



**College of Agricultural, Consumer and Environmental Sciences**


**School of Hotel, Restaurant & Tourism Management**

MSC 3HRTM

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To: Daniel Howard, Executive Vice President and Provost  
From: Rolando A. Flores  
Dean, College of Agricultural, Consumer, and Environmental Sciences  
Jean Hertzman   
Director, School of Hotel, Restaurant and Tourism Management

Date: July 6, 2017

Re: Implementation of Recommendations from Academic Program Review

Dear Provost Howard,

The external program reviewers for the School of Hotel, Restaurant and Tourism Management made extensive recommendations. HRTM has prepared a comprehensive response to their final report (see attached). During the 2016-2017 academic year, the school began addressing some of the concerns that we had already identified as priorities. In addition, HRTM has participated fully in College of ACES strategic planning activities including a SWOT analysis, two department head retreats, and discussions of collaborations with academic, research, and extension departments. Based on these activities, the following in the proposed five-year plan for the School of Hotel, Restaurant, and Tourism Management.

**1-year goals (2017-2018):**

- Develop HRTM Strategic Plan
- Undergraduate Curriculum
  - Fall 2017: Input regarding the proposed competencies list will be secured from key stakeholders including industry, alumni and current students using surveys and focus groups. Compare with the list developed through the content analysis of current HRTM syllabi using a competency matrix. Work with the Food Scientist and Technology faculty to revise the requirements for the Culinary Science minor for both non-HRTM and HRTM majors and with the College of Arts and Sciences to design the Entertainment Venue Management Minor. Create the one new course needed for that minor.

- Spring 2018: Group competencies into course content areas. Develop a model plan of study which includes course numbers, sequencing, titles, course descriptions and learning objectives for each course.
- Summer 2018: The new plan of study, course revisions, additions and deletions will be submitted through the appropriate channels for review and approval. It is expected that the curriculum will need to be reviewed again when the redesign of the NM Common Core is finalized.
- Online Master Degree Program
  - Summer/Fall 2017: Start university and state approval process. Curriculum study and development of curriculum. Submit courses for curriculum approval.
  - Spring 2018: Continue approval process. Develop two graduate courses and submit for internal Quality Matters review.
- Conduct Branding/Marketing Study and Develop Recruiting, Retention, and Outreach Plans
  - Summer/Fall 2017: Identify and hire external facilitator. Conduct surveys and focus groups with all stakeholders.
  - Spring 2018: Develop written plans for recruiting, retention, outreach with alumni and industry. Hire Outreach Coordinator.
- Increase Research Productivity
  - Submit at least three manuscripts to peer-reviewed journals (from tenured faculty), as well as continue to submit presentations, book chapters, and industry reports and edit manuscripts.
  - Identify and submit for appropriate grant opportunities.
  - Establish department standards for grant writing and award expectations.
  - Revise department promotion and tenure standards.
- Re-engage with Extension
  - Engage in the extension projects listed in the response to recommendations.
  - Identify long-term extension projects and funding opportunities.
- Relationship with Hotel Company
  - Spring 2018: Develop special topics course on hotel development and opening to be taught in Fall 2018, contingent on hotel construction schedule.
  - Fall 2018: First HRTM students hired by Total Management Systems. Develop program for management's interaction with students in classes and extracurricular activities.

**2 – 5 year goals (2018 – 2023 – ongoing with 5 years to be the goal for completion):**

- Implement revised undergraduate curriculum. Revise articulation/transfer agreements with community colleges.
- Start online Master of Hospitality program. Enrollment of 30 – 40 students by 2023.
- Implement branding/marketing proposals and recruiting, retention, and outreach plans. It is difficult to specify metrics for outcomes and assessment of these plans until they are created.
- Increase undergraduate HRTM enrollment to 300 majors by 2023. Given our current enrollment, this is ambitious but a proper level to deliver quality programs to our students while satisfying stakeholder needs.

- Increase 6-year graduation rate of first-time HRTM students from 44% to 55 -60%. This should be possible with proper recruiting and admitting of students and new retention efforts.
- Increase research productivity to at least one refereed journal article per tenured/tenure-track faculty per year.
- Implement standards developed for grant writing and award expectations.
- Hire an appropriate tenure-track faculty member when position opens.
- Address needs for renovation of and equipment replacement for facilities.