

**PROGRAM REVIEW IMPLEMENTATION PLAN
PROGRESS REPORT
on IP approved 10-28-2019
Retailing and Tourism Management
2021-2022**

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The departmental curriculum committee assessed the content of this report and provided input on how the requirements should be achieved.

Recommendation 1. Develop a strategy to build and communicate department and program brand identity. The combination of two former departments into one department with two different degree programs at both the undergraduate and graduate levels, and all three programs being described by three initials, leads to a confusing brand identity. The department might evaluate simplified program names or develop ways to better brand the existing names in promotional materials. The department should be proactive in identifying and establishing a brand identity that expresses the distinctive characteristics of each major, while identifying the core that holds them together. That future brand identity should be incorporated into a communication strategy that communicates it to stakeholders.

Assessment method: A survey of faculty was conducted during the 2018-2019 review period to determine faculty ideas on how to improve our brand and market the department. A qualitative review of benchmark institutions was also conducted to determine similarities and differences among department names and course offerings. This information was used to develop the branding of the department.

Results: Name change (Branding of department): After reviewing other benchmark institutions, the department decided it was best to keep the Retailing and Tourism Management department name because it does indicate a combination of both programs. During 2020-2021, the department continued to identify ways of communicating the program specialties and new trend courses. **This part of the plan is complete.**

Analysis of results and reflections: The department continues a strong focus on communication of the program's Brand identity and student and faculty success through social media (Facebook, Instagram, LinkedIn, etc.).

Ongoing improvement actions: The department will continue to work on strategies to communicate our brand to stakeholders.

Recommendation 2. Evaluate capacity and opportunities for undergraduate enrollment growth. With increased outreach and communication about the department's two undergraduate programs, enrollment growth is possible. The department should evaluate the instructional capacity of the faculty and the allocation of facilities as it contemplates potential enrollment growth. In addition, developing a more robust graduate program may affect the capacity of the faculty to teach additional undergraduate students.

Assessment method: During the 2018-2019 review period an assessment of other institutions with similar programs to compare program requirements and recruiting materials/methods at the undergraduate and graduate levels was completed.

Results: During this review period review period, no changes have been proposed to the undergraduate curriculum for MAT or HMT. The leadership team has discussed some things, but nothing has been discussed with the faculty.

During this same period, the DGS (Scarlett Wesley) and the DUS (Jason Swanson) have worked together with faculty to propose changes to the graduate program. Recommendations for the

graduate program were accepted by the faculty and now new graduate students are not required to complete an internship and take the GRE. The internship is replaced by an industry project. This allows more non-traditional students to apply for our graduate program.

Analysis of results and reflection: The undergraduate program in MAT enrollment continues to grow. We have made available new courses that increases our competitiveness of the programs. The HMT program has also had growth in enrollment.

Ongoing improvement actions: Review of other institutions and industry recommendations will be ongoing to keep the department up to date on needed course offerings. Assessment of current capacity across faculty and facilities for teaching and research shall be ongoing. **This part of the plan is ongoing.**

Recommendation 3. Develop mechanisms to work collaboratively in Cooperative Extension programming. Hospitality and Tourism has a logical connection to the work of CEDIK. RTM faculty members with appropriate research interests could potentially work collaboratively on service or research projects with CEDIK faculty and staff as a preliminary move toward the possible later development of an extension appointment in RTM. RTM has worked to determine the feasibility of the collaboration with CEDIK. At this time, CEDIK and RTM have had some discussions for collaborations. However, no specific collaborations have been implemented.

Assessment method: A survey indicated that the hiring of a Senior Extension Associate RTM would create a partnership useful to support student learning in the following content areas: Tourism, Policy and Planning, Agritourism, Small Retailing Business, Destination Marketing, Small Hospitality Business, Customer Service, Special Event Planning, Food and Beverage Management, and Apparel and Textiles.

Results: The results of the survey of Extension Agents reflect the agreement for the hiring of an extension associate that reflects the connection between tourism and small business development along with other needs for the communities. Small projects such as the Wal-Mart recruitment project has linked CEDIK and HMT..

Analysis of results and reflection: Still funding is a problem for this position. The loss of non-recurring funds and the potential for the department not to get those funds back continues to delay the hiring of an Extension Associate.

Ongoing improvement actions: Until the College commits to hiring a Senior Extension Associate for RTM or until it is baked into a faculty member's DOE, this need will go unmet. Until the financial situation improves strategies for working with Cooperative extension, and the CEDIK representative will provide an ongoing relationship with CEDIK and our faculty. **This part of plan is complete.**

Recommendation 4. Examine the undergraduate curricula and make appropriate enhancements. Curricular areas that may need review include industry specific topics and methods, the level of rigor of upper level undergraduate courses, and improvement of scheduling flexibility for students. Evaluating the curricula in view of potential accreditation may be a consideration for the department.

Assessment method: The curriculum committee (Scarlet Wesley, Jason Swanson, RayeCarol Cavender, Vanessa Jackson) continues to evaluate the needs and changes to the curriculum. The data previously collected continues to guide the selection of courses we needed to add to the programs.

Results:

undergraduate curricula. The data previously collected continues to guide the selection of courses we needed to add to the programs. During this period of review, two positions that were vacated has allowed the department to hire one professor who complements the MAT program. Another will be chosen soon for HMT.

Industry specific topics and methods. The new courses are created to allow both programs of students to take them and are industry related content. A course entitled, "Soft Skills in RTM," was created based on faculty research (Vanessa Jackson) and is designed to appeal to students from both the MAT and HMT

programs. Since the last report, we have added: MAT- Omni-Channel in Retailing, Sustainable Development in Retailing, and RTM study tours that are to be designed to be taken by students from both programs. Each can be taken by both programs as electives. **This part complete.**

Accreditation: Evaluating the curricula in view of potential accreditation may be a consideration for the department. The department was previously under the umbrella of AAFCS (American Association of Family Consumer Sciences). The department voted many years ago to not continue our affiliation with the program because the measures were not consistent with the goals of the department. An accreditation program has been developed by the International Association of Textiles and Apparel (ITAA). The cost has been \$500 a year. After a review of the program, the department voted that the organization did not offer benefits that would enhance our program goals in Merchandising, Apparel & Textiles. We will continue to look for a accrediting body for MAT.

HMT Accreditation. Hospitality Revenue Management course (HMT 350), takes the industry recognized Certification in Hotel Industry Analytics (CHIA) exam. The certification is the only hotel-related credential focused on analytics. *Jointly offered by STR and AHLEI, and endorsed by the Institute of Hospitality*, the CHIA has been awarded to professors and industry professionals globally. Students will be able to use the "CHIA" designation after their names. The CHIA will also count toward continuing education for other American Hotel & Lodging Association (AHLA) certifications.

Improvement of scheduling flexibility for students. A review of the course rotation suggests that we are evenly divided for MWF, and TTH courses.

Analysis of results and reflection: The data collected from benchmark institutions and our research on trends in our area has provided the department with a roadmap to changes that we needed to make and have done. These changes have enhanced our student learning according to required industry entry level job skills. A review of accreditations for both programs has been done and we have selected accreditation agencies for HMT but not for MAT.

Ongoing improvement actions: The department will continue to review the course offerings to determine if we are meeting the needs of the industry and our students. We will also continue to seek to identify accreditation for MAT. The department leadership team will continue to review course scheduling on a yearly basis. **These recommendations for improvements are ongoing.**

Recommendation 5. Enhance Erikson facilities. Facilities improvement has a spatial/social aspect to provide adequate teaching and learning space and foster community for both undergraduate and graduate students. Facilities improvements also have an aesthetic/ communications aspect to convey more vividly the fashion and tourism aspects of the department and its students' future careers.

Assessment method: Faculty were asked to make suggestions on how to improve and use the space allocated to RTM. Assessment of space and usage how it can be improved included examination of space and usage and investigated opportunities to enhance the hallway to offer a more modern view of the programs.

Results: New bulletin boards have replaced the old ones and have uplifted the appearance of the floor. Work displayed on the bulletin boards include fashion trends, leads on jobs, alumni and their present positions in the industries and student work. The department is also made visible on the first floor using posters. Room 300 has been made into a lab to be used by classes with lab type assignments. Courses like MAT 237, MAT 120, and HMT 308 use the revised lab.

Analysis of results and reflection: The third floor of Erikson has a fresh uplifting appearance. Faculty and students appreciate the change. Heating and cooling units in three classrooms (300,302, and 306) were updated with new units and they are functioning properly most of the time. Windows and window shades are the indicators of the buildings age. Walls and windows continue to peel.

Ongoing improvement actions: No other changes can be made to the third floor beyond changing the bulletin boards with current information and painting. **This part of the plan is complete**

Recommendation 6. Enhance faculty development and productivity. Faculty development could be enhanced with a program of collaborative faculty mentoring, clarifying research productivity expectations in the department, developing collaboration opportunities with faculty members in other departments, and increasing visibility of faculty research internally and externally. Encourage faculty to include information in their research statements that allows reviewers to understand research quantity and quality, such as length of time from submission to publication in journals in which the author publishes, the impact factor of the best journal in the field, average number of publications per year of people in the field, or other measures.

Assessment method: Faculty have been encouraged to review faculty CV's who have had to include methods used to indicate productivity such as position in order of article development and publication highlighted on the citation, and impact factors of journal where article was published.

Results:

Collaborative **faculty mentoring** is available through the College mentoring program. Faculty were made aware of its availability. Junior faculty allow their chair to serve as a mentor and meet with them on a regular basis. Through mentoring with the chair, faculty are aware of research productivity expectations in the department. Junior faculty have also been made aware of the college mentoring program.

Faculty who are planning to go up for tenure have started to add the **impact factor** information in their CV. Others also have been made aware of the importance of impact factor and highlighting their position of productivity on article citations.

Faculty Collaborations: Before and during this review period, RTM faculty have had multiple collaboration with external and internal members of the academic community. I believe the issue is our lack of visibility of work being done. The collaborations include publications and research, service, outreach, and course developments. Faculty have collaborated with international scholars at Asia University and National Cheng Kung university in Taiwan. Some of these same faculty have collaborated and published with national scholars at Temple and University of Florida. Others have collaborated with faculty at UK. Others collaborate on student development through alumni engagement.

The process of Increasing visibility of faculty research internally and externally is continuous and has not been completely implemented. Faculty are made aware of each other's accomplishments through email.

Analysis of results and reflection: The department has accomplished some parts of this request. Some parts more than others have been successfully accomplished.

Ongoing improvement actions: The department chair will continually promote the importance of using impact factors, mentoring programs outside the department, and increase visibility of faculty research internally and externally.

Recommendation 7. Formalize process for development of alumni relations and philanthropic efforts. The department's active Advisory Board, alumni, and industry connections support student enrichment activities and provide a valuable external network for faculty. The department could work more closely with CAFE philanthropy to translate the loyalty of these supporters and additional alumni into greater financial support for department initiatives.

Assessment method: The relationship between philanthropy and RTM has been reviewed and new methods of building a relationship have been identified.

Results: Members of the board continue to support student enrichment activities and provide a valuable external network for faculty. Alumni of the department have been sought to participate as speakers in our speaker series through Zoom.

Analysis of results and reflection: This is the second year of the speaker series and it has been very successful. Topic areas for the speakers are suggested by faculty and survey of classes. Some of the topics included: how to multi-task, leadership, and teamwork.

Ongoing improvement actions: This is an ongoing project and we hope to expand this to the whole college. **This is an ongoing project.**

Recommendation 8. Continue to enhance the graduate program. Increasing onsite graduate enrollment would allow the development of more robust cohorts for graduate level courses. Other recommended enhancements include increasing graduate student research opportunities, increasing rigor of coursework, and developing diverse opportunities for professional experiences. Greater interaction between online and onsite students could help overcome some of the limitations of the small onsite cohort size.

Assessment method: Assess graduate programs content, program requirements and enrollment.

Results: Continue to enhance the graduate program.

Increasing onsite graduate enrollment would allow the development of more robust cohorts for graduate level courses. The graduate program presently has 26 students. This is an increase of 4 over the previous year.

Presently, increasing graduate student research opportunities has been difficult. The types of graduate program selected by the students is the online degree that does require a capstone project.

Increasing rigor of coursework and developing diverse opportunities for professional experiences has been ongoing due to Covid-19.

Greater interaction between online and onsite students. Presently, we only have two-three students in the face-to-face program. This does not allow a high level of interaction between the two cohorts.

Analysis of results and reflection: There are more graduate students in the online program than in the onsite program. Changes in the program requirements has made the programs more accessible and the quality of the content has enhanced student interest.

Ongoing improvement actions: **This part of the plan is ongoing.**