



Hospitality Administration Strategic Plan (2012 – 2017)



Arkansas Tech University Mission Statement

Arkansas Tech University, a state-supported institution of higher education, is dedicated to nurturing scholastic development, integrity, and professionalism. The University offers a wide range of traditional and innovative programs which provide a solid educational foundation for life-long learning to a diverse community of learners.

College of Engineering and Applied Sciences Mission Statement

The mission of the College is to provide high quality opportunities for learning that prepare students for their chosen profession and provide a foundation for life-long learning.

Hospitality Administration Program Vision

The program will develop leaders in the Hospitality profession.

Hospitality Administration Program Mission Statement

The mission of the Hospitality Administration Program is to provide quality education in hospitality administration, build a foundation for professional growth and development and encourage lifelong learning.

(Summer 2013)

Hospitality Administration Core Values

The Hospitality Administration Program is committed to:

- Community Service
- Personal and Professional Development
- Embracing Diversity
- Lifelong Learning
- Life/Work Balance
- Communication
- Problem Solving
- Harmony

HOSPITALITY ADMINISTRATION STRATEGIC PLAN 2012-2017

In July 1993, the Hotel/Restaurant Management (HRM) Program was moved from the School of Business to the Department of Recreation and Park Administration in the School of System Science. A strategic plan (position paper) was prepared by the combined faculty to establish goals and objectives for the new department, which was renamed the Department of Parks, Recreation, and Hospitality Administration.

A major revision to the HRM Program Curriculum was also completed at this time and HRM Program was renamed Hospitality Administration. The 1993 Strategic Plan called for several goals for the new department including a new faculty position, a full time secretary, a commercial kitchen and accreditation for Hospitality Administration.

Table 1 summarizes the status of the goals and objectives from the 1993 strategic plan.

Table 1 Status of Goals from 1993 Strategic Plan

	Goals and Objectives from 1993 Strategic Plan	Achieved	Not Achieved	Comments
1.	Hiring second full time HA faculty	1994		
2.	Transfer all components necessary for HA Program			
	- Work study funds	1994		
	- Fellowships		X	No positions
	- Performance scholarship	1994		
	- Library funds		X	No additional funds
	- Travel funds		X	No additional funds
	- Supplies and service allocations	1994		
3.	Remodeling of Williamson Hall to accommodate HA faculty	1994		Divided existing conference room
4.	Funding for internship supervision during summer	1994		All HA faculty have some summer funding if desired.
5.	Full time secretary	1994		
6.	12-month department head	1994		DH has 9 + 2 appointment.
7.	Addition of commercial food lab and dining room	2002		\$800,000 addition with state-of-the-art appliances and furnishings.
8.	Accreditation for HA Program		X	Beginning accreditation process in 2003

The strategic plan was continuously reviewed on a yearly basis during the PRHA Retreat or faculty meetings and was revised as needed.

A new Strategic Plan was created in 2002 due to the addition of the commercial food lab and dining room and the initiation of the accreditation process. The strategic plan that resulted was an updated plan with goals and objectives for the next 5-year planning cycle (2002-2007).¹

The 2002 HA Strategic Plan was reviewed in 2007; which resulted in an updated plan with goals and objectives for the next 5-year cycle (2007-2012).² A review of the goals and objectives from the 2007 plan can be found on pages 5-6 of this document. A number of the objectives from the 2007 Strategic Plan were met or exceeded.

An updated HA Strategic Plan was developed in the summer of 2012. The 2012 Hospitality Administration Strategic Plan was reviewed in June of 2014 in preparation to reaffirm ACPHA accreditation. The Strategic Plan that resulted was a revised plan with goals and objectives to guide the program through this 5-year planning cycle (2012-2017). This updated plan was based on the five goals developed by Arkansas Tech University's Strategic Planning process and were adopted in 2007.

¹ Strategic Plan, Hospitality Administration, Arkansas Tech University, 2002.

² Strategic Plan, Hospitality Administration, Arkansas Tech University, 2007.

Arkansas Tech University Goals
2006/07 – Present

- Goal One: Enhance the creation and delivery of first quality education services.
- Goal Two: Improve enrollment management by focusing on student success.
- Goal Three: Develop the physical plant to be appropriate to the university mission.
- Goal Four: Expand university partnerships with private individuals, corporations, and foundations.
- Goal Five: Effectively market the university.

Hospitality Administration Program Goals
2012-2017

Goal One: To provide quality undergraduate education, through teaching, technology, and field experiences, that prepare professional graduates in food and beverage management, lodging and club management, and tourism and event management.

Goal Two: Promote the HA Program and the uniqueness of its curricula in Arkansas and surrounding region; recruit quality individuals for the HA Program statewide, regionally, and nationally.

Goal Three: Upgrade the physical facilities of the HA Program and the PRHA Department.

Goal Four: Increase the HA endowment fund in order to provide scholarships; increase the support of alumni and friends.

Goal Five: Effectively market the HA Program and the uniqueness of its curricula.



Summary of the 2007 HA Goals and Objectives

HA Goal #1: Provide quality undergraduate education, through teaching, technology, and field experiences, that prepares professional graduates in hospitality administration.

Objectives	Achieved	Comments
1. Engage HA Advisory Committee	No	We have not been consistent in holding at least one meeting a year.
2. Accredited Hospitality Administration Program	Yes	First ACPHA accredited program in the state (2007).
3. Increase number of tourism courses	Yes	Currently offer two tourism courses.
4. Add advanced hotel operations course	Yes	Currently offer advanced lodging course (HA 4243)
5. Increase funds for professional development	Yes	There are various options on campus in order to obtain professional development funds (not as many available to non-tenured track faculty).
6. Increase faculty travel funds	No	Continue to request, but request is denied – been the same since 1993.
7. Increase library funds	No	No increase noted.
8. Encourage HA faculty to have an active research project and/or grant	No	Not met at this time due to resistance from faculty – need to encourage faculty to do so.
9. Encourage and support faculty to become Certified Hospitality Educators (CHE) and/or Certified Hospitality Administrators (CHA)	No	Need to encourage faculty to obtain professional development funds to do so.

HA Goal #2: Promote the HA Program and the uniqueness of its curricula in Arkansas and surrounding region; recruit quality individuals for the HA Program statewide, regionally, nationally, and internationally; and increase retention and graduation rates of HA students.

Objectives	Achieved	Comments
1. Develop marketing plan for HA Program	Yes	Completed in HA 4013 Hospitality Marketing and Sales – but need to continue to revise
2. Upgrade HA web page	Yes	The entire departmental webpage is a work in progress
3. Continue articulation agreement with Arkansas high schools using the ProStart and LMP programs	Yes	We have continued to maintain agreements and promote our program through this venue
4. Add a sign for Williamson Dining Room on east entrance along El Paso	No	Goal not met, sign not added at this time
5. Produce an annual report on HA program/activities	Yes	Special Event Coordinator completes yearly reports
6. Develop an attractive brochure for Hospitality Administration	Yes	This goal also continues to be a work in progress – we have brochure, but would like a new one
7. Encourage Hospitality students to do community service	Yes	HA students do provide a number of community service/service learning hours

HA Goal #3: Upgrade the physical facilities of the HA Program and the PRHA Department

Objectives	Achieved	Comments
1. Develop lodging lab to better educate students to lodging operations	No	We do have a relationship with ATU Lakepoint Conference Center, but it really does not serve as a lodging lab. Goal not met at this time.
2. Establish an equipment endowment for food lab and dining room in Williamson	No	This conversation has taken place with the Dean a number of times, but we do not have an endowment fund or a capital equipment budget at this time.
3. Remodel Williamson	No	Some minor improvements have been made, but noting major. Carpet was replaced in Williamson 125
4. Carpet upstairs classroom and hallway	No	Goal has not been met at this time, but there is discussion as to when this will take place.
5. Upgrade computers in classroom and labs	Yes	Computers have been upgraded in classrooms and labs.

HA Goal #4: Increase external funding for the HA Program

Objectives	Achieved	Comments
1. Increase HA endowment for equipment	No	Have requested additional funds yearly, but have not received.
2. Obtain funds for an endowed professorship	No	Have requested (J.Q. Hammonds), but did not receive
3. Encourage faculty to be active in professional and community organizations	Yes	Met – have faculty involved with ICHRIE, AHA, ACF, Governor’s conference, etc.
4. Conduct HA alumni survey	Yes	At least one HA alumni survey has been completed, but need to be more consistent with conducting survey.
5. Organize 25 th Anniversary Reunion	Yes	Met – did host 25 th Reunion in 2008
6. Provide promotional items with HA logo	Yes	We have purchased promotional items – but not always on a consistent basis.
7. Continue PRHA Career Opportunities Day	Yes	Have continued to host PRHA Career Opportunities Day in the department – it is now a class project
8. Increase number of HA Scholarships	No	This continues to be a work in progress also.

HA Goal #5: Effectively market the HA Program

Objectives	Achieved	Comments
1. Provide promotional materials for HA with ATU and HA logo	Yes	This continues to be a work in progress as we have acquired some promotional materials, but keeping them in stock can be a challenge.
2. Develop attractive brochure for HA Program	No	Goal has not been met – a work in progress
3. Develop HA Program Marketing Plan	No	Goal not met 100% - still needs work.

5-YEAR STRATEGIC PLAN FOR HOSPITALITY ADMINISTRATION 2012 – 2017

As part of the strategic planning process, the HA faculty reviewed the strengths, weaknesses, opportunities and threats related to the Hospitality Administration Program and the PRHA Department.

HOSPITALITY ADMINISTRATION SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
ATU has strong academic programs in business and recreation to support HA	No full service hotels in close proximity to ATU	ATU has been one of the fastest growing 4-year academic institution in Arkansas	Low faculty salaries
Industry support of experiential learning	No conference facility in Russellville area	ATU is centrally located	Reliance on state funding
Kitchen/Dining Room facilities		ETech program	Higher cost of education
Diversity of students & faculty	Poor technology training & support	Combination with Recreation and Parks	No lodging lab
Online courses	Lack of capital funds for new and replacement equipment	Proliferation of ProStart/LMP Programs in vo-techs & high schools	Other 4- year HA programs in state
Technology in classrooms	Too few dollars in library funds	Availability of Lakepoint Conference Center for labs	Cross-listed courses – HA and CUL – differing levels of knowledge
Small classroom size	Too few dollars for faculty travel	ATU Ozark obtained Russellville Career Center	Transfer students
Strong management degree	Shortage of professional development funds	Scholarship development (State and ATU)	Advising issues (students being advised incorrectly)
Strong academic program	Located in dry county	Enhanced student recruiting	No funds to replace equipment in kitchen and dining room
Faculty/Student ratio	Lack of support for program and department fundraising	Rural development grants	Heavy teaching load – no release time
One of only two baccalaureate programs in Arkansas	Building is not fully handicapped accessible	Associate's degree in Culinary Management	Lack of support personnel (no teaching or graduate assistants)
Arkansans staying in state for vacations	Low faculty salaries	Structured internship	
Structured internship	Old building	Utilization of kitchen for continuing and professional education	

Location of ATU	Limited classroom space	Increased job opportunities due to availability of liquor licenses	
Combination with RP	No lodging lab	Increased lab opportunities due to availability of liquor licenses	
Potential for scholarships from hospitality industry	Lack of grants	Increased tourism to state (Crystal Bridges in NWA)	
Various emphasis areas	Decreasing enrollment of international students		
Associate degree in Culinary Management			
One-on-one student advising			
Faculty expertise			
Experienced adjunct faculty			
Lake Point Conference Center			
Four faculty members			

**HOSPITALITY ADMINISTRATION
5-YEAR STRATEGIC PLAN
2012 - 2017**

HA Goal #1: To provide quality undergraduate education, through teaching, technology, and field experiences, that prepare professional graduates in food and beverage management, lodging and club management, and tourism and event management.

	Program Objectives	Target Date	Primary person and/or entities responsible	Comments
1.	Engage HA Advisory Committee	Plan one HA Advisory Committee meeting for each Academic Year – schedule for Spring of each year	Department Head and HA Faculty Members	Will be meeting in August and November of 2014
2.	Maintain ACPHA Accreditation	Complete Annual Reports in a timely manner (December 2014)	Department Head	Retrieve information for all necessary resources early in fall semester
3.	Add upper division food and beverage course	Have course ready to be added to curriculum by July 1, 2015	Department Head and HA Faculty Members	Work with HA faculty to determine what type of course is needed – consider assessment results
4.	Increase funds for professional development	Propose an increase in travel funds for each academic year (Spring)	Department Head and Dean of College of Engineering and Applied Sciences	Request annually
5.	Develop more web courses	Develop one web course during each academic year	Department Head and HA Faculty Members	Encourage faculty to take ETech course – one faculty member each semester
6.	Increase travel funds	Propose an increase in travel funds for each academic year	Department Head and Dean of College of Engineering and Applied Sciences	Request annually
7.	Increase library funds	Propose an increase in library funds for each academic year	Department Head	Request annually
8.	Require HA faculty to be actively involved in their discipline (project presentation, or professional involvement)	Initiate this practice in each academic year – and require in 2015/16	Department Head	Work towards this goal as University is moving this direction – keeps faculty abreast of current trends/issues in the field.
9.	Provide technological advances for HA learning environment	Address technology needs to best prepare HA graduates on a yearly basis – purchase technology for classroom and labs yearly – starting in 2014/15	Department Head and HA Faculty Members	It is difficult to keep current with technology in the field, but we need to do so to best prepare our graduates

HA Goal #2: Promote the HA Program and the uniqueness of its curricula in Arkansas and surrounding region; recruit quality individuals for the HA Program statewide in the state, region, and nation.

	Program Objectives	Target Date	Primary person and/or entities responsible	Comments
1.	Increase enrollment of HA Program to 150 majors	Accomplish by academic year 2016/2017	Department Head, HA Faculty, and ATU Admission's Office need to all work together	Working on recruitment strategies
2.	Upgrade and maintain PRHA website – keep HA information current	Continuous process with initial effort beginning in 2014/15	Department Head, HA Faculty, and PRHA Administrative Specialist	Make a concerted effort to update and maintain department website
3.	Continue articulation agreements with Arkansas high schools using ProStart program	Continuous process with initial effort beginning in 2013/14	Department Head and Susan West	Work with Arkansas Hospitality Society
4.	Produce an annual report on HA programs/activities	Continuous process with initial effort beginning in 2014/15	HA Event Coordinator and Department Head	Focus on this with hiring of HA Event Coordinator
5.	Create and implement an HA Orientation course	Completion date of Fall 2015	Department Head and HA Faculty	Model off of TECH 1001
6.	Continue to improve Work Experience and Internship courses	Continuous beginning with 2013/14	Department Head and HA Faculty (West, D. Lee, & S. Lee)	Improve experiences and outcomes for students enrolled in these courses
7.	Emphasize importance of internship in student career placement	Continuous beginning with 2013/14	HA 4001 Internship Preparation Instructor and ATU Career Services	Internship prep, Career Services, etc.
8.	Encourage HA student to be actively involved in community service	Accomplish by academic year 2015/16	HA Faculty	Work with Student Services and HA Event Coordinator
9.	Enhance relationships with community colleges in the state	Continuous process with initial effort beginning in 2014/15	Department Head, HA Faculty, and HA Event Coordinator	Need to attend community college career fairs and make yearly visits

HA Goal #3: Upgrade the physical facilities of the HA Program and the PRHA Department

	Program Objectives	Target Date	Primary person and/or entities responsible	Comments
1.	Develop lodging lab to better prepare students for lodging operations	Start small in 2015	Susan West	Practical application of skills learned in classroom
2.	Establish an equipment endowment for food lab and dining room in Williamson	Work towards having something established in 2016	Department Head, Dean of Engineering and Applied Sciences, and ATU Development Office	Need to look into endowment or capital equipment fund
4.	Remodel Williamson	Total upgrade of Williamson Hall by 2020 – want to start discussions in 2015	Department Head, Dean of College of Applied Sciences, and Director of Physical Plant	Would like to see central heat and air, fire exits, elevator, additional classroom
5.	Continue to upgrade landscaping around Williamson	Start to work with grounds crew in 2014/15	Department Head, Dean of College of Applied Sciences, and Director of Physical Plant	Improve overall appearance of building – make it more inviting for guests
6.	Develop outdoor pavilion	Begin exploring possibilities in 2014/15	Department Head	Could be utilized for classes, marketing tool
7.	Upgrade computers in classrooms and labs	Computers and computer software should be upgraded every three years	Department Head and Office of Information Services	Should be updated on a regular basis

HA Goal #4: Increase the HA endowment fund in order to provide scholarships; increase the support of alumni and friends.

	Program Initiatives	Target Date	Primary person and/or entities responsible	Comments
1.	Increase HA endowment for replacement and new equipment	Continuous process – start in 2012/13	Department Head, HA Faculty, and ATU Development Office	Encourage relationships with HA alumni and encourage to give back
2.	Encourage faculty and students to be professionally involved at the local, state, and national level	Continuous process	Department Head and HA Faculty	Mentor faculty and students, take students to national, state, and local conferences
3.	Identify and survey HA alumni	Will do on a yearly basis – starting with 2014/15	Department Head, PRHA Dept. Administrative Assistant, and ATU Alumni Office	On-going process
4.	Encourage faculty to be involved in the community	On-going starting with 2013/14	Department Head	Volunteer for projects in community – with and without students
5.	Continue partnerships with local, state, national, private, and non-profit entities	Continuous	Department Head, HA Faculty, and HA Event Coordinator	On-going – involving class and service projects
6.	Host a major HA Alumni event at least once a year	Continuous starting with 2013	Department Head, HA Faculty, and Event Coordinator	Events at TECH Open House, Homecoming, PRHA Career Opportunity Day, etc.
7.	Continue to have an active HA Advisory Committee and meet at least once a year	Spring semester from this point forward	Department Head	Yearly or called meetings
8.	Increase number of HA Scholarships	Would like to have one added by 2017	Department Head, HA Faculty, and ATU Development Office	Look into opportunities for additional scholarships

HA Goal #5: Effectively market the HA Program and the uniqueness of its curricula.

	Program Initiatives	Target Date	Primary person and/or entities responsible	Comments
1.	Continue to maintain PRHA Department website for primary marketing tool	Continuous on a yearly basis	Department Head, PRHA Dept. Administrative Asst.	Update periodically
2.	Elevate the ATU HA brand	Continuous on a yearly basis	Department Head and HA Faculty	Promotional items, brochures, t-shirts, etc.
3.	Emphasize the uniqueness of our curricula in Arkansas and the region	Continuous on a yearly basis	Department Head and HA Faculty	Brochures, Work Experience, Internship, and Career Opportunities Day/HA event coordinator
4.	Develop and execute "our" marketing plan	Complete Marketing Plan in 2015	Department Head and HA 4013 Marketing Instructor	Work with HA 4013
5.	Continue career fair and increase number and variety of participants	Continuous on a yearly basis	Department Head and HA Faculty	Maintain data base of agencies/organizations to invite
6.	Maintain and update PRHA Department website with current job/internship openings	Continuous and ongoing (daily basis)	Department Head and PRHA Dept. Administrative Asst.	Add Career Opportunities link to PRHA Department home page in 2014
7.	Identify needs of stakeholders	Continuous on a yearly basis	Department Head and HA Faculty	HA 1013, Orientation class, Advisory Board, student organizations, student forums
8.	Emphasize quality of graduates	Continuous on a yearly basis	Department Head and HA Faculty	Testimonials, Board for business cards, videos, etc.