent. An online form, generated through Angel or some other method, would greatly enhance this system, and provide an excellent database. Jeff Heim will explore that in 2014.

Recruiting

We are in the process of installing an additional camera and computer in the Mateer Building Career Center interview rooms so that we have two working computers for Skype interviews when needed.

Rosemarie Hibbler and Brian Black are keeping more accurate statistics than in years past regarding where graduating students are working, in what positions, and starting salaries. These data help forecast the interest areas among our students and the average salary for graduating students. Our goal over the next five years is to keep the percentage of students who leave with jobs or offers above ninety percent, which is a realistic goal.

The vision for the next five years in recruitment is much brighter than it was three years ago when we hoped that students would be able to get an offer (any offer) from a company that was respectable and able to provide advancement. At this point, we feel that we can be more selective when forming our recruitment calendar each semester. The students from the past two years have indicated that they would like to see more postings for hotels than restaurants and more non-operations positions such as real estate, consulting, human resources, revenue management, accounting, finance, sales & marketing, and corporate positions. Therefore, we would like to seek out companies with these types of opportunities, invite them to the Career Center, and post the restaurant jobs via e-mail with fewer personal visits.

We would like to refurbish the Career Center with new furniture and possibly new carpeting. The current interior is rather stale and quite out of fashion. The existing chairs are stained and many are broken.

We have had discussions with Kathleen Rider regarding opportunities for our visiting companies to become involved in activities for our students within the area of recruitment. One involved creating sponsorship levels, involving a plaque and a donation, which would then fund the summer visits and tours that are so much a part of the career experience. Another idea spurred on by Pappas Restaurants' interest was naming the interview rooms, including a plaque and a donation, the proceeds of which could pay for summer travel, student tours and other needs. These are in the early stages of planning, but would all be beneficial for the school.

If possible, we plan to explore another way of providing drinks to the Center beyond the plastic bottles we have purchased over the past several years. We would like to provide some type of filtered water and biodegradable cups so that there is not as much plastic waste as in past years.

Lastly, we envision that the amount of work done via email and phone will increase within the next five years so that eventually it will comprise approximately 50 percent of the

career opportunities for students. We have just begun to log each outside company (non-visitor) that contacts the school. This log will clearly illuminate how much work is done beyond the activities directly in the Career Center. This type of contact has increased dramatically since 2010.

Honors Program

In terms of recent achievements, these are perhaps best represented by the number of students who have successfully graduated from our school with honors:

Fall 2011: 1 student

Spring 2012: 4 students

Spring 2013: 1 student

In the coming two years, we are on target to graduate another seven students.

In terms of recruitment, we will continue in the coming years to actively recruit to the sophomore and junior gateways. During the spring 2014 semester, Breffni Noone will work closely with David Rachau to identify potential gateway students and reach out to those students directly via email, and follow up in person to determine whether they are a good fit for the honors program. It can be difficult to convince SHM students regarding the merits of doing the work to earn an honors degree. This difficulty is reflected in the size of the program. However, the size of the program is also a good fit for the small number of research faculty available and willing to supervise honors theses.

We will also continue working to recruit freshman students. In the last two years, we have had some success in recruiting students at the freshman level, with two students entering the honors program in their freshman year. When the scholarship letters were sent to these candidates by the Dean's office, we worked closely with these students as they made their choice as to whether they would enroll at PSU. It is exciting to have students join the honors program at this early stage because it gives ample time to plan a course of study that leverages the opportunities that the honors program affords (e.g., study abroad, double majoring, and obtaining minor degrees). Naturally, we also work with gateway students to leverage these opportunities, but it is challenging to find solutions that fit the amount of coursework they have left to complete (e.g., making study abroad programs fit with thesis work).

One of the drawbacks of the SHM honors program that students often speak of is that we have no honors courses available in-house. Students have expressed a desire to "go that extra mile" in terms of depth and rigor in courses within the major, *and* to do so in a group setting. While honors optioning SHM courses provides students the opportunity to delve deeper in a subject area, logistically there is typically no facility for honors students to work with other honors students in the completion of this "extra" work. To foster the type of environment that may encourage more students to join the honors program, we would like to consider adding an honors section to a course within SHM. Specifically, we would like to take advantage of the Schreyer Honors College Development/Enhancement Awards (\$2,500 towards the design and development of honors courses) to develop an honors section of a course such as HM350 with the goal of attracting top SHM students, in addition

to providing a nurturing environment for existing honors students. Due to the small number of SHM students currently enrolled in the honors program, however, it may be necessary for us to increase the program's size before pursuing this this option.

International Programs

The number of international programs available to SHM undergraduate students has increased over the past few years. However, opportunities to study abroad have been restricted by limited accessibility to hospitality courses in study-abroad programs. Many of our students have their general education requirements complete, or nearly complete, when they arrive at Penn State precluding most of the study abroad opportunities offered through Penn State's Global Programs. We only have had two semester study-abroad opportunities; both were exchange programs linked to our Global Hospitality Management program.

Recently, Dan Mount's (PIC of International Programs) main objective has been to expand these opportunities by finding global study-abroad partners that could provide courses in hospitality management. To do that, we obtained a travel gift from HFL to help support the travel needed to visit many of the possible partners. As a result of those travels, we have one new program in Australia on the books for Fall of 2014 and one new program in Italy that is in the proposal phase and should be on the books for Spring of 2015. We were also able to identify two universities that were already partners with Penn State that offer hospitality management courses.

We have also achieved progress in making our short-term programs more academically focused with greater attention to the hospitality experiences available at the travel sites. Previous Spring Break trips to Greece and Italy were more tourism-focused with visits primarily to historic and cultural sites. The new trips, now to Italy and Spain, include multiple site visits and tours to hospitality-related sites such as hotel tours, wineries, and various local food producers in both countries.

We obtained a travel grant for the Summer of 2012 to establish a short-term study-abroad program in China, a country of great importance in the hospitality industry. The planned program in 2013 did not have enough student interest for us to run it. We are now using a tour operator and the program for 2014 is an exciting program that should generate enough interest to make this trip a "go" for 2014 and beyond.

If all goes as planned, we will have six semester study-abroad programs ready for 2015. We will look to possibly replace one or two current partners with different universities that provide a superior academic experience. We believe that the two new programs in Australia and Italy will be popular with students because many students are already asking about those programs.

The Global Hospitality Program will end with the Fall 2014 cohort. The program, while providing valuable global and social experiences, presented several academic challenges

and was of interest to only a few of our students. The addition of the new semester study-abroad programs should provide students with a variety of study-abroad experiences while being better academic alternatives.

We obtained a \$20,000 gift from HFL Corporation to support undergraduate student international travel and Dan Mount's travel as PIC of International Programs. This gift is expected to be an annual one and we have already received acknowledgement that the gift will be extended for 2014. We are also bringing in another one-time \$10,000 gift designated specifically for undergraduate student travel in 2014. We will continue to pursue funding opportunities for international program development.

Gaming Curriculum and Facilities

Over the past year, the gaming program curriculum at SHM has been modified in the effort to create more value for the undergraduate students. The courses have been altered in the interest of better preparing the students for a career in the gaming industry. Students are now required to satisfactorily complete a significantly more challenging Introduction to Casino Management course using the Lucas & Kilby text that is well recognized as the most comprehensive and informative resource regarding the subject. Once the Intro course is completed, students now have the option to continue by enrolling in: Advanced Casino Management, Issues in Gaming, and Casino Marketing. Well-recognized textbooks, case studies, white papers, and research papers have been selected to serve as the materials for the advanced coursework.

Supporting the courses, we have successfully restarted the Casino Management Club. Elections have been held and a new team of student leaders has been involved in trip planning and other important activities. Last year, the club was involved in the planning and execution of successful trips to Las Vegas and Atlantic City. Planning of the 2014 trip to Las Vegas is currently underway by Mike Ahlgren.

During the previous year, we have been successful at building relationships with industry members. Bob DeSalvio, a member of the school's advisory board and President of Bethlehem Sands has provided significant support for our program. We have established strong ties with Caesars Entertainment, both in Las Vegas and Atlantic City. The Cosmopolitan Resort in Las Vegas is now a partner in our gaming program, and managers there continually express an interest in mentoring and hiring our students. Bridges between SHM and MGM Resorts have been strengthened, and we now have contacts that allow us to personally recommend students who we feel are most promising for both their internship and management training programs. We are working on building ties to Penn National and Wynn Resorts, as well. We plan to create a Gaming Advisory Board to expand and formalize this effort.

A future plan is the creation of a gaming laboratory on the first floor the Keller Building, adjacent to the Mateer Building. A gaming laboratory for the School of Hospitality Management would offer the major revenue-producing games currently operated by Pennsylvania commercial gaming outfits. Examples of both slot machines and table games would be included in the lab. Because space will be a constraint, decisions regarding which games to include will likely be necessary. Assuming that access to particular games is not a determining factor, games will be chosen based on their ranked contribution to Pennsylvania gaming operator adjusted gross gaming revenues.

A suitable location for the lab has been located in the former print center in the Keller Building. SHM appears to have successfully acquired the space for this use. The next step is obtaining permission from Pennsylvania Gaming Control. Efforts that began last year were met with significant resistance from their Executive Director, but based on the most recent interactions we have had with board members here at Penn State as well as in Harrisburg, we have been provided with a path we can follow for future approval. Once we have the legal right to obtain the necessary equipment, the effort to reach out to manufacturers for donations will begin.

Real Estate Strategy Initiative

It has become clear that curriculum, research and outreach related to real estate have grown to be significant aspects of top hospitality programs in the United States and abroad. For example, the Cornell University School of Hotel Administration now offers multiple graduate and undergraduate courses in real estate, including an undergraduate real estate minor. In 2013, the Cornell Hotel School hired its seventh, full-time faculty member in real estate. In addition, the school employs two full-time faculty members in strategy. Michigan State University's renown School of Hospitality Business now offers an undergraduate specialization in hospitality business real estate. Multiple courses in real estate are now offered at Hong Kong Polytechnic University, generally considered to be the top hospitality program in Asia.

SHM added its undergraduate hospitality real estate course several years ago and this course is currently offered to students once annually. Through this course, our graduates have been placed in relatively high paying hospitality real estate consulting positions with such international consulting firms as HVS, PKF and PWC, as well as in real estate positions with such international hotel conglomerates as Marriott International and Hilton Worldwide. Other hotel organizations, such as Hersha, LaSalle and New Castle have placed SHM students who have completed the hospitality real estate course in internships and permanent positions. The increasing level of success we have achieved from this single course and from our related outreach efforts is testament to the growing viability and importance of this aspect of the hospitality industry.

To provide further opportunities for our students, our new hospitality asset management course will be offered for the first time in 2014. This course was developed by Amit Sharma and John O'Neill, and is expected to be taught by Amit in 2014 and 2015. The addition of this course is a natural evolution for our school which historically has been focused on operations. Asset management essentially involves the melding of managerial issues like operations with ownership issues like investment. We see growing career opportunities in this aspect of hospitality real estate. This year, for the first time ever, our students have been invited to participate in the Hospitality Asset Managers Association (HAMA) annual case competition in hospitality real estate. This invitation followed a presentation to HAMA by John O'Neill in 2013. Up to this point, only students from Cornell and Michigan State have been invited to participate in this prestigious competition. Winners will be invited to attend the 2014 annual HAMA conference where they will have the opportunity to present their cases and interact with hospitality asset managers.

Our summer seminar held in University Park regarding hotel market analyses and valuation taught by Steve Rushmore and John O'Neill which has used the text written by Rushmore and O'Neill (2012) has sold out each time it has been offered. It has been

attended by hospitality company executives from around the world, many of whom have never before visited Penn State University. With access to the necessary resources, such outreach efforts will continue to raise the profile of SHM and Penn State.

The Penn State Index of Hotel Values is based on an econometric model which tracks and projects market values of hotels (overall as well as different types) in the United States. This Index has resulted in positive publicity for Penn State at a time when it is greatly needed. Since there have been so many requests to the school for this information, we now include it on the SHM web site to make it available to a wide audience. To date, the Index has resulted in the publication of over 40 articles, and numerous additional citations in leading hospitality trade magazines and publications. One of the roles of the real estate strategy initiative will be to continue to update and maintain the Penn State Index in the future.

A new Center for Real Estate Strategy will be designed to take all of these recent achievements to the next level. To effectively compete with the top hospitality schools in this area, as well as to offer a point of differentiation, this Penn State real estate center will focus on strategy. At this stage, the focus is relatively narrow because of our very limited current resources relative to our competitors. To make use of our existing resources, as well as to provide Penn State with sufficient enough visibility in the real estate field such that we continue to provide excellent opportunities for our students, the center will focus on real estate strategy.

Under the direction of John O'Neill, the purposes of the new Center for Real Estate Strategy will be to:

- Offer excellent courses in real estate, asset management and strategy taught by experts with appropriate knowledge, experience and education to make certain that these courses remain relevant, current and academically sound. Additional undergraduate and graduate courses could be added in this area in the future.
- Provide advising to undergraduate and graduate students who are interested in real estate, asset management and strategy. Such advising will include working with students to make certain they receive excellent field experiences, such as traveling to corporate headquarters of international hotel conglomerates to meet with those responsible for real estate development, asset management, branding, franchising and strategy in those organizations, as well as to make certain that Penn State students and faculty members are represented at the most prestigious hospitality real estate conferences, such as those held annually in New York, Los Angeles, Phoenix and Atlanta. We will continue to use the school's opportunity fund for the next five years to be the official academic sponsor of one of these conferences, namely the new annual lodging investment summit held in Washington, DC.
- Conduct research, develop research collaborations and mentor students and faculty interested in conducting research in this area. This aspect will include Penn State

representation at such prestigious academic gatherings as the American Real Estate Society's Annual Conference.

- Work with the college's development staff to pursue external support for this center.

This center will provide SHM with beneficial visibility in this important, growing area of the hospitality industry and hospitality careers.

SHM Graduate Program

To promote collaboration among our faculty and graduate students, it is important that people are exposed to each other's research work. To that end, we are trying a new format in our research mixer series. Making the monthly get-togethers more informally is likely to induce more conversations among the faculty and grad students.

To induce a diverse pool of graduate applicants, graduate faculty members are making their work visible on the web by updating their personal web pages. We plan to update our school web site more frequently. We also plan to highlight publications and updates on graduate students' accomplishments (publications, awards, etc.).

Graduate PIC Anna Mattila plans to use electronic lists such as GRE Search to reach out to individuals around the globe. We plan to train our graduate assistants to learn to use this database. There is a code for hospitality management in their database (see below).

We plan to be actively involved in college-wide diversity efforts for grad student recruitment. We plan to continue to be involved in the Healthy People at Penn State initiative.

We plan to contact our peer institutions not offering a doctoral degree and promote our program. We have done this in the past, and will do it again.

To attract the most qualified applicants, it is essential that PSU continues to shine as a premier institution in the development of Ph.D. candidates. Therefore, we need to make sure that our current students present us well in the annual Graduate Student and I-CHRIE Conferences. To that end, we will have the grad students practice their presentations in front of the faculty. The purpose of doing so is to offer helpful feedback to our Ph.D. candidates so that they effectively promote themselves and Penn State.

We are considering modifying our school description on GradSchool.com – see below.

Gradschool.com

Degree Offered

M.S., Ph.D.

Format: Campus

Program Description:

The Hospitality Management M.S. and Ph.D. degree programs are designed to prepare individuals for research and educational roles in the hospitality industry. The programs offer advanced graduate research training for students who desire to become educators, researchers, and knowledge-based professionals in the hospitality field. Students'

individualized programs are designed to ensure they will have a mastery of the scope of knowledge covering the entire spectrum of hospitality management as well as the ability the complete significant research in a specific hospitality area.

Tuition & Financial Aid

Financial Aid Offered: No

Classification: Doctoral/Research Universities - Extensive

Institution Sector: Public

Locale: Small City

Size & Settings: 20,000 and above

Now we can reach prospects who have demonstrated graduate-level readiness through their GRE test performance. With the GRE Search Service, we will know they have the proven skills to succeed in graduate school. We can select from about 30 criteria to expand our pool or refine our recruitment strategy, based on a database of 500,000+ individuals from around the world. We can be cost efficient in our recruitment, knowing they've already taken an important step toward pursuing an advanced degree.

Depending on our recruitment and admissions goals, we can use the GRE Search Service to reach a broad, diverse group of prospective applicants or refine our search to identify specific characteristics we are seeking — including detailed geography selections, gender, ethnicity, and academic performance. We can choose to select names based on GRE test registration date, so our recruitment efforts are optimally timed. The reuse benefit of the GRE Search Service makes our outreach plan targeted and cost efficient.

Because it is updated weekly, this database will quickly become an important component of our ongoing and seasonal recruitment efforts. The individuals listed in the database have personally opted in to hear from graduate and business school programs like ours.

Here is a sampling of the types of campaigns we can do with the GRE Search Service:

Develop discipline-specific campaigns based on undergraduate majors

Send email reminders.

Create highly geo-targeted campaigns to promote open houses and student regional events.

Reach prospective students in areas too expensive to include in our travel budget.

We have had initial discussions with the Department of Recreation, Park and Tourism Management regarding establishing a joint master degree program directed towards working professionals. If developed, such a program most likely would be delivered on line, but may have a hybrid format of delivery. Such a degree program almost definitely would not be strictly residential in nature due to our previous experiences of relatively low enrollment in our professional master degree program. Besides Cornell, most professional hospitality master degree programs are offered by universities located in major

metropolitan areas such as New York, Houston and Philadelphia. For example, Temple University recently adopted a new Executive MBA in Hospitality Asset Management. The program is offered on weekends (Friday, Saturday and Sunday) in Malvern, PA (suburban Philadelphia) and includes typical MBA courses, e.g., multiple courses in strategy and multiple courses in accounting and finance. In addition, the program includes four courses for a hospitality asset management concentration: foundations of asset management, legal issues in hospitality real estate, hospitality industry analytics and strategic management of the hospitality asset.

Graduate Examinations

There was a major restructure of the candidacy exam for the academic year of 2012-2013. Those changes included the following:

We incorporated a formal written research proposal and oral proposal presentation. The description of the two components in the Candidacy Exam Booklet Procedure appears as below:

Written Proposal

The purpose of the written proposal is to evaluate the candidates' abilities to jump-start their research agenda. The candidates will be expected to work independently, but under their committee's guidance, to develop this written proposal. The following will be the broad expectations:

Structure: Research purpose, questions, and hypotheses; relevant literature review, methodology, expected results, and expected contributions and implications.

Format: Students must follow APA guidelines. Must be no more than 20 pages in length (all inclusive), double-spaced, 12-point font.

Proposal development: Proposal development should begin no sooner than the Spring semester preceding the candidacy exam. Candidates will be encouraged to incorporate interdisciplinary aspects into their proposal where appropriate. Expectations from advisors must be limited to 'advice' but not include word-smithing.

Deadline: The written proposal is due no later than two weeks prior to the scheduled date of the oral presentation of the candidacy exam.

Oral Proposal Presentation

The purpose of the oral presentation is to evaluate the candidates' abilities to present their research proposals in an academic fashion. The candidate will be expected to work independently, but under their committee's guidance, to develop this oral presentation. Students will prepare a PowerPoint (or similar electronic) presentation of no more than 25 minutes, followed by a Q&A session.

We also incorporated a critical thinking written exam, appearing in the exam booklet as below:

Critical Thinking Written Exam

The purpose of this exam is to evaluate the candidate's ability to think critically. The candidate will have two hours to respond to this question on a designated date and time. The question will be provided at the scheduled time of the exam.

For the current academic year of 2013-2014, the exam committee and the graduate faculty made additional minor changes as below:

In the past, a student must have taken HM 503, Statistics 501 and 502. However, from the current year, a student must have taken HM 503, Statistics 500 and Statistics 501 before sitting for the candidacy exam. This change was made primarily due to the availability of classes.

The exam committee and the graduate faculty discussed validity of the critical thinking component of the exam, and decided to retain the component with a plan to provide students with clear expectations for this portion. The exam committee is also planning to discuss how the graduate faculty can provide a structured way to teach students our expectations and give them chances to practice.

In the next few years, the exam committee and graduate faculty will focus on refining the new format of the exam and continue to make necessary improvements.

Online Education

Penn State recently appointed a Vice-President for On-line Education, which is symbolic for the importance the university attaches to this initiative. We believe that on-line education will be important to the future of the School of Hospitality Management, as well.

As the SHM faculty decides on how to implement on-line education, it is important to understand what resources there are available in HHD and PSU to support the development of an on-line program. HHD has a Director of Outreach, Susan Leway, in charge of on-line education, and there are web designers in her office who could assist faculty in developing classes. A concern has been that there currently is so much demand for their time that HHD, which controls the format of the courses, may be a bottle neck in development efforts.

In addition to Susan Leway, we have had discussions with HHD instructional designer Wendy Mahan regarding pursuing a Center for On-line Innovation in Learning (COIL) Research Initiation Grant Proposal which can provide up to \$50,000 (average award is \$20,000) as seed funding for projects that have the potential to enhance teaching and learning through on-line innovation. Specifically, we have discussed with Wendy the idea of developing on-line courses directed towards industry executives based on existing specialties amongst our faculty. Such curriculum would not be for college credit, although CEUs and certificates of completion may be offered.

On-line courses for credit

The team in HHD Outreach that works on instructional design and technical support is focused on courses/programs for World Campus delivery. In general, we understand that the timeline is two full semesters to develop a course for the World Campus.

For on-line courses in resident instruction, HHD has limited available internal resources, but early discussions are underway and will likely be part of strategic planning. Dr. Nan Crouter, the Dean of HHD, is especially interested in exploring how HHD might support the development of more hybrid courses for resident instruction, but the college currently does not have the resources to support this effort. We will seek guidance from the Outreach group in the short term.

If SHM decides to include partnering with campuses by offering on-line courses from here, the e-Learning Cooperative would be a delivery option, but we would still need instructional design support. We are also studying the possibility of developing an on-line or hybrid master degree program, as well, and have had initial discussions regarding

partnering with the Department of Recreation, Park and Tourism Management in this endeavor.

On-line courses for executive education (not for credit)

Outreach has created a new unit that is focusing on on-line non-credit programming. Jim Korner is currently the director. They are seeking programs that align with college goals and that have strong market potential. They work with Penn State Public Media for instructional design services and support. We plan to further investigate resources in this area.

To offer courses that are at least cost neutral, we will consider how much on-line faculty would be paid, how much it costs to develop a course, what credit revenues are, and how much of revenues HHD will return to the academic units.

A summary of on-line programs currently available at comparable schools of hospitality management is included in the addenda to this report.

Assessment

The School of Hospitality Management has been working on course and program assessment for approximately a decade. In the past two years, Penn State University requirements to submit a yearly program assessment plan and report has increased the attention given to this activity in the school. In the past two years, responsibility for program assessment has been moved from the School's Curriculum Committee to a separate Assessment Committee. This group has worked over the last year to improve faculty participation in course level assessment and think more broadly about using the assessment process for overall program improvement. University feedback from our 2012 Assessment Plan and Report termed the School's assessment efforts as "approaching exemplary."

Moving forward, Beth Egan and the Assessment Committee plan to focus on overall program assessment at the school level to drive continuous improvement in the undergraduate program. Course level assessment will be an ongoing process conducted by all faculty members for the courses being taught. The committee plans to expand data collection to include alumni and possibly employers of at least recent (1-5 years) alumni. Collecting data beyond the course level will inform curriculum and work experience improvement efforts as well as providing measures of the effectiveness of the undergraduate program in preparing young professionals for the current hospitality industry and environment.

The assessment committee also plans to improve the management of measures being used in both course level and program level assessment to make them more comprehensive and integrated into the continuous improvement process. Developing a way to organize, track and effectively use assessment data that have been collected is a committee goal. The School's twelve program objectives will be revisited within the next one to two years to better focus improvement efforts and measurement of program effectiveness. These assessment activities will draw heavily on faculty time and effort, but given the use of electronic communication and web-based survey tools, it is not expected that assessment efforts over the next five years will require monetary support from the school budget.

Technology

The technology hardware in room 118 Mateer has been refurbished. Further, a sound system has been added to this class room.

The new SyncMaster display (40 inch x 46 inch) for the Mateer lobby was recently installed. This system is used to identify to people entering the Mateer Building that it is the home of the School of Hospitality Management and Café Laura. It is used to welcome recruiters and other VIPs to the school, serves as a marketing tool for HM 430 theme dinners, and announces upcoming School events.

During the Summer 2012 semester, there were 32 new laptops installed in 117 Mateer. The laptops include the standard software (Office, Firefox, Adobe Reader, Flash) and the new HVS hotel market, financial and valuation analysis software was installed, as well.

Curriculum

Peter Nyheim published the second edition of his textbook, "Technology Strategies for the Hospitality Industry."

Cvent (event booking software), Readysetwork (mobile labor scheduling), and other applications were added into the HM 271 class by Peter Nyheim. Also, the course now has more Microsoft Excel content, as well.

Possible next steps include new Micros and/or Open Table technology in the planned 2014 renovation of Café Laura.

Flipping the Classroom - a pedagogical concept that replaces the standard lecture class format with an opportunity to explore concepts and to review materials from outside of class – is being instituted in HM 271. This can happen in many forms, but the underlying premise is that students review information outside of class and, instead of simply receiving information from the instructor, come prepared to discuss concepts.

Peter Nyheim would like to incorporate Renivate (social networking company), possibly RedbookConnect (restaurant business intelligence), more on digital payments, and NewBrand Analytics into HM 271.

External

We plan to expand our relationship with NRA (National Restaurant Association) technology through technology advisory board member Dave Matthews, possibly through faculty or student involvement.

Diversity

The plan for the School of Hospitality Management concerning diversity will include increasing the diversity of the faculty, staff, graduate, and undergraduate student populations; and increasing dialogue and understanding of diversity principles in our curriculum and our daily operations. We plan to evolve from first order (declarative efforts) and second order (commitment) diversity efforts to third order (sustained action) and fourth order (culture changing practices) diversity efforts. We further plan to focus on five primary challenges, consistent with diversity challenges promulgated by Penn State University:

- 1) Develop a shared and inclusive understanding of diversity
- 2) Create a welcoming climate
- 3) Recruit and retain a diverse student body
- 4) Recruit and retain a diverse workforce
- 5) Develop a curriculum that fosters intercultural and international competencies

A review of the school web site reveals the following estimates:

Faculty. SHM currently lists 27 faculty members. Of these, 22 (81.5%) are male and 24 are Caucasian (88.9%). Some of our faculty members (7, 25.9%) come from other countries. One faculty member (3.7%) comes from a historically underrepresented group in the United States. Two faculty members (7.4%) display LGBT Support Network signs outside their doors and none of the bathrooms in the Mateer building are gender neutral.

Staff (including academic advising). SHM currently lists eight staff members, two of which are male (25%). None of these individuals are international or from a historically underrepresented group in the United States.

Students. SHM lists 16 current graduate students. Five of these (31.3%) are male, and 14 (87.5%) are international students. Of the international students, 12 (85.7%) are from Asian countries. Statistics for the undergraduates follow.

Demographics of SHM Undergraduate Students:

Approximately 715 Students

- 59% Female
- 41% Male

Ethnicity:

- 68% White
- 10% International Students
- 9% Asian
- 6% Hispanic
- 5% Black or African American
- 1% Pacific Islander
- 1% American Indian

10% are international students;

of that 10%:

- 40% from China, 35% from Korea, 11% Taiwan, remaining 14% Brazil, Greece, Kuwait, Malaysia, Panama, UAE

These figures suggest numerous opportunities for SHM over the next five years. Larry Martinez and the Diversity Committee will obtain similar data from other comparable institutions to evaluate how we rank in terms of demographic characteristics. These data will be expanded to include other characteristics to include sexual orientation, gender identity, (dis)ability status, and age. This analysis will highlight opportunities for us to be competitive in terms of recruitment of faculty, staff, graduate, and undergraduate students. This analysis will also give us insight into who our students are and what their issues surrounding diversity may be.

The other key initiative will revolve around diversity in our daily operations. Every faculty and staff member should be aware of cultural issues to maintain the level of professionalism, decorum, and welcoming as would be expected from a hospitality school. Although we do not believe we are failing in these endeavors, we believe that training in best practices will address misconceptions and/or serve as a reminder. Indeed, research has shown that many individuals who claim to be supportive of minority individuals/issues often feel anxious due to uncertainty regarding exactly what to say or do. This type of training will also legitimize the importance of diversity and inclusion within the department. A particular emphasis will be placed on using language in and outside of the classroom that does not make assumptions about individuals' identities (e.g., "server" instead of "waitress/waiter" or "significant other" instead of "boyfriend/girlfriend"). These values will be instilled in our students through the faculty and staff's example and coaching.

School faculty members will be incentivized to receive Ally training through the LGBT Center on campus and display Support stickers on their doors. An effort to provide gender neutral bathrooms in Mateer will be addressed over the next five years. The school will also communicate the importance of diversity by sponsoring/hosting events related to particular cultural groups.

Café Laura

Café Laura is an educational partnership between Penn State Housing and Food Service (HFS) and the School of Hospitality Management (SHM). Inherent to the development of students as managers in the hospitality industry is their successful completion of practicum courses designed to help prepare them for management positions. Café Laura provides students with the opportunity to practice and refine their managerial skills in a real world environment. Each time Café Laura opens its doors, it provides students with the opportunity to gain experience by making business and culinary decisions in a facility that is a unique blend of an instructional food service management laboratory and a contemporary dining facility open to the public.

The “living laboratory” is rather unique to hospitality management schools that introduce students to management. The underlying idea is that students’ beliefs, employment background, and classroom knowledge are all brought to their Café Laura experience. Unlike food laboratories at many other schools of hospitality management, Café Laura is flexible enough to offer a variety of service styles, including casual lunch and upscale full service dinner experiences. Also, within each of those service styles, a variety of themes are possible, allowing students to fine tune their critical thinking skills by developing, promoting, executing and evaluating unique concepts.

Café Laura Vision

Café Laura will be a premiere hospitality management training facility by providing students with the knowledge, tools and hands-on experience needed to excel as managers in the global hospitality industry. Students will plan, organize, control, and lead in a professionally-equipped facility and respond to current trends using contemporary concepts, equipment, and best practices. Students in Café Laura will practice and deliver guest management skills by providing an exceptional quality service experience. By integrating theory and real world experience, Café Laura will be viewed by the industry and its customers as the leader in management innovation.

SHM/Café Laura Brand Analysis

The Penn State School of Hospitality Management (SHM) brand has been cultivated for over 75 years and is generally strong within the hospitality industry. The name Café Laura has been used since the school moved into the Mateer Building in 1993. Café Laura has contributed to the credibility of SHM among practitioners and the State College community through a Food and Beverage capstone class (HM 430) that offer a hand-on opportunity for students to, in essence, conceptualize, plan, market, staff, and operate a new restaurant every day. The class is regularly cited as offering one of the best bonding experiences by

former students and recurring theme among both alumni and recruiters is “how the students performed in 430.”

The operating structure of Café Laura and the related responsibilities are shared between the faculty of SHM and Penn State Housing and Food Services with, from the standpoint of the instructors, loosely defined accountability and marketing responsibilities.

This combination of frequent event rotations and undefined split between the missions of Café Laura as an educational tool and commercial operation has created a disjointed and inward-looking marketing effort that promotes day-by-day themes and volume maximization to the expense of a coherent image for Café Laura. Rather than a restaurant to go to, Café Laura is incidentally the place where specific theme dinners are held. As a consequence, surprisingly the facility does not appear on any popular online review sites of local eating places while the standard of service and food quality offered should rank Café Laura as one of State College’s prime venues.

The marketing effort is disjointed as students are focused on “selling” the theme of the day and rarely incorporate a unifying theme promoting all the theme dinners as an integrated concept. Based on guests’ feedbacks, the F&B faculty is aware of the fact that the events are known to community members as “Theme Dinners” while “Café Laura” evokes limited awareness.

The effort is also inward-looking as (1) the majority of the material and signage designed to be posted (online, printed, banners) includes more SHR-related lingo (“HM 430”) than references to Café Laura and (2) the students are encouraged to follow a “path of least resistance” by heavily marketing to friends and family. While not criticizable, this approach is somehow detrimental to the Café Laura brand because the event becomes known as “X’s HM 430 theme dinner” rather than a Café Laura event. In this respect, it is revealing that little market segmentation data is being compiled to highlight neither the proportion of non-student and non SHM-related patrons nor the trends in the evolution of the various guest segment market shares.

Goals for the Next One to Five Years

Café Laura needs to pay more attention to contemporary nutritional needs. Such needs include consideration of wheat, gluten, nuts, dairy and other dietary restrictions.

In future promotion efforts, the Café Laura brand will be emphasized next to the specific events held at the facility. Since the brand is driving customers’ perceptions of the products offered, it should unify all the services (lunches, dinners, catering events, meetings...) into an integrated image that would convey a coherent and positive notion of consistency and quality. This approach would be fundamental to building a guest loyalty program and attracting a larger share of the State College community members.

The main role of a brand is to increase guest awareness. An integral part of that brand's identity is the logo. The recently-developed Café Laura logo is featured on a new sign



outside of the restaurant near the interior of the Mateer Building lobby, and is now on the new Café Laura student uniforms, as well. This logo will be incorporated into all print and web based media produced by the school, especially the menus for the theme dinners.

While the logo is visually appealing and contemporary, it does not provide insight into

what precisely Café Laura provides nor does it link the facility to SHM. We are therefore planning a modification to the logo by adding the following captions:

The School of Hospitality Management presents



Theme Dinners

Casual Lunches

An additional confounding factor is the Center for Food Innovation which shares the lower floor of the Mateer Building with Café Laura and could be seen as a competing brand as consumers are offered free lunches on many days in return for product testing. Faculty and students of the School of Hospitality Management operate this center, but it has essentially taken on a separate brand identity.

In conclusion, the structures and operating methods of HM 430 and Café Laura have created an incoherent image primarily based on the events rather than on Café Laura as a restaurant facility. Reorienting the marketing and promotion emphasis on the Café Laura brand will help reinforce the perception of consistency and quality across all the services offered at the facility, increase guest loyalty and grow the State College community patronage. A better analysis of the guest segments attending the theme dinners will be required to precisely define a strategy to grow the Café Laura brand awareness.

The following are current guidelines in place which are a good starting point for solidifying this brand message.

Brand statement (existing)

The Penn State School of Hospitality Management is home of one of the most prestigious and well-respected programs of its kind in the nation. By combining a broad educational foundation with "real-world experiences" and other opportunities for students to hone their leadership, business, and communication skills, the School of Hospitality Management and its predecessor programs have equipped students and alumni with the skills they need to become the leaders of their chosen professions for over 75 years. Café Laura is an educational partnership between the School of Hospitality Management and Penn State Housing and Food Services.

Suggested brand standards (to match brand statement)

Instruction provided by a professional and well educated team of hospitality management faculty and food service managers.

- A premier management simulation in the nation featuring a highly regarded curriculum that is designed to challenge students to innovate through creative business design and planning and then execute these plans at a high level in a full-service restaurant open to the public.
- The ongoing upgrade and replacement of facilities and equipment.
- Exceptional food quality, presentation, and customer service
- A focus on student training and the achievement of financial success.

Suggested brand elements (to match brand statement)

- Attributes: Intelligent, Innovative, Strong moral character, Hard working.
- Benefits to students: Belonging to a tradition, "Family" type experience, Excellent education. Excellent entry-level job opportunities, Prepared for long-term career advancement.
- Benefits to industry: Best trained entry-level managers of any hospitality program, Prepared for career advancement and leadership roles, Diverse student body that can fill opportunities throughout the U.S. and the world.
- Benefits to university: Strong alumni network, Largest industry in the United States, Student interns, Future managers within the university system
- Values: High performance, High quality, Prestige
- Culture: Over 75 years of tradition, multi-cultural/multi-national, alumni/faculty/students working together for the benefit of the hospitality industry.
- Personality: Global hospitality leaders
- User: Students: The best and the brightest who are dedicated to hospitality management.
- Guests: People of all ages who are seeking a dining experience with unparalleled variety of excellent food and service.

Café Laura Student Learning Objectives

Learning objectives for successful students in Café Laura will be to:

- Develop, produce, manage and evaluate the daily operation of Café Laura food service using the skills and knowledge attained in the School of Hospitality Management curriculum.
- Master the technical responsibilities of a wide range of food service systems including: menu planning, standardized recipe development and adjustment, fundamental culinary skills, equipment and facilities management.
- Provide strong leadership, training and guidance to classmates by using effective interpersonal and teamwork skills both within a management team and with class associates.
- Be acutely aware of the fiscal responsibilities necessary for a profitable food service operation related to marketing, sales, purchasing, pricing, food and labor costs, and associated expenses.
- Exhibit timely and effective managerial problem identification and decision-making abilities and demonstrate the ability to interact with guests and make adjustments to provide exceptional customer service.
- Stay conscious of current developments and trends in the hospitality industry, including sustainability, wellness, nutrition and health.

Facility Assessment

To achieve its vision and objectives, Café Laura is in need of a continued renovation, and John O'Neill and the Café Laura Facilities Committee (including Peter Bordi and George Ruth) have been spending a great deal of time on this endeavor working closely with David Gingher and Scott King from Penn State Housing and Food Services. The existing facility has a 1990s look in the servery area rather than a state-of-the-art appearance befitting Penn State and the School of Hospitality Management. We recently began a renovation with a total budget of over one million dollars. We continue to raise funds for this endeavor.

A new interior wall sign was recently installed at the facility entrance near the Mateer Building lobby. This new sign matches with the future look of Café Laura.



Also, the dining room has been upgraded to include new carpeting, artwork, window treatments, lighting, modern tables and chairs, which were needed to provide a more contemporary look and feel to Café Laura.

The chopped salad station has been very popular during lunch and as a result increased wait times. The following photo illustrates the existing chopped salad station, soup, pizza and home-style areas.



Through an initial gift from Panda, we began designs to move and expand the salad station to meet the growing demand. The soup station which is expected to remain at roughly the same location will be separated and should also decrease the wait times for soup. The new salad station will be more “open” in design and showcase our students in action. This station will be used at night during the theme dinners, as well, allowing patrons the opportunity to view the students at work. The following exhibit presents an architect’s rendering of the renovated chopped salad station, soup, pizza and home-style areas.

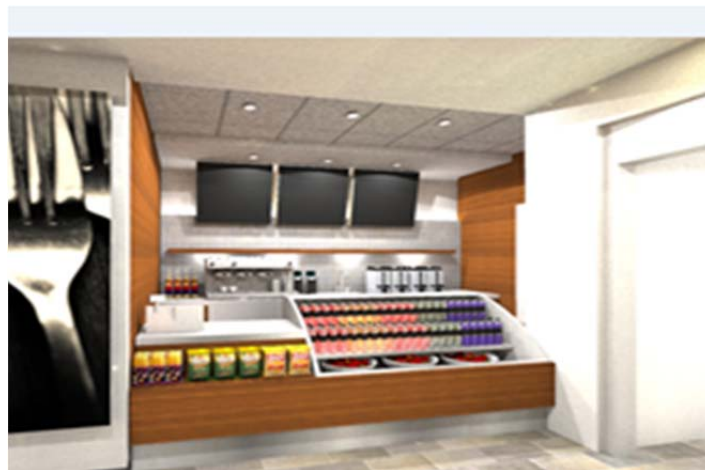


The Café Laura servery is outdated and is showing signs of significant wear. Café Laura has steadily increased revenues and foot traffic and the current design is creating congestion and slower service as a result. The planned 2014 renovation will not only address the appearance issues in Café Laura, but will also address the current queuing problems and

wait times experienced by customers. The following exhibit presents an architect's rendering of the renovated servery as viewed from the dining room.



The Grab-and Go outlet along with the Starbucks branded coffee area has seen tremendous growth, as well. A defined Starbucks coffee shop will be moved to be closer to the entrance and will also continue to offer a wider selection of grab-n-go items, consistent with modern consumer demand. We are pursuing significant donations for this purpose from Starbucks and alumni. By moving the coffee shop closer to the Café Laura entrance, we will be able to attract more foot traffic and also be able to continue service even while the rest of the restaurant is closed. The following exhibit presents an architect's rendering of the renovated coffee area.



The slated renovation will also include an “action station”. The enrollment in labs has steadily increased over the recent years, and this station will offer another venue for students to work in, as well as for dining room patrons to view. In the mornings, this station can be used for demonstrate various culinary techniques to students in the HM 330 class. During lunch, this station will have the flexibility to change depending on the menu

choices. This station will also provide students the opportunity to work with more updated equipment. At night, this new station will act as the “appetizer” station and will provide an open kitchen concept. Customers often come to Café Laura to see the students in action, and this station will provide that experience. The following exhibit presents an architect’s rendering of the new action station as viewed from the dining room.



The dining room within Café Laura is a great space in that the entire rear facing wall contains floor to ceiling windows. In the past, these windows were covered with outdated draperies and have recently been replaced with new blinds that match the contemporary look and enable Café Laura to showcase its windows. The renovated dining room is expected to include new lighting, floor tile, and movable dividers which will allow the café dining experience to be more intimate. The following exhibit presents an architect’s rendering of the fully renovated dining room.



A new sound system and conventional consumer Internet access are highly desirable. It would also benefit Café Laura and the learning objectives of the curriculum to integrate more technology into the facility. Currently, students use paper and pencil when designing their daily seating diagrams, and when making yield management decisions. A program like Micros' seating hardware and software, for example, would provide a great opportunity for the students to use current technology during dinners. Using tablet devices in the facility would enable students to use the current technologies, while also maintaining the traditional aspects of the facility. We are continuing to study all of these options and are working on receiving a donation from Micros.

The recent implementation of the facility, staffing, service and promotional improvements described herein have resulted in increased customer satisfaction as well as increased revenues in Café Laura which are up by a significant 52.9 percent during the current academic year. As the additional improvements described here are implemented, we expect to experience continued revenue increases.

Center for Food Innovation

The mission of the school's Center for Food Innovation (CFI) is to provide comprehensive assistance to the food and food service industry to promote consumer-responsive and fiscally responsible food research. The CFI offers research, development and outreach opportunities in seven critical areas: new product development, nutrition and health, food safety, culinary science, ergonomics, marketing (particularly based on nutritional claims), and consumer behavior by demographic.

Goals for the Next One to Five Years

Peter Bordi and his staff have established the following goals for the CFI:

- To address the food service industry's needs to answer questions regarding the relationship between food and health.
- To promote the growth of food service and health research projects and proposals; adding to an extant body of knowledge in the hospitality discipline.
- To increase the number of faculty, internal and external to the discipline, increasing involvement with larger multi-disciplinary research studies.
- To partner with government and other agencies to facilitate the transfer of current research to both theoretical and applied problems.
- To transform from a sensory testing laboratory to a new food product research laboratory.
- To work with Disney to develop new healthy food products.
- To work with current Pennsylvanian food manufactory members to develop new products for Disney (Knouse Foods, Super Bakery, Benzel's Pretzel Bakery, and Gardner's).
- To work with Pennsylvania State legislators to fund the Center to help Pennsylvania companies.
- To fund the Center with permanent dollars.
- To work with the Penn State University Food Science Department on a joint project.
- To write a grant application to the Pennsylvania Department of Health.
- To work with Brian Black and Scott Sheaffer to write an article about the Center.
- To work with Disney on press articles regarding new products.
- To work with the Penn State University Food Science Department on the possibility of a joint faculty appointment.
- To develop two products for the Penn State University athletic program.
- To write a grant to study the effects of probiotics with the Penn State University football team.

Facilities

Recent Achievements and Accomplishments

From its completion in 1993 through 2011, the Mateer Building saw limited facility improvements. Most recently, we have been able to partner with the College of Health and Human Development and the Department of Housing and Food Services to update the Café Laura facilities. John O'Neill formed the Café Laura Facilities Committee in 2012, providing representation from the School of Hospitality Management administration (including Michelle Ilgen) and foods faculty as well as staff and administration from Housing and Food Services. This group, to date, has been successful in leading the replacement of the Café Laura carpeting, tables, chairs, and artwork in the main dining area, the executive dining room and the main lobby area. The entire facility has been repainted and new lighting has been added. The outdated window treatments have been replaced with more modern window blinds and we have also been able to update the Café Laura logo and replace the signage throughout the facility. A new Café Laura sign was installed in the Mateer Building (and the lobby walls have been repainted). We have obtained new seating for the outdoor patio dining area and new display cases for the coffee/grab and go stations at no cost to the school. We have also installed a C-Cure electronic security/monitoring system on the alcohol storage room. Because of the regulations for the purchase, storage and use of alcohol, our previous system was replaced with the C-Cure system that sends data to Police Services every time the room is accessed, allowing us to obtain pertinent information in the event of a security problem. Upon completion of the Café Laura renovations, we will have spent over one million dollars on these improvements designed to make Café Laura a real show place. We continue to raise funds to complete the renovations.

We are currently working with the Office of Physical Plant to refurbish and resurface the eroding columns outside the Mateer Building. We also plan to add new audio and video communication technology in the main Mateer conference room (201C).

During summer 2013, the Office of Physical Plant replaced the chiller on the roof of the Mateer Building, and we have experienced a large (on-going) project of replacing pipes and making improvements to the building's HVAC system. We plan to install a new air handler on the roof of Café Laura when it is renovated in 2014.

While we made some aesthetic changes with ceiling tile replacements and paint touchups (main hallway on 1st floor, the walls on the 2nd floor, Room 117 & Room 118), the carpeting in room 118 was replaced at no cost to us. Room 118, because it is a general purpose computer lab, also received new seating and a sound system was secured from the Center for Academic Computing.

One of our department classrooms, Room 117, received a much needed face lift that includes new tables, chairs, laptop computers, painting and ceiling tiles. This room has the

functionality to allow for many different types of room set ups based on the design of the new tables.

This is a very exciting time as the Café Laura Facilities Committee has been working with award-winning architect Bob Mesher and his team to re-design the Café Laura Serverry. Bob Mesher provides design solutions to clients such as Microsoft, Starbucks, Westin Hotels, HMS Host, and many others. We are nearing the final design stages and will be planning to carry out the renovation in the 2014/2015 budget year. With the completion of the serverry renovation and the outside column repairs, the end result will provide a nicer dining experience for breakfast, lunch and dinner customers, as well as a better educational experience for our students. By providing a better flow through the stations at lunch, we hope to draw in more customers for the 11:30 – 1:30 window and showcase “action stations” during lunch and dinner service that will allow diners to see dishes being prepared by students. The idea is to showcase the students’ learning environment and maximize the customer experience.

While a great deal of our attention is focused on Café Laura, the Career Placement Center will also be receiving some much needed attention in the near future. We are working with local vendors in trying to make selections in new seating for each of the interview rooms. John O’Neill, Brian Black and Rosemarie Hibbler will also be determining what company logos need to be updated/added to our recruitment walls in the main area of room 206. We are working with the HHD development office to secure funding for these purposes.

Many of our projects are a combined effort and will be funded by a combination of funds from the college, the school, Housing and Food Services, and donations from various people and organizations.

Sustainability

SHM Green Team

The SHM green team recently completed and received its first green paw (level one). We are presently working simultaneously on the second and third green paw (levels two and three). The team is composed of three staff and four faculty members and is led by David Cranage. We work well as a team, but would like to expand participation of faculty and staff, and in 2014, to include students, as well.

Café Laura

To date, Café Laura has successfully implemented a recycling and a composting system. We rank at the top for waste diversion at the university at between 75 and 90 percent. For our efforts, we have received the Waste Watchers Award for three years in a row from the Professional Recyclers of Pennsylvania. This achievement is a considerable one because we are the only building/operation on campus to receive this distinction.

Mateer Building Recycling

Faculty and staff are doing a very good job of recycling. However, we can always do better. There is still some confusion as to what goes where, and the green team will make information flyers and posters to help alleviate this confusion.

Energy Consumption

We have made some progress in reducing energy consumption. The green team has worked with OPP to establish zones in Mateer and developed optimal HVAC hours of operation. We continue to encourage faculty and staff to turn off lights when a space is not in use and computers when not in use, as well.

Goals for the Next One to Five Years

SHM Green Team

We look to increase awareness of energy consumption, paper usage, recycling, composting and other forms of waste diversion.

Café Laura

There is much more we can do in Café Laura. A pilot study conducted by David Cranage, Scott King, and the foods instructors has shown that although we may not be able to increase the percentage of waste diverted, we can decrease the quantity of waste generated. Presently, total compost is comprised of three sources – package and product form compost, over production compost, and portion size/customer leftover compost. To reduce package and product form compost, we will study the form of the product we

purchase, and can we purchase each product in a different form that both decreases waste and does not increase edible portion cost.

For over production compost, we will study developing improving forecasting models to better match demand. We are working on using leftover food in the next day's menus. Better forecasting will help reduce waste and allow for higher priced/higher profit items on the menu and eliminate food that cannot be used the next day due to deterioration from "sitting out" during the previous meal. We are in the College of Health and Human Development, and have the resources to determine healthy and balanced food items and portions. We can work with the Nutrition department and HFS to develop items that are balanced and healthy. David Cranage will work with marketing research partners to determine the optimal means to present options that maintain customer satisfaction.

Mateer Building Recycling

There is a lot of room for our students to participate in recycling, especially those who have not yet completed the foods courses where they learn about recycling. Again, our f=green team can provide information about recycling.

Energy Consumption

The next area we can work on is computer, computer screen, and printer use. All three can be turned off or put into a sleep mode at night and on weekends. We will discourage faculty and staff members from leaving on their office computers merely to "remote in" from elsewhere. Thermostats should be monitored, but many people who work in the Mateer Building do not understand how they operate, and trying to set them for a continuous setting is difficult because the temperatures in the Mateer Building vary so drastically at different times of the day and days of the week. In particular, due to manipulation by the Penn State Office of Physical Plant, the Mateer Building is often unusually cold in the winter and hot in the summer.

We have discussed a plan to procure two school bicycles for faculty and staff to use on campus to reduce automobile use. The bikes are expected to be kept in the Nittany Parking Deck to protect them from the weather. Locks, helmets, and lights will also be purchased. Purchases will be made from a sustainability fund established by David Cranage. To insure a smooth bike program, parking and riding policies will need to be read and signed before a bike will be used. Bike paths and parking area maps will be provided. Sign out and sign in sheets will be used to record who is using a bike. This program really has dual purposes, sustainability and employee exercise.

Events

Recent Achievements and Accomplishments

The beginning meetings and event course taught by Jackie Golas supports what the school does pertaining to its events. The course has been offered consecutively for three semesters. During the first semester, the course was taught as a lecture base class with over 100 students. Review of the course style led to a redesign in course structure to course lessons and project based format with a more limited class of 30 to 40 students. This structure has been in place for the past two semesters. Student feedback has been more positive to the latter format with students citing projects providing them with more reality based learning. Another successful component of the beginning level class is having guest speakers in the meetings and events field.

The advanced level meetings and event class is currently in the first semester being offered (Fall 2013). This course is a more strategically focused one. In it, a team of four to five students plan, implement and evaluate a fundraising event for an organization of their choice. Students gain valuable hands-on experience in planning, promoting, implementing and evaluating a special event. The course instructor works very closely with the students to ensure a successful event. In November 2013, this experience was featured in a front page article in the Centre Daily Times.

Overview: Importance of the meeting and events curriculum.

It is anticipated that the growth rate for meeting and event planners will increase by approximately 44 percent over the next eight years (Bureau of Labor Statistics, 2012). As the field of meeting and event planning continues to grow and become more complex, employers are carefully evaluating the skill set and knowledge base of each potential applicant to attain the highest qualified.

Goals for the Next One to Five Years

- We would like HM to be the first choice of major for Penn State students interested in meeting and event careers. Meeting and event planning is becoming a growing area of interest for university students. It is the third top area of interest for HM students (next to hotel and restaurants) according to an HM202 student survey taken during fall semester, 2013. There is not a major at Penn State that offers an emphasis in meeting and event planning. Students interested in meetings and events are forced to try to determine the best major that offers some type of meeting and event planning course or courses. Majors that currently offer options for meeting and event planning courses are HM, RPTM, and COMM.

It would make sense for HM to become the major of choice for the meeting and event management emphasis since it is imperative to have comprehension of other HRIM course to be successful in meeting and event management. Relevant HRIM courses are Finance and Accounting, Marketing, Legal Aspects, Hotel Management, Food Production and Service Management, and Entrepreneurship. Further, meetings and events are an integral part of the hospitality industry. It is important for hospitality professionals to understand the importance and economic impact meetings and events have on their industry. According to the *Economic Significance of Meetings to the US Economy* study that was published by the Convention Industry Council in February 2011, the direct spend of the meeting and event industry is \$263 billion.

- We would like HM faculty to recognize meetings and events as part of hospitality management. HM faculty advisors also need to have the comprehension that meetings and events is hospitality. Currently, it is a challenge for students getting field hours in meetings and events to get these hours credited toward their 1,000 required hours for the HM major. Faculty advisors sometimes question whether these experiences are hospitality-related, and often will only approve the hours if they have been tied in to working with hotel rooms or catering. Meetings and events work experience can be qualified with a checklist that ties into the meeting and event courses to determine if it was quality meeting and event management training.
- We would like Penn State to be the first choice university for prospective students interested in meeting and event careers. Many of the top ranked hospitality management programs offer courses in meeting and event management. University of Houston, University of Las Vegas-Nevada, Johnson & Wales University and University of Central Florida offer a concentration in meeting and event management. By Penn State offering and promoting an emphasis in meetings and events, it would give a competitive advantage over our top tier competitor universities that simply offer token courses in the field.

For a true concentration in meeting and event management, additional courses would need to be offered to ensure competency in the subject matter. There should be a required a minimum of nine credit hours of the study and additional elective credits available. In addition to the current two planning courses being offered, HM 455 Convention Management should be resurrected. Additional elective courses would need to be developed and offered. Of the 1,000 hours of work experience required for the HM major, 200 hours would need to be in the meeting and event field.

The additional resources required to implement new courses would be cost neutral or better with the additional students that would enroll in the HM major.

Hospitality Leadership Institute

The School of Hospitality Management Hospitality Leadership Institute (HLI) was formed in 1996 by Ruth Ann Jackson as an outreach unit of the School to create educational partnerships with those organizations seeking to create competitive advantage through service quality leadership, superior operations and strategic management, and a customer-driven workforce.

HLI has formed customized, educational partnerships with: luxury hotels (e.g., The Breakers); management companies (Waterford Hotel Group); restaurant chains (Eat 'n Park Hospitality Group); Associations (AANVR) to deliver management education initiatives designed to improve decision making, guest/employee satisfaction, process management, leadership, and profitability.

In addition, HLI has developed a deep understanding of military hospitality and the unique requirements and needs of the military employee and traveler. HLI has had long standing relationships with FMWRC (Family Morale, Welfare, and Recreation Command) Army Lodging and subsequently the MCCS (Marine Corps Community Service) Food and Hospitality Directors, MCX (Marine Corps Exchange) Retail Exchange, FMWR Academy, and the Joint Services for the Under Secretary of Defense for Military Community & Family Policy.

Strategically, in a professional school such as SHM, the opportunity to interact with the school's industry constituents in a professional development setting provides important benefits to the school, its faculty, and its students. Looking ahead, it will be important to determine SHM faculty support (number of facilitators), the related content areas for future promotion, the method of delivery, and an organizational structure that provides the proper oversight to deliver the program and track results.

Building on our past strengths, HLI will focus on the following areas of opportunity to build new programming:

- Branding companies, wishing to add content expertise to their corporate universities
- Hotel management companies seeking to build bench strength for expansion
- On-line programming for front-line and middle managers
- Steward the relationships with DoD, and explore training and development for IHG-Army Hotels.

Deliberate and planned prospecting for new business can be coordinated and tracked by the school's outreach committee. In fact, prospecting of new business in these areas can be incorporated into many of the planned school activities where industry constituents are

present, i.e., recruiting, PSHRS functions, Alumni in the Classroom, Conti relationships, and student clubs are all good sources of leads that come to the school.

HLI Business Process (Roles and Responsibilities)

Part One: Prospect and Promote HLI Capabilities (SHM Outreach)

- Alumni

- SHM Functions (PSHRS, AIC, Advisory Board, Tech Board)

- Corporate Recruiters and Internship Partners

- Stewardship of Current Customers

- Web-site

- Monitor Industry Trends and Opportunities

Part Two: Custom Program Development (HLI Director)

- Needs Assessment

- Program Curriculum Design & Agenda

- Faculty Assignments

- Certificate Approval through HHD Outreach Director

- Coordination with HHD Outreach, Contract, and Financial Administration

- Program Evaluation and Feedback

- Invoice Client Organization

- New Content Development – Industry OD Trends

Part Three: Logistics and Finance (HHD/SHM Outreach and Finance)

- Reserve Classroom Location-SHM

- Negotiate Hotel Package-SHM

- Arrange Complimentary Activities (Campus Tours, Group Meals)-SHM

- Coordinate Preparation of Notebooks and Class Materials-SHM

- Registration and Badges-SHM

- Develop Budget-SHM/HHD

- Faculty Compensation Approvals-HHD

- Faculty Compensation Payments-SHM/HHD

- Faculty Travel Reimbursement SHM/HHD

- Group Meal Forms-SHM/HHD

- Invoice Payments- SHM/HHD

To ensure that HLI can be opportunistic in seeking new partnerships, a separate program development budget in the school is necessary to ensure that HLI can fund client development activities beyond those mentioned above. This budget, funded with residual funds from prior HLI programs, will provide for the expenses associated with travel and prospecting, and also track and report on HLI performance.

External Relations

Recent Achievements and Accomplishments

Industry Advisory Board

John O'Neill and Brian Black worked closely together to establish an Industry Advisory Board (approximately 30 members) made up of presidents and chief executive officers from small and mid-sized hospitality companies and senior vice presidents and executive vice presidents of large, multi-national companies in the hospitality industry. Three meetings have been held on campus during the 2012-13 and 2013-14 academic years with content that was mutually beneficial for the school and board members. Five committees have been formed to focus on initiatives in development/fundraising, public relations/communications, career placement/recruitment, creative learning/executive education, and industry relations.

Meetings and Events

We successfully planned and executed more than 40 SHM/PSHRS/HLI events from January 2012 through October 2013. We maintained or grew participation in many of our core events. Some notable recent events have included the 75th anniversary/Ned Book Lifetime Achievement Dinner, Industry Advisory Board meetings, PSHRS Board Meetings, Technology Board Meetings, Benefield Bash/Sumer Reunions and Silent Auctions, Mentor Workshops and Dinners, Alumni in the Classroom programs enhanced with topical roundtables, Conti Field Trips (Metz Culinary Management & Hilton Worldwide), real estate valuation seminars in partnership with HVS, and SHM alumni receptions in Washington DC, Chicago, Philadelphia, New York, Orlando, Los Angeles, Atlanta, San Francisco, St. Louis, Dallas and Phoenix.

We have increased the professionalism by which meetings and events have been organized and implemented. By applying meeting and event fundamentals of organization and communication, meetings and events have had a more professional appearance to alumni, industry partners, faculty, students and vendors.

Social media of Facebook and LinkedIn are being used to build interest and participation in SHM events. SHM meeting and event budgets have been maintained and expenses cut where appropriate without sacrificing quality to attendees.

We have had growth of new meetings and events, and increased engagement of core events:

- SHM Industry Advisory Board Meetings (2 annually)
- An average of at least one Conti Professorship event per semester
- Global Hospitality Program Graduation ceremony annually

- PSHRS Geographic alumni receptions throughout the year
- Noteworthy growth in attendance in the Alumni in the Classroom program. The first year of the program began with 16 returning alumni, and recently, a record 71 alumni attended in the eighth year (2013) of the program.

Career Placement Program

We continue to develop more accurate placement data so that it can be analyzed for strategic decisions in the future involving recruiting partners. We also created a recruiting partner grading system which will be developed further this coming year. On average, 50 companies recruit our students on campus each semester (over 170 recruiting contacts). The school director, internship coordinator, outreach team, and key faculty have engaged new recruiting partners, including New Castle Hotels and Resorts, HVS, Professional Sports Catering, MGM, Sheetz, Hersha Hospitality Management, Think Food Group, Coyle Hospitality, Bozzuto Group, Chipotle, Match Box Group, SweetGreen, Denihan, and Club Corp. Host Hotels and Resorts and IHG are currently considering our students for new internships in hotel acquisitions and development positions for 2014.

PSHRS/Alumni

We have continued to strengthen relationships with the PSHRS Board (approximately 35 members) focusing on key areas, including mentoring (approximately 25 mentors annually in the formal program), annual awards (Hospitality Executive of the Year, Alumni of the Year, Emerging Professional Undergraduate/Graduate), and communications (website, newsletter and social/professional, networking events, board meetings). We grew participation in Alumni in the Classroom from sixteen in its first year to seventy-one in its eight year.

HHD Relations/Development

We have communicated on a regular basis with the College Development Office and Alumni Relations Office to share information and discuss strategies to engage prospective alumni donors. We have continued to work on the relationship through the transition of a new development director in the college. This relationship will help us to develop a more consistent stewardship program and shared access to the donor/endowment database. We have assisted the development team to include Kathleen Rider, Mary Ann Amato, and Kelli Shehan with alumni engagement at our alumni and industry events. We are actively drawing up guidelines or pursuing endowments/scholarships with Hilton Worldwide/POLA, Rick Lorah, Jim Abrahamson/Interstate Hotels & Resorts, Bill Anstee/Sodexo, David Landsberg/Panda, Bob DeSalvio/Sands, Steve Rushmore/HVS, Danny Meyer/Union Square, Sahakians/HFL, Joe McCann/Optimum Hotel Brokerage, Rob Grimes/ConStrata Tech, Bill Kidd and Frits Van Paaschen/Starwood Hotels and Resorts. We are currently working with Pappa's Restaurants to secure a large gift and the naming of

one of our school's interview rooms. We continue to seek funding to support the school's 75th anniversary endowment fund.

Outreach Committee

We have created a comprehensive list of industry events and conferences that we participate in throughout the year. We have discussed opportunities to maximize these events and created "best practices" to help faculty advisors and student organizations prepare to network and develop contacts. We have also identified ways to increase student participation at events through use of Google Docs for RSVPs and coverage in the Mateer lobby or event sign-ups.

Communications

We continue to produce a monthly school electronic newsletter covering topics of interest for alumni, industry partners, students and faculty.

We have continued to promote activities, special announcements and encourage organic activity from alumni through social media, including LinkedIn and Facebook. We grew our LinkedIn group from 883 to 1,473 members, and our Facebook group from 688 to 804 members over approximately the past year.

We have updated content on our website with current newsworthy events, the Penn State Index of Hotel Values, an Industry Advisory Board roster, and alumni events. We advertised 186 management positions on the alumni job board in 2012 and are on pace to exceed 200 in 2013.

Goals for the Next One to Five Years

Industry Advisory Board

Goals for our Industry Advisory Board include to:

Forge stronger relationships with existing members of the board.

Find ways to keep them connected to SHM through events on and off campus.

Create more structure to the five committees.

Get all faculty to embrace the importance of this board.

Technology Advisory Board

Goals for our Technology Board include to revise the current roster to include more engaged members and keep them focused on technology related issues and ideas that support our strategic plan.

Gaming Advisory Board

Brian Black plans to work with Mike Ahlgren to create a board of high-level and engaged gaming/casino executives and meet at least once per year on campus. Also, we will consider other interactions at gaming conferences.

Penn State Hotel and Restaurant Society

Goals for PSHRS include to:

Diversify the PSHRS Board to better reflect our alumni network in the industry and current student body.

Create descriptions for each of the committees and outline responsibilities for the chair and committee members.

Create a working action plan and update progress at each meeting so we are focused on results.

Continue to create opportunities to engage more alumni around the world through programs like networking events, mentoring and fundraising.

Involve all student organizations with PSHRS board meetings and events so they understand the organization and their role as future alumni.

Focus on new strategies to engage younger members and alumni working internationally.

We expect the PSHRS Hospitality Executive of the Year in November 2014 to be Sands President Michael Leven.

Conti Professorships

Goals for Conti Professorships include to:

Refurbish the Wall of Distinguished Conti Professors to reflect the new and innovative industry executives participating in the program.

Continue with an average of one Conti Professor each semester and identify ways to keep them engaged through unique Conti Field Trips. Consider Conti Roundtables at major events like the New York Hotel Show and the Chicago Restaurant Show.

Leverage industry relationships at the highest level to secure the right executives who will complement the previous group and add value when interacting with students and faculty.

Consider current topics like social media, entrepreneurship, governmental advocacy, women's issues, and gaming issues and find ways to involve Conti Professors.

We expect Conti Professors in the 2014-15 academic year to include Thayer Hotel Group Founder Lee Pillsbury, AH&LA CEO Katherine Lugar and NRA CEO Dawn Sweeney.

Meetings and Events

Goals for meetings and events include to maintain and continue to improve professionalism of SHM meetings and events. Initiatives put in place over the past three years will be continued. An improvement can be achieved through using technology to streamline the response process to attend meetings and events. This improvement can be accomplished on a basic level through Google docs. When our budget allows it, a more advanced system

such as EventBrite or CVENT will be used. We also plan to increase participation and engagement of alumni, industry partners, students, and faculty in events.

Alumni and Industry Partners

- Use social media to peek interest in events before, during and afterwards.
- Cross promote at other events with Penn State and College of Health and Human Development that include alumni and/or industry partners.
- Conduct at least two events annually per geographic target market to engage alumni and industry partners in those areas.

Students

- Use social media to peek interest in events before, during and afterwards.
- Enlist faculty to announce upcoming events in classes and communicate relevance.

Faculty

- Use ANGEL group as common area to find information regarding all upcoming SHM events and attendance response links.
- Encourage faculty to lead by example. Students are more likely to attend events if faculty members demonstrate it is important to attend.

We will incorporate sustainability practices into all SHM meetings and events. It is important for SHM meetings and events to be relevant in the area of sustainability as it becomes more of a focus at Penn State and nationally. The Penn State Green Meeting guidelines will be referred to and incorporated into each meeting as much as possible without affecting the quality to the attendees or increasing expenses.

Career Placement Program

We will develop a Corporate Partners Program that requires an annual fee for additional value-adds including:

- Preferred dates for company visits
- Enhancements to Lobby Days
- Enhancements to Information session
- Preference for guest speakers in SHM classes
- Special access to student leaders/high performers resumes
- Discounts for professional development through HLI

We will continue to pursue new industry partners for higher-paying jobs for our graduates and identify non-traditional, entry-level management positions with current partners to diversify opportunities for students.

We will develop employment resources for growing the population of international students.

We will identify ways to provide a higher-level of service to our recruiters that would match how guests are treated in their hotels or restaurants. This service could be delivered through our staff and enhanced service from student ambassadors.

HHD Relations/Development

We will establish a routine of meeting with the HHD development team to share information and discuss fundraising opportunities for active initiatives like the 75th Anniversary Endowment and new initiatives like endowed professorships, and faculty support for research and travel to industry conferences.

We will include HHD development on all relevant alumni and industry interactions.

We will gain more access to E-Steward to help cultivate and develop relationships for fundraising. We will assist with stewardship of key contacts. We will create a culture of philanthropy and acknowledge and show appreciation both verbally and in writing for those who financially support SHM.

Communications/ Public Relations

SHM Website

We will continue to keep content current and relevant to current and existing students, faculty, staff, alumni and industry partners. We will create a link for donations and to the new ICHRIE Industry Research Reports sponsored by Penn State University. We will create YouTube videos targeting prospective students, and to promote PSHRS, HLI, CFI, and our Career Placement program.

PSHRS Website

We will refresh all content and include more recognition for alumni achievements, and involvement. We will create a link for donations. We will also enhance the alumni job board to include sorting features and a tracking system. We will consider this site being a members-only one to generate more membership revenue.

University Website

We will identify opportunities to create more awareness for SHM and our reputation and rankings on related university websites.

Social Media

We will create SHM Facebook and LinkedIn Groups to engage internal and external partners with a broader reach than PSHRS. We will explore the possibility of creating an app on Apple and Droid platforms.

Newsletter

We will continue our e-newsletter and focus on newsworthy information for students, alumni, industry and friends. We will encourage faculty to submit articles in advance.

SHM Magazine

We will identify resources to design, write, edit and publish an annual printed issue.

Elevate the PSU Brand in the Hospitality Industry

We will create a public relations plan for each academic year to include planned press releases, newsworthy stories for industry publications, and key industry events for faculty participation. We will cover travel expenses for faculty to attend and present at industry conferences as guest speakers and panelists. An incentive could also be used for faculty participation at on-campus industry events. We will promote CFI and HLI at all alumni and industry events with collateral materials. We will identify industry awards and nominate alumni (e.g., AH&LA, NRA, PCMA, Top 30 Under 30). We will create a Recruiting Partner/Industry Partner of the Year Award with an announcement and event on campus.

Revenues from our planned Corporate Partner Program would cover costs of enhancements to the facility, print publications, freelance writing, PR agency services and travel to develop new partnerships. Costs associated with the Conti Wall enhancements would be covered through the endowment or subsidized by a development budget. Any HLI programs should include an allocation for future program development. The plan to implement an advance attendee response system would only be incorporated into events that participants pay to attend. Costs would be incorporated into registration fees.

Appendix 1

Most Important Things School Does

Teaching		Research		Service
Successful undergraduates		Quality research		Relationships with industry and alumni
Graduate education		Publishing research		Industry and alumni
Real world experience, Café Laura, NLI, 1,000 hours		We work with major food companies to develop healthier foods		Connecting students with alumni/industry
Quality undergraduate education		We helped developed 1/3 of all trans-fat free oils in the U.S.		Attracting many companies for recruitment at SHM
Offering opportunities to be a global citizen, such as trips abroad and studying abroad		Producing research that's relevant to practitioners		Serves as a connection between industry members looking to hire hospitality managers and graduating students
Combining hands-on experience with managerial type classes		Conducting cutting-edge research that attracts external funding		Job placement and recruiting
Quality graduate education				Career and recruitment
Preparing students for a management career				Outreach, connecting with industry
Contributes to the foundation of knowledge that the hospitality industry relies on to maximize returns				Very user-friendly; staff is very helpful
Very good focus on undergraduate education; a wide range of courses and good faculty to student ratio				We do much more for our students regarding help finding meaningful summer and graduating jobs
Educating students				Training and other outreach to hospitality industry executives
Helping students find jobs				
Provide international opportunities				
Applied management training				
Graduate program has strong reputation				

Teaching		Research		Service
Undergraduate Program - strong reputation				
#1 graduate program in terms of quality				
Instruction of undergraduates				
Educating undergraduate and graduate students				
High levels of respect between students and faculty				
Instill a sense of ethical professionalism that sets our graduates apart from, and above other managers in the hospitality industry				
Provide our undergraduates with all of the skills necessary to assume the responsibilities of managers at every level at graduation; create a demand among executives in the industry to employ our graduates				
Teach both technical and intangible skills (people skills, strategic thinking, comprehension of issues)				
Mentor and guide students with emphasis on alumni networking				
Work cooperatively with HHD's Nutrition dept to deliver quality foodservice management to dietetic option students				
Prepare graduates with both content knowledge and work experience				
Offer a wide variety of electives; develop an expertise in an area of focus if the students				

Teaching		Research		Service
choose to do so				
Connecting our students and ourselves with hospitality industry executives				
Delivering curriculum that's current				









Appendix 2









School Internal/External Challenges









SHM Internal Challenges	SHM External Challenges
Keeping curriculum current	We need more resources from industry to support new initiatives like curriculum development, research, and outreach
Maintaining our academic standards in the face of potentially declining academic preparation among incoming students.	Why should someone make an investment in our program?
Recruiting top graduate students	More hospitality management programs competing for students, faculty, and industry resources
Creating a culture around research among the faculty	Innovation that is currently taking place in other programs who may not have the reputation of PSU but are trying new approaches
We need to rethink our undergraduate curriculum and education format-possible hybrid format	Research productivity - we need all faculty members to pull in, otherwise modify the incentive structure
Faculty working together collectively toward a common goal	Rising tuition and increased costs associated with student loans
Increase diversity in our graduate student body (particular focus on conceptual thinking, communication skills)	Changes in the hospitality environment, particularly technology applications and use of higher level analysis skills to remain competitive
Further integrate international programs/experiences in our curriculum; increase the diversity of faculty involved in study abroad programs; pursue international collaborations	Technology use by students and their expectations that faculty members meet them where they are in respect to content delivery beyond (or outside of) the traditional classroom-asynchronous, interactive, engaging, etc.
Keeping up with rapidly changing environments such as technology and equipment in the labs	The global economy and the uncertainty in the travel and leisure markets
Inconsistencies in following course objectives.; classes taken at branch campuses do not have the same rigor as classes taught here	Demand for hospitality managers that are multilingual and globally savvy
Maintaining an engaged, competent faculty willing to continue to adapt curriculum and courses to meet the needs of students and the industry (in terms of producing desired graduates)	Diversity in the workforce-shift in the US population to include an even higher percentage of Hispanics (as an example)










SHM Internal Challenges	SHM External Challenges
Funding for technology equipment and software	The price/cost of higher education for students
Funding to attract top quality faculty	Build scholarship support and travel support for our students
Continuing to provide the highest quality education to our students	Finding external grants/funding
Continue in our success with job placement	Does current and future curriculum meet industry needs and what will be the needs of the industry in five years?
The relationship with recruiters and how we are perceived in the professional world	Federal funding for student loans
Maintaining a high level of morale with faculty and staff	How to involve more alumni in PSHRS
Maintaining high level expectations of student competency as amount of relevant information increases and more students have to spend more time working to pay for school	Finding resources and funding to continue to grow and improve our offerings and delivery
Need students to adopt a mentality of being lifelong learners with competency in recognizing acceptable sources of information outside the classroom	We should develop more relationships with other foreign universities such as Vietnam; it gives our faculty a new perspective to bring back, and become better teachers
Hospitality industry executives perceive our school as old, stodgy, and lacking innovation	Student exchanges and research exchanges are vital, but undergraduate teaching exchanges would also benefit all parties involved
Communication skills (particularly writing) of incoming students and moving them to a competent level by the time they graduate	Student recruitment due to the population decrease
Resources and faculty time to enhance curriculum in keeping with technology and marketplace trends	Rivalry from other universities (cheaper or better)
Continued development of international programs	Offering competitive salaries
Succession plan-replacing key tenured faculty due to retirement	Limited service hotels with less staff
Undergraduates lacking macroeconomics	Maintain enrollments in tough economic times
Preventing grade inflation	Grow employment opportunities for our students










SHM Internal Challenges	SHM External Challenges
For graduate students with poor English skills, balancing their "need" to gain classroom experience with undergraduate students' right to the quality classroom instruction they have paid for	We need to engage the industry and other constituents with our research (give appropriate recognition to funded research)
We should look at developing our existing faculty to teach more electives that students would find interesting	We need more money for scholarships and to help get students to conferences, especially for diversity students
Motivating all members of the faculty to continue to give their all and do their best work; both in the classroom and in service and committees	Growth of department as economy improves and more high school students enter college
Revenue management is becoming increasingly important as a skill; we should find a way to incorporate some facet of it into our required curriculum	How will hospitality be defined by the end of 2018?
Research	Grow donor support
Research productivity of graduate faculty members	University budgets
In recruiting graduate students, finding applicants who can 1) achieve the requisite GRE scores 2) have real hospitality management experience 3) can speak and write in English so that they can communicate effectively	Being innovative in ways that allow us to distinguish our school and program, and justify the significant expense associated with a Penn State degree relative to other institutions
Quality control of teaching	Grow PSHRS membership
Fewer named professorships than our peer institutions	Funding for research projects, conference attendance and graduate students
Getting students to use opportunities to go abroad	Financial resources
Facility and technology upgrades	How will service expectations change and how will they be delivered, such as more technology, less face-to-face; what hotel segments will remain, new ones emerging-the value of hotels and restaurants-profit margins-future development-where will research funding come from?

HOSPITALITY PROGRAM COMPETITIVE ANALYSIS - 2013								
School Information								
	Penn State School of Hospitality Management	Cornell School of Hotel Administration	Michigan State School of Hospitality Business	University of Houston Conrad N. Hilton College	UNLV William F. Harrah College of Hotel Administration	Purdue Hospitality & Tourism Management	University of Delaware Department of Hotel, Restaurant and Institutional Management	Johnson & Wales University, The Hospitality College
Founded	1937	1922	1927	1969	1967	1973	1988	1973
Student Enrollment	approximately 700	800	approximately 800	approximately 1,000		nearly 1,000	400	
Bachelor Degree Title	Hotel, Restaurant, Institutional Management	Hotel Administration	Hospitality Business Management	Hotel and Restaurant Management	Hospitality Management	Hospitality and Tourism Management	Hotel, Restaurant, Institutional Management	Culinary Arts and Food Service Management, Hotel & Lodging Management, International Hotel and Tourism Management, Baking & Pastry Arts and Food Service Management, Restaurant, Food & Beverage Management, Sports/Entertainment/Event Management, Travel-Tourism & Hospitality Management
Specializations offered	Flexible electives, Casino and Gaming Emphasis	Concentrations in: Service Marketing & Operations Mgmt, Finance/Accounting & Real Estate, Hospitality Leadership Minor in: Real Estate	General Education, Business and Hospitality, Real Estate Development Specialization	Concentration Event Mgmt Hospitality Sales	Beverage Management, Culinary Arts Management, Gaming Management, Food Service Management, Hospitality Management, Leisure and Aging, Lodging and Resort Management, Meetings and Events Management, Recreation Management, Recreation and Youth Development, Sport Management	eliminated emphasis (Environment Sustainability, Human Resources, Layout & Design, Marketing/Sales, flexible electives)	Masters- Hosp Information Mgmt	4 campuses-Providence, North Miami, Denver, Charlotte Offering 7 Bachelor's degrees: Culinary Arts and Food Service Mgmt, Hotel & Lodging Mgmt, International Hotel & Tourism Mgmt, Baking & Pastry Arts and Food Service Mgmt, Restaurant, F&B Mgmt, Sports/Entertainment/Event Mgmt, Travel-Tourism & Hospitality Mgmt 19 Hospitality-focused concentrations
Research Center/Executive Education	Center for Food Innovation, Hospitality Leadership Institute	The Center for Hospitality Research, The Center For Real Estate and Finance, Executive Education, The Leland C. and Mary M. Pillsbury Institute for	Partnership in Food Industry Development- Fruits & Vegetables, Henry Executive Development Center	AH&LA Center, Gaming Education and Research Institute, Hospitality Financial and Technology Professionals Research Institute, Hospitality Industry Diversity Institute, Wine & Spirits Management Institute	Harrah Hospitality Research Center	Avery Foodservice Research Laboratory, Center for the Study of Lodging Operations, Purdue Hospitality Research Center	EeXCITE (electronic exchange of curriculum for high school students)	Research Center, Professional Development; Wine & Spirits Certificate Programs, Summer Culinary Programs,
Career Placement Center	Yes	Yes- Career Management Office (7 Staff)	Yes- Student & Industry Resource Center,	Yes	Bob Boughner Career Services Center	Yes	Yes-University wide Career Services Center	Yes- University wide career center
Career Fair	No	Real Estate Career Day	Yes- CAREER EXPO-Fall-professional development workshop and tradeshow	Fall & Spring- Fees apply	University wide Career Fair	Fall	Spring	University wide career expo
Alumni Society	PSHRS- Penn State Hotel & Restaurant Society	The Cornell Hotel Society	Hospitality Alumni Association, Executive Board-18ppl, Appointed Board-70ppl	Conrad N. Hilton College Alumni Association (10ppl-Exec Board)	Affiliated with university alumni association membership	HTM Alumni	Hospitality Alumni Association	Affiliated with university alumni association membership
Alumni membership dues	1st yr free, 2-5yr- \$25/annual, \$50/annual \$600/lifetime	1st yr -free 2-5 yrs- \$20/annual, 6-10 yrs- \$40/annual 11-33 yrs- \$60/annual	Free	Free	\$50/annual \$1,000/lifetime for university alumni	No	No	No
Industry Awards	Hospitality Executive of the Year, Lifetime Achievement Award	Hospitality Innovator Award, Icon of the Industry Award	CAREER EXPO (staff of 15ppl) Industry Partner of the Year, Industry Leader of the Year	Hospitality Hall of Honor and Think Tank Series	Chef Artist Dinner Series	No/guest speaker at black tie dinner	No	No

School Information								
	Penn State School of Hospitality Management	Cornell School of Hotel Administration	Michigan State School of Hospitality Business	University of Houston Conrad N. Hilton College	UNLV William F. Harrah College of Hotel Administration	Purdue Hospitality & Tourism Management	University of Delaware Department of Hotel, Restaurant and Institutional Management	Johnson & Wales University, The Hospitality College
Alumni Awards	Alumnus of the Year, Emerging Professional of the Year- undergrad and grad	Alumni Award	Spring (Annual Gathering of Leaders) Alumnus of the Year, Honorary Alumnus of the Year, Wall of Fame, Emerging Alumnus of the Year, Faculty/Staff of the Year- during Chicago NRA Show, Alumnus of the	Founding Deans Award, Lifetime Achievement Award, Distinguished Alumnus Award, Distinguished Young Alumnus Award, Distinguished Honorary Alumnus Award, Honorary Alumnus Award Alumni Assoc Student Awards-GPA, Deans Spirit Award, Donald Greenway Teaching Excellence Award, Stephen Rushmore/HVS	No	Spring/College level	No	No
School Magazine/Newsletter	On The Go, SHM monthly newsletter	Hotellie Magazine (Spring, Fall and Winter), Monthly newsletter	The Leader- bi annual	Website newsfeed	Premier Magazine (Spring & Fall) and monthly electronic newsletter	The Boilerplate Newsletter- annual	E-Innovations (stopped in 2008) annual	No
Alumni Magazine/Newsletter	No	No	No	"Checking in" Newsletter (electronic) monthly	No	No	No	No
Advisory Board	Yes- 30 members	Yes- Deans Advisory Board- 40 members	Yes- Appointed Board of Directors and a Real Estate & Development Advisory	Made up of 10 Executive Board members of Alumni Association	Yes- Alumni Board (16 member)s and International Advisory	HTM Strategic Alliance Council- 20 members	HRIM Advisory Board -50 members	Not published
Technology Advisory Board	Yes- 30 members	No	No	No	No	No	Yes-26 members	No
Student Run Hotel	(No)Nittany Lion Inn & Penn Stater	The Statler Hotel	(No) Kellogg Hotel & Conference Center	(Yes) Hilton Hotel	No	No (Union Club Hotel)	Marriott Courtyard-126 rms	Johnson & Wales Inn
Student Run Restaurant	Café Laura	Yes	Culinary Business Learning Lab	(Yes) Barrons Restaurant	No	Marriott Hall- 3 restaurants	Vita Nova- 60 seats	CCCE- Cuisinart Center for Culinary Excellence
Industry Speaker Series	Conti Professorship 2 speakers per year (on average)	250 each year, Dean's Leadership Series- 10 per year	Visiting Leaders- alumni speaking event, Hilton Lecture Series-Fall-2-day event	Eric Hilton Distinguished Chair Alumni Lecture Series- 2 per year, alumni graduates 20+ years out. Dean's Leadership Series	Vallen Lecture Series	Darden Series: Executives in the Classroom 4 speakers in Fall 2010	Paul Wise Executive in Residence 9 speakers in Fall 2010	No formal program
Hosted Conferences	Hotel Market Studies and Real Estate Valuations Seminar 2011-2012	Hospitality Research Summit- annual	Academic Partner to Midwest Lodging Investor's Summit, Hosts- CMAA Business Management Institute III, the National Automatic Merchandising Assoc EDP, U.S. Air Force Services EDP	No annual conferences	Caesars Hospitality Research Summit, International Gaming Institute	No	Hospitality Entrepreneurship Summit- Sponsored by ARAMARK	No annual conferences
Alumni Job Board	Yes	Yes	Job Alert Bulletin- user friendly, very active (140 positions, all levels)	Yes- sorted by category- very active	Yes- Yahoo Group- limited activity	Yes- not up to date	Yes	No
Student Events	PSHRS Pig Roast Tailgate, involvement in PSHRS Hosp Exec of Year	Hotel Ezra Cornell (HEC) events, Guest Chef Dinner Series	Annual Hollywood Auction- Reb Vegas night- Feb, Les Gourmet Dinner-April, Alumni Mentor program- kick off event	Spring-Gourmet Night, Spring-Grand Wine and Food Affair, Hospitality Hall of Honor Reception & Dinner	Support Visiting Chef Dinner events	Spring Black Tie Dinner- Spring, Senior Banquet- Spring	No	No
Industry Experience requirements	1,000 hrs	800 hrs (2 different units)	2- 400hr paid internships (Line Level and supervisory)	600 hrs	1,000 hrs	400 hr internship	700 hrs/100 hrs community service	1 mandatory internship
Total Scholarships			\$231,000 (internal & external)			\$318,000		

School Information								
	Penn State School of Hospitality Management	Cornell School of Hotel Administration	Michigan State School of Hospitality Business	University of Houston Conrad N. Hilton College	UNLV William F. Harrah College of Hotel Administration	Purdue Hospitality & Tourism Management	University of Delaware Department of Hotel, Restaurant and Institutional Management	Johnson & Wales University, The Hospitality College
Endowed Professorships, Cornell Institute for Hospitality Labor and Employment Relations	Anna Mattila-Marriott Professor of Lodging Management	David Dittman-Hubert E. Westfall Professor of Accounting, Stephen Mutkoski-The Banfi Vintners Professor of Wine Education & Management, Michael Sturman-The Kenneth and Marjorie Blanchard Professor of Human Resources, David Sherwyn-john and Melissa Ceriale Professor of Hospitality Human Resources, Timothy Hinkin-Georges and Marian St. Laurent Professor in Applied Business Management and Richard J. and Monene P. Bradley Director of Graduate Studies, Jack Corgel- Robert C. Baker Professor of Real Estate and Director of Graduate Studies for the Baker Program in Real Estate, Jan DeRoos-HVS Professor of Hotel Finance and Real Estate, Crockcer Liu-Robert A. Beck Professor of Hospitality Financial Management, Daniel Quan, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management, Michael Johnson-E.M. Statler Professor of Hotel Administration, Michael Lynn- Burton M. Sacks '61 Professor in Food and Beverage Management, Cathy Enz-Lewis G. Schaeneman Jr. Professor of Innovation and Dynamic Management	Mike Kasavana- NAMA Endowed Professor in Hospitality Business, Allan Sherwin-Dr. Lewis J. and Mrs. Ruth E. Minor Chef-Professor of Culinary Management, Raymond Schmidgall-Hilton Hotels Professor of Hospitality Financial Management, Arjun Singh-Hilton Hotels Fellow and Director of Real Estate	John Bowen-Barron Hilton Distinguished Chair, Carl Boger Jr.- Clinton L. Rappole Endowed Chair, JeAnna Abbot-Spec's Charitable Foundation Professor in Social Responsibility, Thomas Lattin-Curtis L. Carlson Fellow, Ronald Nykiel-Conrad N. Hilton Distinguished Chair, Clinton Rappole-Eric Hilton Distinguished Chair & Professor Emeritus		Howard Adler- C.B. Smith Professor of Hotel Management	Fred DeMicco-ARAMARK Chair and Professor	

HOSPITALITY PROGRAM COMPETITIVE ANALYSIS - 2013									
School Information									
	Virginia Polytechnic Department of Hospitality & Tourism Management	University of Central Florida Rosen College of Hospitality Management	Florida State University Dedman School of Hospitality	University of Denver Fritz Knoebel School of Hospitality Management	Kansas State Department of Hospitality Management and Dietetics	Washington State University School of Hospitality Business Management	Northern Arizona School of Hotel & Restaurant Management	San Diego State University Robert Payne School of Hospitality Management	Iowa State University Hospitality Management
Founded	1969?	1983	1947	1946	1922?	1932	?	2001	1924 as Institution Administration
Student Enrollment	450	3,000	500	?	?	425	?	700 (including dept of rec mgmt)	200
Bachelor Degree Title	Business Administration Majoring in Hospitality Management	Hospitality Management; Restaurant & Foodservice Mgmt; Event Mgmt	Hospitality Management	Business administration in hospitality management	Hotel and Restaurant Management	Hospitality Business Management	Hotel and Restaurant Management	Hotel Operations and Management	Hospitality Management
Specializations offered	Meeting & Event Mgmt; Club & Resort Mgmt; Global Tourism Mgmt; Restaurant & Food Mgmt; Hospitality Ops Mgmt	Hospitality Management; Restaurant & Foodservice Mgmt; Event Mgmt	no	Lodging/Resort Operations, Hospitality Sales & Marketing, Restaurant/F&B Management	no	Hospitality Business Mgt; Wine Business Mgmt	Hotel & Rest Mgmt; International Hosp Mgmt	Hotel Operations & Mgmt; Meeting & Events Operations Mgmt; Restaurant Operations & Mgmt; Tribal Gamin Operations & Mgmt	Hospitality Mgmt; Event Mgmt
Research Center	?	Dick Pope Sr. Institute for Tourism Studies	International Center for Hospitality Research & Development		Center of Excellence for Food Safety Research in Child Nutrition Programs	No, the College of Business of which they are housed does	Arizona Hospitality Research and Resource Center	yes	No, however have an extension office that produces quite a bit of research
Career Placement Center	Yes- reserve space at College facilities	Virtual	yes	Yes-Through the Daniels College of Business (Suitts Center for Career Services)	?	no	?	yes	no
Career Fair	Fall and Spring (Destinations Career Events)	Fall & Spring	Spring		?	Spring- February and Fall- October	yes- Frequency?		no
Alumni Society	Hospitality Management Association	Rosen College Alumni Society	Society of Hosts Alumni Assoc		?	College, not department specific	?	yes	yes
Alumni membership dues	No	No	No		?	n/a	?	no	no, not at this time
Industry Awards	No	No	Honorary MBA Degree to Chef Art Smith		?	No, but a Hall of Fame is currently under discussion	?	?	no, not at this time
Alumni Awards	Through College of Business	Yes	Alumnus of the Year		College hosts Celebration of Excellence	No, but a Hall of Fame is currently under discussion	?	?	no, not at this time
School Magazine/Newsletter	Hokie Hospitality News- only one issue Spring 2009	Hospitality Happenings - monthly online	same as Alumni		?	eDividend online Newsletter- quarterly (College); Dividend Magazine - annual (College)	?	Newsletter- monthly	Magazine- "Trend" (Department)
Alumni Magazine/Newsletter	No	?	Bi-annual newsletter to Alumni		annual newsletter	?	?	?	?
Advisory Board	HTM Advisory Board	yes- 33 members	No. The 5 tenured track faculty members make up the decision making board. The College of Business has an advisory board so they do not feel one for specific major is warranted.	Yes- 20 members	yes- 15 members	yes- 22 members	yes- 31 members	?	Yes
Technology Advisory Board	No	No	no	No	No	No	No	No	No
Student Run Hotel	Inn at Virginia Tech and Skelton Conference Center on Blacksburg campus; Hotel Roanoke	?	no	No	no. It is in their strategic plan to pursue building of a hotel on campus to be used for teaching	no ?	The Inn at NAU	no, but plans to develop in future	No-there is a hotel within the Memorial Union but is university-run (our students do work there, and are most of the staff)
Student Run Restaurant	?	The Three Pillars, student operated Café	city club (professionally managed)	Beans Café (Coffee Shop)	Hospitality Catering Services onsite or off site	Onsite teaching/production kitchen, dining room, and wine tasting area; student-run operations - the Atrium Café, Catering and Vending	no ?	no	Joan Bice Underwood Tearoom- 105 seat foodservice lab

School Information									
	Virginia Polytechnic Department of Hospitality & Tourism Management	University of Central Florida Rosen College of Hospitality Management	Florida State University Dedman School of Hospitality	University of Denver Fritz Knoebel School of Hospitality Management	Kansas State Department of Hospitality Management and Dietetics	Washington State University School of Hospitality Business Management	Northern Arizona School of Hotel & Restaurant Management	San Diego State University Robert Payne School of Hospitality Management	Iowa State University Hospitality Management
Industry Speaker Series	HTM's Compass Day	Future Theme Park Leaders Association (exclusive to Rosen) puts on events for the School including guest speakers throughout the year	As part of the College of Business students are encouraged to participate in the College of Business Bruner Lecture Series. Professors to bring in industry leaders to speak to their classes. This past year Anthony Bourdain come and spoke to the students.	Speaker Connections program through Daniels College of Business	Grace M. Shugart Lecture Series	Distinguished Burtenshaw Lecture	no	?	No
Hosted Conferences	Pamplin Student Leadership Conference (College)	No	no		?	Co-Host Advances in Hospitality and Tourism Management	?	?	No
Alumni Job Board	student job board, not alumni job board	yes	no. Do send emails to all alumni on file and post on their FaceBook page.	Yes- through Daniels College Suitts Center for Career Management	?	WSU Career Services, Facebook, LinkedIn, alumni email	?	?	Yes
Student Events	Family Day weekend- by the Event Mgmt class	Cabaret & Cabernet -by Event Mgmt students	?		Dept of HMD Culinary Enhancement Workshop for professionals and alumni; Travel and Dining Auction	Board Legacy Celebration including Wine Blending Party & Food and Wine Pairing Demonstration	Spring Barbeque- HRM student organizations plan; Casino Nite- planned by Casino Mgmt course students; Scholarship & Honors Convention; Golf Tournament	?	VEISHEA Cherry Pie project
Industry Experience Requirement (hours)	800	720	1000	1000	?	1000	1200	1000	1000
Scholarships	\$50K available annually- funded by endowments from Hospitality corporations and friends of the dept	MPI Foundation, American Hotel & Lodging Assoc, Hospitality Corporations	# Dedman School of Hospitality Student Scholarship # The PGA of America Diversity Scholarship # The Association of Golf Merchandisers Scholarship Fund # The American Hotel and Lodging Educational Foundation Cecil B. Day Fund # The Florida Restaurant and Lodging Association Scholarships # The Jay Abraham Scholarship # The Tampa Bay Hospitality Alliance Scholarship		From National Associations: Clark E. DeHaven Scholarship from the Nat'l Assoc of College and Univ Foodservices; Roy B. Evans Scholarship from PCMA	\$100K annually funded by the school	\$64K annually funded by alumni and friends	industry scholarships	\$25K annually includes department, college and AHLEF; additional available from department for Event Mgmt

Appendix 4

Online Programs at the 20 'best' hospitality schools (TheBestSchools.org, 2013)

#1 Cornell University, School of Hotel Administration

Two Online Programs: Associate & BA in Hospitality

Certifications:

- Financial Management of Hotels
- Foodservice Management
- Hospitality Management
- Strategic Management
- Hospitality Marketing
- Advanced Hospitality Marketing
- Revenue Management
- Advanced Operations Analysis
- Advanced Real Estate and Hotel Investment
- Hotel Properties Management and Sustainability

#2 Michigan State University, School of Hospitality Business

In three, eight-week courses, participants can add a valuable credential to their experience, expand their hospitality skills and knowledge, and further their hospitality career. MSU's Management Certificate in the Business of Hospitality covers key topics such as:

- Operations
- Management
- Leadership
- Marketing and Sales
- And much more!

#3 University of Nevada at Las Vegas, William F. Harrah College of Hotel Administration

The Master of Hospitality Administration, Executive Online Program is a self-paced, online degree opportunity for professionals in the hospitality industry. Each course lends power to everyday activities to employ new ideas and draw on time-honored theories. When

participants complete their professional paper, they will take the learning opportunities into their careers as they focus on a challenging issue facing their companies.

*Areas of concentration within the Hotel Management degree include meeting and convention management, casino management, entertainment and events management, human resources, private club management, golf management and hospitality marketing. **Some courses are available online***

[#4 Fairleigh Dickinson University, International School of Hospitality and Tourism Management](#)

None

[#5 Virginia Tech, Pamplin College of Business, Dept. of Hospitality and Tourism Management](#)

None

[#6 University of Massachusetts Amherst, Isenberg School of Management, Dept. of Hospitality and Tourism Management](#)

Graduates of the fully accelerated bachelor's degree program in hospitality and tourism management are qualified for careers in hotel, restaurant, and resort management. The program provides the knowledge and skills required for management, operations, and marketing positions in the hospitality industry. The program incorporates courses in hospitality, business, tourism, and the humanities, as well as social and physical sciences. Courses include casino management, club management, lodging management, food and beverage management, and tourism, convention, and event management. Students may choose an area of specialization which meets their professional objectives. The program, which consists of 120 credits, is intended for students who already have at least 27 college credits.

[#7 Pennsylvania State University, School of Hospitality Management](#)

None

[#8 Washington State University, School of Hospitality Business Management](#)

None

[#9 University of Central Florida, Rosen College of Hospitality Management](#)

None

#10 Iowa State University, College of Human Sciences, Dept. of Apparel, Events, and Hospitality Management (AESHM)

The Distance Doctor of Philosophy (DDP) program is designed to meet the needs of professionals employed in industry, education, and other hospitality-related professions who want to obtain a terminal degree for their career advancement. Students must participate in the DDP program for 2 consecutive summer sessions on campus (3 weeks each) and enroll in courses delivered via the web during the fall and spring semesters. Students completing requirements of the program will earn a Ph.D. in Foodservice and Lodging Management.

#11 Purdue University, College of Health and Human Sciences, Hospitality & Tourism Management Unit

The on-line certificate in School Nutrition and Food Services program is designed primarily for those who are already working in the school nutrition and food services (on-site) sector of the hospitality industry. The program is designed for practitioners who desire a specialized credential in school nutrition and food services that emphasizes strong supervisory and managerial hospitality skills that can help them meet employer requirements. The certificate can also provide career opportunities to enhance existing school nutrition. The [program requirements](#) include completion of 25 credit hours of coursework composed of nine courses that are all on line.

#12 Northern Arizona University, W.A. Franke College of Business, School of Hotel & Restaurant Management

Offers a BS online in Hotel and Restaurant Management

Offers Certificates in Restaurant Management and International Tourism Management

#13 Kansas State University, College of Human Ecology, Dept. of Hospitality Management and Dietetics

The Department of Hospitality Management and Dietetics offers a master of science degree in foodservice and hospitality management and dietetics administration. HMD also offers an online master of science degree in dietetics through the Great Plains Interactive Distance Education Alliance (GPIDEA).

#14 University of Houston, Conrad N. Hilton College

A Master of Hospitality Management is available entirely on line with no required campus visits.

#15 Oklahoma State University, School of Hotel & Restaurant Administration

None

#16 Georgia State University, J. Mack Robinson College of Business, Cecil B. Day School of Hospitality

None

#17 Drexel University, School of Technology and Professional Studies, Hospitality Management, Culinary Arts, and Food Science Program

Drexel's Master's in Hospitality Management provides students with the skills needed to advance in the hospitality industry. This two-year master's program is offered conveniently on line.

#18 University of Denver, Daniels College of Business, Fritz Knoebel School of Hospitality Management

Some hospitality summer courses are offered on line.

#19 California State Polytechnic University at Pomona, Collins College of Hospitality Management

None

#20 Johnson & Wales University, Hospitality College

Participants can master the art and business of culinary arts, or learn to lead the hospitality industry with an MBA from the convenience of home with Johnson & Wales University's on line degree programs.

Other universities with hospitality degrees on line:

MIZZOUOnline (BA) (U of Missouri)

Arizona State: Food Industry Mgmt (BA)

Florida International: Hospitality Mgmt (MA)

Other 'universities' with hospitality certificates on line:

Stephen Austin State University (SFA):

Executive Hospitality Supervisor Certificate

The International School of Hospitality (TISOH)

Diploma in Hotel Operations
Executive Diploma in Hospitality Operations
Conference Management & Event Planning Certificate
Event and Design Production Certificate
Art of Food and Beverage Certificate
Meeting and Event Catering Certificate
Art of Concierge Certificate
Hospitality Human Resources Certificate
Hospitality Leadership and Supervision Certificate
Hotel Operations Certificate
Wedding Coordination and Design Certificate

American Hospitality Academy

Certificates: Managing Diversity, Hospitality Professional, Hospitality English, Hospitality Supervisor

Top 10 schools with bachelor's degrees on line (TheBestSchools.org 2013)

1. University of Massachusetts Isenberg School of Management Online Bachelor of Science in Hospitality and Tourism Management Degree Program

Graduates of the fully accelerated bachelor's degree program in hospitality and tourism management are qualified for careers in hotel, restaurant, and resort management. The program provides the knowledge and skills required for management, operations, and marketing positions in the hospitality industry. The program incorporates courses in hospitality, business, tourism, and the humanities, as well as social and physical sciences. Courses include casino management, club management, lodging management, food and beverage management, and tourism, convention, and event management. Students may choose an area of specialization which meets their professional objectives. The program, which consists of 120 credits, is intended for students who already have at least 27 college credits.

2. East Carolina University Online Bachelor of Science in Hospitality Management Degree Program

The School of Hospitality Leadership is the largest hospitality department of its kind in North Carolina, and one of the largest in the southeastern United States. Students are prepared for positions such as management trainee, assistant hotel manager, food and beverage manager, restaurant manager, club manager, marketing director, and sales professional. Students take a core curriculum of hospitality management courses. They also select a concentration from three options: food and beverage management; meeting and convention management; and lodging management. All of the coursework in the major is online. The courses in the major are taught by the regular East Carolina University faculty members. The bachelor's in hospitality management program is an online degree-completion program.

3. Robert Morris University Online Bachelor of Science in Business Administration—Hospitality and Tourism Management Degree Program

The bachelor's degree program in business administration with a concentration in hospitality and tourism management prepares students for a variety of jobs in the hospitality and tourism industry. Graduates are qualified for jobs at:

- Amusement parks/attractions
- Bed and breakfasts
- Hotels
- Motels
- Forest and recreation lands
- Country clubs
- Resorts and spas
- Tourist boards

The program also covers casino management, service strategies, food service, and human resources.

4. DeVry University Online Bachelor of Business Administration—Hospitality Management Degree Program

Students in the program are prepared to oversee the daily operations of resorts, banquet facilities, and gaming venues. They're also prepared to manage special event-planning departments of healthcare organizations, schools, and businesses. The program includes courses such as: Foundations of Hotel Management; Meetings and Events Management; Restaurant Management; Casino Management; and Tourism Management. The degree includes eight full-time semesters with 124 credit hours.

5. Columbia Southern University Online Bachelor of Science in Business Administration—Hospitality & Tourism Degree Program

Graduates of the program are qualified for a variety of positions in the hospitality and tourism industry. The program incorporates leadership, technology and case analysis of the global industry. Students can choose from elective courses such as: Introduction to Hospitality; Introduction to Tourism; Facilities Management and Design in Hospitality & Tourism; Accounting for Hospitality & Tourism; Resort Management & Operations; Legal Aspects of Hospitality & Tourism; and Marketing for Hospitality & Tourism. The programs includes 121 credit hours.

6. Strayer University Online Bachelor of Science in Business Administration—Hospitality and Tourism Management Degree Program

Students in the bachelor's degree program in business administration with a concentration in hospitality and tourism management study the role, structure, and management of United States and international lodging, food service, and travel-related organizations. Students learn how to manage companies in the hospitality and tourism industry, including cruise, airline, hotels and resorts, tour companies, travel agencies, convention and meeting planning organizations, and food service companies.

7. South University Bachelor of Business Administration—Hospitality Management Degree Program

The bachelor of business administration degree program with a specialization in hospitality management prepares students for first- and second-tier management positions in the hospitality sector. Students learn about the various segments of operations in the hospitality industry, and acquire important skills vital to success in the industry. Students in the program are required to take the following classes:

- Hospitality Management Operations
- Managing Conventions and Meeting Planning
- Hospitality Law
- Hospitality Strategic Planning

The program also reviews the relationship between business management and hospitality and tourism management.

8. Sullivan University Online Bachelor of Science in Business Administration – Hospitality Management Degree Program

The program covers an array of subjects in the hospitality sector. Graduates are qualified for a variety of positions in the hospitality industry. All the junior and senior hospitality

core classes are available on the Internet. An associate's degree in a hospitality major is required for admission at the junior level. Those without an appropriate degree may enroll in Sullivan University eLearning's associate of science program in beverage management to directly transition into the bachelor of science degree program in business administration—hospitality management. The program includes 180 credit hours.

9. University of the Southwest Online Bachelor of Science in Business Administration—Hospitality Management Degree Program

Students learn how to manage companies in the hospitality industry. The program covers an array of subjects in the hospitality and tourism industry, as well as core business fundamentals. Classes include:

- Management in the Hospitality Industry
- Information Systems Management
- Service Marketing
- Food Service Management
- Hospitality Industry Financial Management
- Project Management
- Managing Diversity

Graduates are qualified for managerial and administrative positions in hotels, trade show and convention hosting, tourism companies, food service, and other settings.

10. Globe University Online Bachelor of Science in Business Management—Hospitality Management Degree Program

Students are prepared for a variety of jobs in the hospitality and tourism industry. For example, they learn about casino management, service strategies, food service, and human resources. The program also provides fundamental business management training. Graduates of the program are qualified for jobs in casinos, hotels, resorts, cruise ships, and other settings, and are prepared to manage staffs, purchasing operations, customer service departments, and reservation systems.

Appendix 5

Research Plans

Dr. Bart Bartlett

My recent research focus has been on senior living. In 2013, I had a book chapter published and a poster at CHRIE, both on this topic. I expect to continue to focus my research plan in the area of senior living. I plan to continue to administer the CCRC/Connecticut Community Foundation grant, and to build student knowledge of and interest in senior living careers. I envision a paper studying student attitudes about working in senior living, and a paper with data to demonstrate the number of career offerings compared to other hospitality industry segments.

At this point, no one within SHM has expressed an interest in senior living research, but I plan to reach out to some colleagues. I collaborate in teaching the CCRC class with several others from the College of Health and Human Development and would like to collaborate with them on research projects. Also, I would like to collaborate with some of the people from around the country with whom I spoke during the CHRIE poster presentation.

For funding sources, I hope to continue each year to earn the CCRC grant from the Connecticut Community Foundation (CCF). There may be additional funding opportunities, as well.

I am targeting the following research publications:

Top hospitality journals (e.g., JHTR, IJHM, IJCHM, ATR)

Disciplinary journals

Applied research journals (e.g., CHQ, ICHRIE Penn State Research Reports)

I am targeting JHTE with the article regarding hospitality careers in senior living.

I am still learning about the disciplinary journals in the senior living field.

I am targeting the following trade magazine: Senior Living News. I was interviewed for a piece in this outlet which was recently published.

I do not have a firm time line, but at some point I want to take a sabbatical leave, at which point I would expect to give up my PIC and associate director roles. When I give up the administrative responsibilities, I could be much more involved with other aspects of my job. The Senior Living/CCRC grant pays for all of the expenses associated with that program.

Dr. Peter Bordi

I have had one overarching research goal throughout my academic career: to enhance the physical health and well-being of individuals at multiple stages of their lifecycle by adapting food science algorithmic models resulting in healthier food choices for consumers. While much of my research has implications for all consumers, I am especially proud of the work we have done with children's nutrition programs; athletes; the elderly; and selected patient groups in medical facilities. I am pleased that my research has been recognized by the Pennsylvania Secretary of Health, the U.S. Department of Agriculture, the Cystic Fibrosis Foundation and the National School Lunch Program, to name a few. I am also pleased to have had the opportunity to collaborate with outstanding colleagues in the College of Health and Human Development, at Penn State and across the nation. I hope to take a sabbatical leave during the next academic year.

The recent focus of my research has been new food product development and sensory analysis. I have also been working on healthy food products, i.e., lower sugar items, whole wheat pretzels, high protein recovery products for Penn State athletic programs (24 gram protein recovery bars, probiotics, and pre-exercise drinks). In the next one to five years, my focus will be on the Center for Food Innovation becoming the center for product development for the Commonwealth of Pennsylvania. I am also hoping to work with the department of Food Science on joint projects. I hope to have a joint appointment in Food Science. Along with this, I will be working with Disney to develop new products and working with sensory questionnaires and consumer questionnaires. To accomplish these goals, I plan to work with several people outside the School of Hospitality Management. I plan to work with Bob Roberts (department head of Food Science), Dan Aazzara (Food Science), and Penny Kris Etherton (Nutritional Science). I will be accessing the following funding sources: Food service corporations, the Commonwealth of Pennsylvania, Cargill Foundation, USDA, and the PA Department of Health.

I will be focusing my publication efforts on the following research publications: Journal of Food Structure, Journal of Food Science and Engineering, and the Journal of Culinary Science. I will be targeting Cargill and Ingredion Corporation as outlets of practice for publication.

Dr. David Cranage

I plan to research informed choice and its effects on service failure consequences in both hotel and food service contexts. Additionally, I will be studying choice of gifts and their effect on service/product failure consequences. I plan to continue my research with Dr. Bordi on informed choice with nutrition information on healthful choices by adults, young adults, and children with and without parental influence. Disney has already shown to be an interested partner in this research.

I have submitted two grant proposals to the Sustainability Institute. One proposal is with faculty from Crop Production Economics in Ag Science, Weed Ecology in Ag Science, and Rural Sociology. We plan to investigate local food systems as well as a Penn State student farm. I expect this project to last three to four years. I have also submitted a grant proposal with five students to the Sustainability Institute to analyze the economic feasibility of Penn State purchasing local foods. Two students are from the Nutrition department, two are from Ag Sciences, and one is from the College of Health and Human Development. Five Hospitality Management students are interested in joining the project in 2014. The project is already supported by and we plan to work with, the Penn State Department of Housing and Food Services (HFS), the Sustainability Institute, the College of Agriculture, the Smeal College of Business Administration, the Pennsylvania Association of Sustainable Agriculture and the local food coop. This project is expected to be two to three years in length.

Additionally, I plan to work in Café Laura to reduce food waste as well as maintain customer satisfaction and loyalty through informed choice.

I presently work with five current and former graduate students who I expect to collaborate on their areas of research ranging for family choice with nutrition information to customer satisfaction and loyalty when misleading information and pictures are supplied.

Dr. Seoki Lee

I have been continuing to focus on investigating various issues of corporate social responsibility (CSR) in the hospitality context. Aside from the CSR topic, I have been involved in various topics including analyzing effects of social media on firm performance, benchmarking for restaurants, determinants of systematic risk on the online travel agency (OTA) industry, and automated valuation models (AVMs) for the hotel industry. This wide range of topics, however, falls into the umbrella of my broad research discipline of financial and strategic management in the hospitality industry.

With several on-going projects, I mainly target top-tier hospitality journals such as JHTR, IJHM, and IJCHM. When topics are appropriate, I will also target CHQ. In addition, when and where a topic is more applicable to and appropriate for a general audience, I plan to extend the scope of the study to the general business context beyond the hospitality context, and thus would target a general business journal. One such project is an examination of effects of corporate equality on firm performance, working with Dr. Larry Martinez.

To satisfy the requirement of the class buyout that I am taking during the Fall 2013 semester, I will complete a grant proposal and submit it by the end of the Spring 2014

semester. I am planning to collaborate with someone outside PSU and possibly outside the U.S. After this grant submission, I wish to continue to look for more funding sources for my research topics.

In the next five years, I will continue to focus my research on financial and strategic management topics, particularly related to CSR issues in the hospitality industry. I will continue to collaborate with other hospitality colleagues on various financial and strategic management topics whenever possible, as well.

Dr. Larry Martinez

The focus of my research since joining SHM has been on diversity and discrimination within organizational structures. The projects I brought with me to PSU focus on individual-level strategies that minority/stigmatized employees can engage in to help remediate discrimination. The research I have been working on most recently has expanded from minority strategies to strategies that can be used by non-stigmatized “allies” to improve diversity climates within organizations. This research is the main ‘stream’ I would like to pursue in the upcoming years. I am also planning to make a contribution to the hospitality literature by developing a number of projects that investigate the effects of race, age, weight, gender, sexual orientation, gender identity, physical attractiveness and other demographic characteristics in service settings. Thus, the two broad research questions that will guide my work are, “How can allies improve workplace diversity outcomes?” and “How do individual differences affect the service/hospitality experience?”

I am planning on continuing collaborations with individuals with whom I have collaborated successfully in the past, including my graduate advisor (who has taken a great interest in hospitality, incidentally) and former lab mates. I have begun new collaborations with I/O psychologists at other universities and look forward to developing these relationships. I have also begun collaborating with faculty members in SHM, specifically Seoki Lee and Amit Sharma. Seoki is analyzing the business case for LGBT diversity for a paper that I will write. Amit’s project required the use of an experimental paradigm that I have experience using, so I lent this knowledge to his project, although the content area (food safety) is not within my specific “wheelhouse.” I have been developing projects with Michael Tews, Anna Mattila, and Peter Bordi, and I look forward to pursuing these ideas more fully in the future. I have also made some connections that may lead to collaborations with faculty members in hospitality at other universities (namely Erinn Tucker at Boston University and Greg DeShields at Temple University) and with industry diversity leaders I met at the Lodging Diversity Conference.

Last year, I applied for funding from the Palm Center and with the American Psychological Foundation. I plan on pursuing these funding sources again this year. I am also targeting

funding sources that would be interested in funding LGBT or bullying-related issues such as the Human Rights Campaign, Out & Equal, the National Institute of Child Health and Human Development, the National Science Foundation, and the National Institutes of Health.

I am targeting top-tier management (Academy of Management, Journal of Management, and Journal of Organizational Behavior), I/O psychology (Journal of Applied Psychology and Personnel Psychology), and hospitality journals (JHTR, IJHM, ATR and CHQ). I am not targeting any trade magazines at present, but I see these being valuable in disseminating research studies in hospitality once they have been completed or published in the academic press. I will consider Diversity Executive and Lodging Magazine for these projects.

Dr. Anna Mattila

My research continues to evolve around my core competencies including consumer emotions, service failures, self-service technologies, cross-cultural research and customer loyalty. However, I have also branched out to new areas of inquiry such as corporate social responsibility, social media, sensory marketing and pricing of services. I am also interested in psychological factors (e.g., sense of power or status) in influencing consumers' reactions to various marketing stimuli. Being cognizant of the interrelation between consumer research and human resources management, I have also conducted several studies examining the effects of work-family-conflict on customer satisfaction. In the coming years, I will most likely continue to research these areas while looking for fresh ideas from the psychology literature.

My list of collaborators varies across disciplines and geographic boundaries. Within the School of Hospitality Management, I am currently working with Drs. Noone, Ahlgren, O'Neill, Sharma, Lee, Van Hoof, Nyheim, and Cranage. I plan to work with Dr. Martinez in the next 12 months. My outside collaborators at PSU are Dr. Bolton (Smeal), Dr. Megoy (Smeal), Dr. Grandey (Psychology) and Dr. Kerstetter (RPTM). In terms of other U.S.-based coauthors, the list includes the following individuals: Dr. Varma (Cornell), Dr. Kwortnik (Cornell), Dr. Blodgett (North Carolina A&T University), Dr. Parsa (University of Denver), Dr. Kandampully (Ohio State), Dr. Bowen (University of Houston), Dr. Shoemaker (UNLV), Drs. Ro and Chen (UCF), Drs. Bonn and Hanks (Florida State University), Dr. Yang (University of Southern Florida), Dr. Zhang (Michigan State), Dr. Kim (California State University_Fullerton), Dr. Xie (California State University - Northridge), Dr. Miao (Purdue), Dr. Upneja (Boston University) and Dr. Kim (Johnson & Wales University). My global collaborators are Dr. Wirtz (National University of Singapore), Drs. Weber, Heo and Kim (Hong Kong Polytechnic University), Drs. Andraeu and Bigne (University of Valencia), Dr. Zhao (Sun-Yat Set University, China), Dr. Solnet (University of Queensland), Dr. Kim (Auckland University of Technology, NZ), Dr. Keating (University of Canberra), Dr. Boo (Putra University, Malaysia), and Dr. Wang (National Tsing Hua University, Taiwan).

I will target the Marketing Science Institute and UNLV's Cesar's Research Grants for potential outside funding sources. Some of my international and domestic collaborators have financially contributed to many of my research projects and I expect them to continue to do so.

Regarding publication outlets, I am targeting A-level marketing journals such as the Journal of Retailing and Journal of Service Research in addition to B-level general business journals (e.g., Journal of Service Management, Journal of Business Research). My list of hospitality & tourism journals includes IJHM, JTR, TM, ICJHM and CHQ. Only under very special circumstances will I submit papers to JHTR as long as I am editor of the journal.

Dr. Dan Mount

The recent focus of my research has been on applied research addressing the quantification of costs/benefits in the service and recovery experience. Data have been compiled at the brand level and has resulted in three publications as well as another publication that came from a more detailed review of service experience by specific problem type.

My future research will focus on the economic impact of shale drilling on the hotel industry. I am working with the Co-Director of the Marcellus Outreach Center at Penn State and a rural sociologist in the College of Agriculture. We are primarily interested in the economic impact within Pennsylvania, but have discussed applying the methodologies to other shale regions in the U.S. We are looking first at the economic impact on the hotel industry, but are planning to add employment and housing figures to future publications in an attempt to develop a good predictor model for shale regions.

I continue to seek funding sources. I am going to defer to the Marcellus experts to pursue possible funding with state economic agencies. For the hotel study, we will look to either publish in a top-tier hospitality journal or the new ICHRIE applied research reports. For future publications regarding employment and housing, we will look to publications that are accessed by the College of Agriculture research partners. The research regarding the economic impact on hotels should be of interest to any of the many trade magazines and websites, as well.

Dr. Breffni Noone

The recent focus of my work in the domain of revenue management has been on consumers' purchase decisions in the online environment. Specifically, I have been investigating consumers' use of price and non-price information when making purchase decisions. Within this area, I have published three articles thus far (outlets: Journal of Revenue and Pricing Management and Journal of Hospitality & Tourism Research). This

work has also garnered considerable attention from industry (e.g., invited presentations by HSMAI, Eye for Travel, and individual hotel companies; my publications being cited by industry practitioners, e.g., Director, Revenue Management - Asia Pacific, Four Seasons Hotels and Resorts: <http://www.eyefortravel.com/revenue-and-data-management/360-degrees-how-innovation-can-reduce-complexity-rm>), as well as exposure in many trade magazine and online outlets (e.g., http://hotelmarketing.com/index.php/content/article/how_consumers_use_ratings_reviews_and_price_when_choosing_a_hotel; <http://finance.yahoo.com/news/consumer-reviews-more-influential-consumer-165900079.html>; <http://www.tnooz.com/2013/08/21/news/price-ratings-and-reviews-how-consumers-process-ugc-and-price-when-buying-a-hotel-room/>) and over 4,000 views on the SAS site at <http://blogs.sas.com/content/hospitality/2013/06/21/pricing-in-a-social-world/>.

Given the attention that this research stream has garnered both in industry and academia, I plan to continue with it over the coming years. To shape the direction of future studies, I am currently conducting an exploratory study, funded by the Cornell Center for Hospitality Research (CHR). Upon completion of this research, a series of research questions will be developed, and then empirically investigated in a set of future studies. I also expect that, should I be granted a sabbatical leave next year, the work that I will do with SAS/IDeaS will fuel more research questions in this domain.

In terms of collaboration, I hope to continue my work with Kelly McGuire (SAS Institute) and Stephani Robson (Cornell). I would also like to continue to work on occasional projects with Anna Mattila; and plan to continue to work with undergraduate students on research projects.

TripAdvisor and Expedia have expressed interest in working with my group on our current research stream. I plan, upon completion of the CHR study, to reach out to these companies to explore opportunities for collaboration. I also plan to reach out to hospitality companies to seek funding to support future studies.

I plan to pursue my usual targets for publication: (1) hospitality journals (JHTR, IJHM), (2) discipline journals (JRPM, JSM), (3) applied research journals (CHQ), as well as (3) CHR reports. I also hope that my work will continue to be well-received in industry leading to citations in the press, and invitations to speak at industry conferences.

Dr. John O'Neill

My research continues to focus on strategic management in the lodging industry. One of the areas within that field in which I focus is strategic management related to lodging real estate assets and brands. For example, I am working with Dr. Chekitan Dev (Cornell University) on revising a manuscript for the International Journal of the Built Environment

and Asset Management on hotel assets, brand attributes, and financial performance. I am also writing a chapter for a text on branding regarding research advances in the building of hotel brands.

I am currently finalizing a manuscript under review by the Journal of Quality Assurance in Hospitality & Tourism regarding analyzing predictors of lodging demand growth by focusing on relatively homogeneous municipal areas dominated by a major research university. The manuscript also includes an analysis of the stability of lodging demand in university towns versus similarly sized towns and national averages. Like many others, the idea for this research project came from my discussions with lodging industry executives. I am working with co-author of my 2012 text, Stephen Rushmore (HVS), on revising a manuscript for the Cornell Hospitality Quarterly regarding projecting fixed and variable expenses for hotel real estate assets. I am also working with Dr. Seoki Lee (Penn State) and Sean McGinley (Penn State doctoral student) on updating my previously published automated valuation model for hotels by expanding the model to include external economic factors.

I am working on establishing new collaborations in the real estate area in an effort to become published in the highest quality academic journals related to real estate. A current such collaboration regarding lodging real estate includes Dr. Crocker Liu (Cornell University), Dr. Barry Bloom (Boston University), Dr. Christopher Manning (Loyola Marymount University), Dr. Arjun Singh (Michigan State University), and Steven Hood (STR). I am working on assembling a panel regarding lodging real estate research for the 2014 American Real Estate Society Annual Conference with Dr. Christopher Manning (Loyola Marymount University), Robert Kline (Chartres Lodging Group), George Dabney (Thayer Lodging Group), Alan Puana (Expedia), and Steven Hood (STR), in an effort to forge future collaborations including access to relevant and important data necessary to conduct such research.

I continue to work on a number of manuscripts with my collaborators from the hotel work and family project. Currently, I am working with Dr. Michelle Hammond (University of Limerick), Dr. Rob Stawski (Oregon State University), Dr. April Jones (FDA), and Dr. Jan Cleveland (Colorado State University) on revising a manuscript for the Journal of Managerial Psychology on mediators of transformational leadership and the work-family relationship. I continue to work with Dr. Qu Xiao (Hong Kong Polytechnic University), as well. I also am working on a number of research projects with Sean McGinley (Penn State doctoral student) on issues related to work and life in the lodging industry, including one studying attrition of young managers in the industry, another studying managerial career expectations, another focusing on factors attracting managers to the industry, and one regarding how we used Facebook to minimize attrition in a longitudinal study of hotel managers. We would like to publish this research in JHTR, IJHM, ATR, IJCHM, CHQ and ICHRIE Penn State Research Reports.

Also, much of my research continues to be carried by articles others and I write for leading lodging trade publications, including Hotel News Now. I also anticipate disseminating my research at leading practitioner conferences such as the Hospitality Asset Managers Association annual conference.

Dr. Amit Sharma

My research focuses on decision-making and cost-benefit analysis in hospitality settings. The first component of my research has been in the context of foodservice environments, in restaurants, schools, and foodservice companies. The second component of my research is associated with access to financing for hospitality and tourism businesses, particularly in international settings.

I have continued to seek internal and external funding for my research. This research has also been highly collaborative in nature. My research collaboration has included colleagues from SHM, and the Colleges of HHD, Agricultural Sciences, and Engineering at PSU. I have also been successful in collaborating with Iowa State University, Delaware State University, Hershey School of Medicine, Geisinger Health System, industry partners, and internationally with the Norwegian University of Life Sciences.

Looking ahead, I would like to further consolidate my research efforts. I have observed significant interest among my colleagues for the area of research that I have been focusing on, decision-making and cost-benefit analysis in hospitality, particularly in foodservice settings. Further strengthening my efforts will also provide an opportunity to create a distinct area of specialization and capacity that could be leveraged to:

Attract additional resources and funding.

Recruit graduate students.

Integrate and increase collaboration among interested faculty.

Identify an area of study that could benefit teaching of undergraduate and graduate students.

Consolidate existing collaborations and build a platform for future academic and industry collaborations, within the U.S. and globally.

The research questions that we plan to continue to focus on would include:

How can we enhance individuals' financial and economic decision-making abilities in hospitality contexts?

How can we develop effective interventions to enhance decision-making experiences?

Over the next one to five years, I would like to coordinate a Food Decision Research Group. In the context of this proposed group, I would like to launch a Food Decisions Research Lab (FDRL). I would serve as director of this research lab. Affiliate faculty will include Dr. Frode Alfnes from the Norwegian University of Life Sciences (NULS). Dr. Alfnes is a long-time

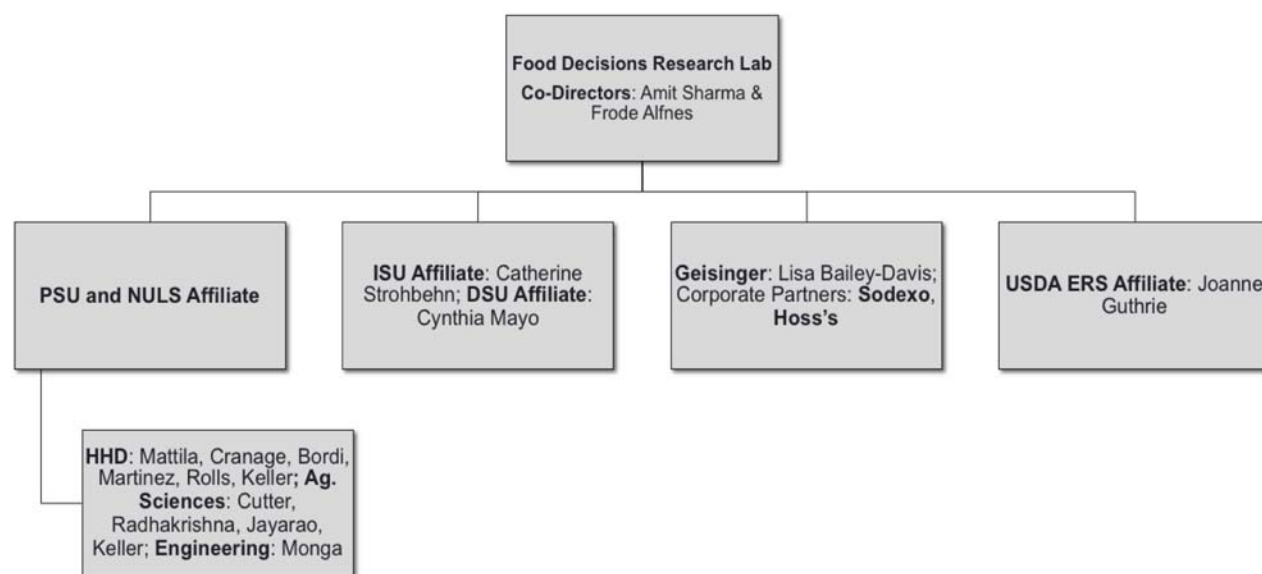
colleague and collaborator of mine. We bring complimentary skills that we could leverage to develop the necessary capacity needed to strengthen our research agenda. This collaboration would thus have an international component, which would be aligned with PSU's mission of internationalization. Other faculty affiliates will include colleagues from SHM, HHD, and the Colleges of Agricultural Sciences and Engineering at Penn State, Iowa State and Delaware State Universities, U.S. Department of Agriculture, and Geisinger Health System.

FDRL Capacity: The proposed FDRL would begin to focus on systematically investigating our research questions, particularly in our current projects.

Resources required: While we envision the costs of the FDRL to be self-sustaining from its funded projects, I would request the following:

1. Office space that would house the FDRL. The lab itself would not conduct experiments on site, but offsite. However, this office space would allow us to administer the experiments and the lab operations.
2. The FDRL would also maintain a website. Wage payroll help to maintain the FDRL website would be requested of up to three to four hours per week.
3. FDRL printed on SHM letterhead and business cards.

The FDRL's mission would include a systematic inclusive process of research collaboration. In the spirit of this collaborative mission, the director would send an open invitation to several colleagues at PSU. In addition, I would approach colleagues that we believe would be valuable affiliate members of the lab. The following flowchart lists these faculty members at PSU, ISU, DSU, Geisinger Health System, and the NULS.



The following are funding sources that we anticipate accessing: USDA; NIH; NSF; and development organizations such as the Gates Foundation.

I am targeting the following research publications:

Top hospitality journals - JHTR, IJHM, IJCHM, ATR, Tourism Economics

Disciplinary journals - Schools, Cost-Benefit Analysis, Agriculture, Economics

Applied research journals - CHQ, ICHRIE Penn State Research Reports, and finance and economics journals.

I am also targeting trade magazines and social media based outcomes for foodservice establishments and hotels.

Dr. Michael Tews

My research focuses on human resource management and organizational behavior issues in three primary areas– turnover and retention, training and development, and employee selection. I strive to address issues that have practical relevance to the hospitality industry and make theoretical contributions to the larger body of management research. I have sought to publish my work in leading hospitality management outlets as well as in well-respected applied psychology and management journals. To date, my work has appeared in a variety of outlets, including the Academy of Management Annals, the Cornell Hospitality Quarterly, Group and Organization Management, Human Relations, the International Journal of Selection and Assessment, the Journal of Hospitality and Tourism Research, the Journal of Service Management, the Journal of Vocational Behavior, Organizational Research Methods, and Personnel Psychology. I plan to continue publishing in these and related outlets.

In my future research endeavors, I plan to explore several avenues of inquiry. In the area of turnover and retention, I plan to further my work examining how social support and fun in the workplace influence employee leaving behavior. Given the practical relevance of curbing employee turnover in hospitality organizations and the need for theoretical advances in this area, this research will address an important gap in the literature. With respect to training and development, I am examining how fun in learning contexts enhances learner engagement and knowledge acquisition. My colleagues and I have recently developed a new measure of fun in the classroom, and we seek to further validate the extent to which fun facilitates favorable learning outcomes and determine in what contexts fun is more important.

In the area of employee selection, I plan to further examine how personality and ability affect employee performance in the hospitality industry. Because employees are central to the service delivery process, it is important to select those with the best disposition for such work. I have conducted several studies in this area previously, and I would like to extend this work to validate the generalizability of previous findings and examine additional constructs as predictors of service performance. I would like to obtain grant

funding for one or more of these projects from the American Hotel & Lodging Association or the Caesars Hospitality Research Center at the University of Nevada - Las Vegas.

I plan to work with several collaborators in these research efforts. At Penn State, I plan to continue working with Crystal Ramsay (Research Associate and Instructional Consultant) and Kathy Jackson (Senior Research Associate and Instructional Consultant) from the Schreyer Institute for Teaching Excellence and with Bert Van Hoof in the School of Hospitality Management. From Ohio State University, I will be working with Raymond Noe (Robert and Anne Hoyt Designated Professor of Management and Human Resources) in the Fisher College of Business. From the University of Denver, I will be working with Cheri Young (Associate Professor) in the Fritz Knoebel School of Hospitality Management. Finally, I plan to continue collaborating with John W. Michel (Assistant Professor) in the Sellinger School of Business and Management at Loyola University Maryland.

Dr. Hubert VanHoof

I would like my research efforts over the next five years to primarily be in support of others who might need or ask my assistance, either at the School of Hospitality Management, outside of it, and/or abroad. I am at a stage in my career where I feel that can be of the greatest good to the SHM and the academy in supporting the research and publication efforts of graduate students, junior faculty and faculty in universities in developing countries with limited research exposure. I intend to work with them to prepare them for successful careers in higher education.

My personal and professional interests have always been in the area of strategic issues in higher (hospitality and tourism) education. I look forward to continuing along those lines in my research efforts in the years to come. After stepping down from my administrative responsibilities in June 2011, the first order of business with regard to research was re-establishing a research focus and a collaboration network. My administrative responsibilities allowed me very little time to publish, and the few articles that appeared and the presentations I did between 2004 and 2011, came about after requests for collaboration from junior colleagues and graduate students.

In AY 2011-2012, I dedicated much of my time to preparing for my sabbatical leave in Ecuador at the University of Cuenca during the AY 2012-2013. I was invited to spend a year there by the Ministry of Higher Education, which gave me a research grant of about \$65,000 for the year to cover expenses. I additionally secured a \$35,000 research development grant from the University's research office that was used to execute the projects we engaged in and paid for a full-time research assistant. In Ecuador, I was asked to dedicate most of my time on initiating a research program with local faculty members who were untrained in and unaccustomed to research. My stay became successful because we engaged in projects related to higher education in the South American setting and by

duplicating several studies that we had completed at Penn State the year before, allowing us to engage in cross-cultural comparisons.

I plan to continue looking at issues related to higher (hospitality and tourism) education with a focus on international aspects, in particular from the South American perspective and those of developing countries. Just like I see myself working with universities in developing countries over time, I see my research efforts in the same light and hope to work with local faculty on developing research portfolios, teaching about research methods, and creating cross-cultural comparisons.

As stated earlier, my personal and professional interests will remain in the area of strategic issues in higher (hospitality and tourism) education. Besides addressing these from a U.S. perspective, I also hope to look at them from an international perspective, in particular with regard to developing economies and fledgling systems of higher education.

Within the SHM, I look forward to continue my research and publication efforts with Dr. Amit Sharma. We published two articles regarding student decision making related to reading compliance (one in a U.S.-based publication and one in Ecuador), have two more articles in the pipeline around this topic, and hope to add several components and potential research grants at a later date as we start to look into developing successful interventions. I have worked and will work with several graduate students (on student career perceptions in multicultural settings and characteristics of hospitality graduate programs) and will entertain any request for collaboration where I feel I can make a contribution.

Outside SHM, I will continue to work with several colleagues in Ecuador over the next two years as we finish several projects in the pipeline at the moment (continuations of earlier studies) and engage in new projects. Over time, I hope to work with colleagues in other developing countries and other universities with needs similar to those in Ecuador.

Dr. Amit Sharma and I hope to apply for grant funding in due course as we publish more articles and gain recognition in the area of student reading compliance. In Ecuador, there may be some local sources that could pay for a new research project and that will enable me to travel back and forth several times over the next couple of years. I look to the SHM to provide some funding for research and presentation related travel and will continue to look for funding opportunities in the university, as I did in 2011-2012.

Dr. Sharma and I are targeting publications related to research in higher education. Publications out of the Ecuador connection will be published in English or Spanish in refereed publications in the U.S. and South America. The topic of the paper and the research focus will determine the actual journal.

I also plan on seeking out journals such as IJHM and IJCHM if the manuscript has a clear international focus and is hospitality related, as well as journals such as the Journal of Hospitality and Tourism Education (JHTE), the Journal of Teaching in Tourism and Travel (JT TT) and the FIU Hospitality Review if the paper's focus is on pedagogy related to hospitality and tourism.

In Ecuador, we have been accepted for several non-refereed publications that are published by local universities and hope to access local and national trade journals with future updates on the relationship between the hospitality and tourism industries and higher education.

I look forward to working on the topics above with colleagues and graduate students at the SHM and colleagues at other, developing universities worldwide for the next five years and to developing a more service-oriented and mentoring role in the process.