

STRATEGIC PLAN

2020-2025

College of Health and Human Development
School of Hospitality Management

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PennState
College of Health and
Human Development

School of Hospitality Management

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School of Hospitality Management

Mission

We are dedicated to academic excellence, integrity, and professionalism through hospitality management higher education. We are Penn State hospitality leaders actively engaging with students, colleagues, alumni, industry, and scholars across the university, the nation, and the world in superior teaching, research, and service.

Vision

To be a recognized champion for the value and opportunities in the hospitality profession—an industry that contributes positively to the human experience, health of families and communities, and the development of economic opportunities, all premised on the principles of inclusion, collaboration, and innovation.

THEME A: STRENGTHING OUR CURRICULA

GOAL A.1. UNDERGRADUATE CURRICULAR ENHANCEMENTS

A.1.a. Objective: Create a culture and process to move the curriculum forward in an inclusive and flexible way

Timing: 2020-2021

- 2020: Pilot program: Disciplinary working groups: (a) Hotel Operations, (b) Finance & Accounting, and (c) Foods.
- 2020-2021: Process roll-out to all disciplinary groups:
 - As needed, other disciplinary working groups will be created to address curricular enhancements.
 - Detailed timelines for the full process rollout will be developed when the pilot has been completed
 - Process rollout will be in alignment with SHMs standard processes for presenting curriculum changes to the SHM Assessment and Curriculum Committee (ACC), and to the full faculty for approval

Key Performance Indicators: 50% of the action items have been started year 1; 75% of the action items have been started year 2; Annual Metrics for action items will be shared and discussed at faculty meeting

Action Items: Identify course sub-groups, review course content, identify and propose course changes

- Identify core competencies (essentials) within sub-groups
- Review current curriculum to assess alignment with SHMs program learning objectives, and PSUs foundations and thematic priorities
- Identify gaps in the curriculum, and eliminate redundant material, increasing opportunities for HM electives
- Determine how gaps will be filled in collaboration with other, relevant sub-groups. This exercise may result in individual course changes in terms of objectives, content, and/or title
- Bring any course changes before the SHM ACC
- Submit course changes to PSU curricular approval process

Timing: Ongoing

Metrics:

- Creation of a master list of core competencies (assessment)
- Number of action items brought to the SHM ACC
- Number of courses where significant changes have been implemented
- Number of courses re-imagined:
 - Number of courses that align with PSUs general education goals
 - Number of courses that align with PSUs foundations and thematic priorities

Additional Resources: Consultation with the Office of Planning, Assessment, and Institutional Research

A.1.b. Objective: Identify opportunities to offer more General Education courses to the PSU community

Timing: 2020-2022

Key Performance Indicators: 50% of the action items have been started by 2021; 75% of the action items have been started by early 2022; Annual Metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Within course subgroups, identify opportunities to get current course offerings certified as General Education courses
- Within course subgroups, identify opportunities develop General Education course offerings that would expand the educational opportunities for HM students, and would also appeal to non-HM students.
- Develop course proposals and bring to SHM ACC

Timing: Ongoing

Metrics:

- Development of course syllabi
- Submission of course proposals to the SHM ACC
- Enrollments by DUS and non-majors

Additional Resources: None

A.1.c. Objective: Design/create a 200-level introduction course that focuses on well-being/sustainability in a hospitality context

Timing: 2020-2022

Key Performance Indicators: 50% of the action items have been started by 2021; 75% of the action items have been started by early 2022; Annual Metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Identify core competencies
- Design course around core competencies
- Identify the resources needed for the course
- Collaborate with internal and external constituents on course content and delivery
- Submit the course proposal to the SHM ACC
- Explore a Schreyer Honors College option of this course
- Explore offering this course as an inter-domain general education course
- Explore adding this course to the list of courses for the Sustainability Minor

Timing: Ongoing

Metrics:

- Development of course syllabi
- Submission of course proposals to the SHM ACC

Additional Resources: None

A.1.d. Objective: Transform the ENTI minor to encourage greater student participation in entrepreneurship and innovation, and student engagement with the ENTI community across PSU.

Timing: 2020-2025

Key Performance Indicators: 50% of the action items have been started by 2021; 75% of the action items have been started by early 2022; Annual Metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Benchmark the HM ENTI minor against other ENTI clusters at PSU
- Assessment of benchmark data, and review of current curriculum to identify necessary enhancements and additions
- Bring any course changes/additions before the SHM ACC

Timing: Ongoing

Metrics:

- Number of students in the HM ENTI minor
- Number of students involved in university-wide ENTI activities
- Number of students participating in entrepreneurship-like competitions

Additional Resources: None

Action Items:

- Coordinate with SHM Alumni Society to encourage engagement of alumni entrepreneurs in existing mentorship program

Timing: Ongoing

Metrics: Number of alumni entrepreneurs engaged with mentoring, guest speaking, and other activities

Action Items:

- Coordinate with HHD Diversity Office to focus recruiting efforts on students of underrepresented populations to consider ENTI minor

Timing: Ongoing

Metrics: Increase number of students of color in the HM ENTI minor

A.1.e. Objective: Engage with faculty from the Marcus Department of Industrial and Manufacturing Engineering with a view to leveraging SHM's curriculum in hospitality operations to participate in the Service Enterprise Engineering (SEE 360) initiative.

Timing: Fall 2020

Key Performance Indicators: 50% of the action items have been started before Fall 2020; 75% of the action items have been started by end of Fall 2020; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Identification of courses by HM faculty to offer through the SEE 360 initiative
- Discuss HM course offerings with the SEE 360 coordinator
- Manage relationship with SEE 360 team
- Host faculty and student lecture exchange programs

Timing: Ongoing

Metrics:

- Number of SEE 360 students enrolled in HM courses
- Number of HM students enrolled in SEE 360 courses
- Number of HM courses offered through the SEE 360 initiative
- Number of collaborations among SEE and HM students (e.g., pitch competitions)
- Number of faculty engaged in guest lecture exchange program

Additional Resources: Potential course release for one faculty in future years.

GOAL A.2. TRANSFORMING EDUCATION BY WIDENING OUR GRADUATE PROGRAM OFFERINGS

A.2.a. Objective: Develop a blended format delivery Professional Master's Program with global reach

Timing: 2020-2021

Key Performance Indicators: 50% of the action items have been started by end of 2020; 75% of the action items have been started by mid-2021; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Develop course and syllabi for the following courses:
- Hospitality Industry Dimensions and Directions (3 credits)
- Data Analytics (3 credits)
- Hospitality Managerial Internship (3 credits)
- Applied Research Practices for Industry Solutions (3 credits)

- Corporate Officer and Investor Perspectives (3credits)
- Profit Optimization (3credits)
- The Customer Journey and Digital Research (3credits)
- Hospitality Future Trends Analysis (3 credits)
- Submit course proposals to the graduate faculty for approval
- Submit course proposals to PSU curricular review system
- Develop a new program proposal
- Write a promotional campaign and advertise/promote the program globally

Timing: Ongoing

Metrics:

- Number of syllabi approved by the Grad school
- Number of click through rates for program advertisements
- Number of inquiries/applicants by global region
- Number of students enrolled
- Placement of graduates

Additional Resources Needed: MPS coordinator, additional adjunct faculty salaries, overload salaries (depending on initial enrollments and other factors)

A.2.b. Objective: Increase funding for graduate students support in all degree programs

Timing: 2020-2025

Key Performance Indicators: More graduate students will receive additional financial support, each year

Action Items:

- Increase number of faculty grant applications that include doctoral students in funding budgets
- Increase philanthropy and endowments focused on supporting graduate students
- Secure one named scholarship for new MPS
- Secure one new named Fellowship for doctoral students
- Increase programming for graduate students

- Increase programming for and social media about graduate alumni
- Increase participation of graduate alumni in SHM annual fund

GOAL A.3. DEEPENING AND STRENGTHENING SHM ASSESSMENT PRACTICES AND OUTCOMES

A.3.a. Objective: Review and revise assessment methods to fit newly developed, reimagined, and existing undergraduate and graduate curricula

Timing: 2020-2025

Key Performance Indicators: 50% of the action items have been started year 1; 75% of the action items have been started year 2; Annual Metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Within course sub-groups, review and revise assessment methods for existing courses.
- Develop appropriate assessment methods to fit new and re-imagined courses
- Bring relevant course changes before the SHM ACC

Timing: Ongoing

Metrics: Number of courses where assessment has been reviewed/developed

Additional Resources: None

A.3.b. Objective: Assessment practices: training and development for faculty and graduate students

Timing: 2020-2025

Key Performance Indicators: 20% of the action items have been started year 1; 50% of the action items have been started year 2; Annual Metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Identify assessment training needs of individual faculty
- Identify supporting training programs and/or workshops
- Match training opportunities with individual faculty needs
- Introduce curriculum assessment to graduate students as part of their graduate student training

Timing: Ongoing

Metrics:

- Number of assessment training/development courses offered to faculty
- Number of assessment training/development courses attended by individual faculty members
- Number of graduate students trained in curricular assessment

Additional Resources: Consultation/course development by SITE

GOAL A.4. EMPOWERING THROUGH INNOVATIONS IN DIGITAL EDUCATION TO ENSURE INCLUSION, EQUITY, AND DIVERSITY

A.4.a. Objective: Deepen and broaden the HM faculty's pedagogical expertise leveraging digital tools.

Timing: 2020-2023

Key Performance Indicators: 50% of the action items have been started by beginning of 2021; 75% of the action items have been started by mid-2022; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Apply for SITE grants that advance the objective
- Consult with SITE to disseminate training plans
- All faculty will create a teaching dossier narrative for assessment of instructional improvement
- OER topic for workshops, annually
- OER adoption in HM courses
- Conduct Blended workshops with cohort of faculty

- Have two or more faculty attend the annual TLT Symposium
- Incorporate blended learning classification in 30% of HM core courses

Timing: Ongoing

Metrics:

- SITE workshop attendance
- Faculty teaching dossier narrative for assessment of instructional improvement
- Faculty participation in workshop on Open Education Resources (OER)
- OER adoption in HM courses
- Faculty participation in blended learning workshops
- Faculty participation in TLT symposium
- Blended learning classification for core HM courses

Additional Resources Needed: Consultation and technical support from TLT and SITE

A.4.b. Objective: Certifications by professional associations that may include HFTP, HSMIAI, STR, IFBTA, Global Food Safety Certification, ServSafe, and others that are deemed of value by the faculty. These certifications will reflect the areas of faculty teaching, research, and outreach efforts.

Timing: 2020-2022

Key Performance Indicators: 50% of the action items have been started by 2021; 75% of the action items have been started by 2022; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Faculty requiring certifications will be identified
- Identify the appropriate certification in respective knowledge and teaching domain
- Certification for all appropriate faculty obtained

Timing: Ongoing

Metrics:

- Faculty that need certification

- Number of domains for certifications
- Number of faculty certified

Additional Resources Needed: Financial support to fund faculty certifications approx. \$7,500-\$10,000

GOAL A.5. INCORPORATING SUSTAINABLE DEVELOPMENT IN THE CURRICULUM.

A.5.a. Objective: Identify knowledge domains that will enhance students' knowledge of sustainability in context of hospitality industry and more holistically.

Timing: 2020-2023

Key Performance Indicators: 25% of the action items completed by 2021; 50% of the action items have been started by 2022; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- HM faculty to identify knowledge domains that will enhance sustainability
- HM faculty to incorporate sustainability topics in appropriate courses
- Assessment of student knowledge

Timing: Ongoing

Metrics:

- Creation of a master list of core competencies (assessment)
- Number of action items brought to the SHM ACC
- Number of courses where significant changes related to sustainability content have been implemented
- Number of courses re-imagined:
 - Number of courses that align with PSU's sustainability goals
 - Number of courses that align with PSU's sustainability thematic priorities

Additional Resources Needed: Consultation with the College's Sustainability Council and the Sustainability Institute

THEME B: EXPANDING KNOWLEDGE THROUGH RESEARCH AND EXPERIENTIAL LEARNING

GOAL B.1. FOSTERING INTERDISCIPLINARY RESEARCH BY INTEGRATING HEALTH & WELLNESS INTO SHMS RESEARCH PROGRAM

B.1.a. Objective: Identify knowledge domains that will integrate health through hospitality research by collaborating with fellow HHD units

Timing: 2020-2025

Key Performance Indicators: 50% of the action items have been started by mid-2021; 75% of the action items have been started by mid-2022; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- All research faculty will identify knowledge domains that are most appropriate for their own research
- Liaise and collaborate within SHM and the following HHD and other units:
 - HPA- health management
 - RPTM-transforming health and wellness
 - NUTR - healthy eating
 - Ag Science - beverage education
 - Others - as appropriate to faculty interest and expertise
- Initiate collaborative research projects targeted for internal seed funding, and external funding
- Task a committee to investigate ways to increase experiential learning in the curriculum

Timing: Ongoing

Metrics:

- Number of seed grants submitted
- Use of SHM's lab facilities
- Number of SHM faculty involved in projects

- Number of SHM graduate students involved in projects
- Number of SHM undergraduate students involved in projects

Additional Resources Needed: None

B.1.b. Objective: Objective: Build collaboration with Hershey College of Medicine and College of Agriculture.

Timing: 2020-2025

Key Performance Indicators: 50% of the action items have been started; 75% of the action items have been started; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- All research faculty will identify knowledge domains that are most appropriate for their own research
- Liaise and collaborate within SHM and with the following departments:
 - Hershey College of Medicine
 - College of Agriculture
 - Food Science
 - Plant Science
 - Agricultural Economics, Sociology, and Education
- Initiate collaborative research projects targeted for internal seed funding, and external funding
- Build bridges and collaboration with Department of Plant Science, relative to the production, sale, and service of craft beverages to enhance our beverage program and courses

Timing: Ongoing

Metrics:

- Number of seed grants submitted
- Number of external grants submitted
- Use of SHM's lab facilities
- Number of SHM faculty involved in projects
- Number of SHM graduate students involved in projects
- Number of SHM undergraduate students involved in projects

Additional Resources Needed: None

B.1.c. Objective: Increase research grant submissions relative to the University, HHD, and SHM Strategic Priorities

Timing: 2020-2023

Key Performance Indicators: 50% of the action items have been started by mid-2021; 75% of the action items have been started by mid-2022; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Increase research appointment faculty participation in grant proposal writing workshops
- Increase faculty participation in grant submissions
- Increase graduate student participation in grant proposal writing workshop
- Apply digital badging to graduate grant writing workshop participation
- Increase grant proposal submission participation of graduate students as per consultation with HM graduate faculty

Timing: Ongoing

Metrics:

- Faculty participation in research grant submissions
- Number of digital badges awarded for grant workshop attendance
- Documentation of evidence of research and dissemination to enhance health by HM faculty

Additional Resources Needed: Grant writing workshop and related resources for writing grant proposals, and submitting them

GOAL B.2. ENHANCE UNDERGRADUATE INVOLVEMENT IN RESEARCH AND EXPERIENTIAL LEARNING

B.2.a. Objective: Increase the number of undergraduate students participating in research and experiential learning activity throughout their education experience at SHM

Timing: 2020-2024

Key Performance Indicators: 50% of the action items have been started by end of 2021; 75% of the action items have been started by 2023; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Re-evaluate undergraduate program learning objectives to ensure they encompass the development of students' ability to understand research findings, and their application to real-world situations; and to engage students in experiential learning
- Create class assignments that require students to demonstrate an ability to conduct research as well as apply research findings in a real-world situation
- Create co-curricular experiences for students to develop ability to conduct research and apply research findings in a real-world situation
- Apply digital badging to students' co-curricular experiential learning
- Continue to financially support HM Schreyer Honor Students with annual tuition support
- Showcase undergraduate research in Mateer and virtually

Timing: Ongoing

Metrics:

- Number of courses that include a research component
- Number of experiential learning activities
- Number of research learning activities
- Number of ways experiential learning is used to connect students to alumni, industry, and the use of innovative technology
- Number of posters and Podcasts showcasing undergraduate research
- Number of digital badges awarded

Additional Resources Needed: None

THEME C: WIDER DISSEMINATION AND ENGAGEMENT (OUTREACH AND INTERNAL)

GOAL C.1. MORE BROADLY DELIVER ACTIONABLE INTELLECTUAL DIVIDENDS TO THE INDUSTRY, ITS STAKEHOLDERS, AND THE COMMUNITIES THAT BENEFIT FROM THEM

C.1.a. Objective: Deliver innovative research in creative and informative ways that our broad and diverse community will understand and appreciate

Timing: 2020-2025

Key Performance Indicators: 50% of the action items have been started by 2021; 75% of the action items have been started; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Implement an annual calendar for marketing and public relations and create a process and description for each
- Develop Research2Practice Webinar Series
- Extend the Research2Practice brand through social media, white papers and other materials
- Strengthen allinfoodz podcast series
- Submission of articles that translate research implications to applications
- Develop an online research repository with easy access for our community
- Feature research in smaller digestible online formats including social media
- Foster new research ideas from industry executives by asking them what are their most pressing issues or challenges
- Sponsor an international conference
- More press releases on faculty research
- Incorporate faculty research in undergraduate courses and as discussions, assignments and case studies

- Create more open access to educational materials
- Brownbag brainstorming session on services engineering, wellness, and aging from a service context

Timing: Ongoing

Metrics:

- Track participation
- Track impressions
- Track downloads of content

Additional Resources Needed: Some additional Communications support; editorial services for completion and submission of grant proposals; strategic access to college and University resources

GOAL C.2. STRENGTHEN OUR BRAND THROUGH AMPLIFIED COMMUNICATION AND ENGAGEMENT AROUND OUR TALENT AND INSIGHTS

C.2.a. Objective: Tell our story of producing talented leaders that are successful in all areas of the hospitality industry

Timing: 2020-2021

Key Performance Indicators: 50% of the action items have been started Fall 2020; 75% of the action items have been started by mid-2021; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Implement an annual calendar for marketing and public relations and create a process and description for each
- Use a distribution/wire service (vet with industry and PSU Risk Management)
- Create video vignettes of successful undergraduate and graduate alumni in the industry including entrepreneurs that contribute to economic development (domestic and international)
- Promote high placement rates on digital platforms and printed collateral
- Highlight quality of a Penn State degree

- Promote ENTI Minor, Casino courses, Food Systems Minor, Senior Living courses, and relevant certifications (e.g., Meetings and Events Management Certificate)
- More dynamic content updates on the website

Timing: Ongoing

Metrics:

- Track print and digital
- exposure/impressions, record number of distributions
- Track number of deliverables and track content updates on the web
- Increase number of press releases/media touches

Additional Resources Needed: Communications support

C.2.b. Objective: Engage alumni and industry in relevant and productive ways that elevates all the School does

Timing: 2020-2023

Key Performance Indicators: 50% of the action items have been started; 75% of the action items have been started; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Create an alumni speaker's bureau and a faculty speaker's bureau for university events and industry events
- Target more alumni global engagement from graduate, international, and minority alumni
- Expand alumni networks to include international locations
- Create alumni interest groups specific to each industry segment
- Create an international alumni mentor program
- Create pop-up events in our labs/facilities (Café Laura, Research Kitchen, Events Lab, Beverage Lab, ENTI Lab, and FDRL)
- Expand our participation in events in related industries that blend hospitality including healthcare and retail
- Strengthen reputation of our global alumni network

Timing: Ongoing

Metrics:

- Record alumni and industry participation and engagement at events, number of locations, and interest groups
- Number of mentor matches
- Number of pop-up events in all research labs and facilities
- Number of alumni students who enroll in new MPS
- Number of annual giving

Additional Resources Needed: TBD

C.2.c. Objective: Activate students, faculty and staff to strengthen and express our community values

Timing: 2020-2021

Key Performance Indicators: 50% of the action items have been started Fall 2020; 75% of the action items have been started; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Display community values on print and digital board throughout Mateer Building (front and back of house)
- Feature a community value at all student organization meetings and faculty meetings

Timing: Ongoing

Metrics:

- Record events that feature community values
- Records of agenda for student organization meetings and faculty/staff meetings

Record number of visual displays in our facility

Additional Resources Needed: None

C.2.d. Objective: Activate community stakeholders, residents, high school students to enroll non-credit and other HM offerings

Timing: 2020-2021

Key Performance Indicators: 50% of the action items have been started; 75% of the action items have been started; Annual metrics for action items will be shared and discussed at faculty meeting

Action Items:

- Continue to market Introduction to Wines of the World to non-credit students
- Review curriculum offerings to see if any may be co-offered to non-credit students (i.e., social media)
- Prepare marketing materials to share with State College Area High School for introductory HM undergraduate courses

Timing: Ongoing

Metrics:

- Record number of enrollments in non-credit offerings by semester
- Record number of high school students enrolled in introductory courses

Additional Resources Needed: Cost of marketing on Facebook (approximately \$1,000 per year); cost of more fingerprinted faculty