



K-State 2025 Strategic Action and Alignment Plan (Revised March 2016)

College or Major Unit: Human Ecology

Department: Hospitality Management

1. What are your Department’s mission and vision and how does your organization contribute to achieving the University’s vision for K-State 2025? Departments should also indicate how your organization contributes to your College’s/Major Unit’s vision for K-State 2025.

The Hospitality Management Department at Kansas State University will be an internationally recognized program; committed to preparing the next generation of hospitality leaders for a successful career in industry or academia by delivering a transformational educational experience through experiential learning, professionalism, international experiences, and strong partnerships with hospitality industry.

2. What are your Department’s key strategic activities and outcomes? Identify [in brackets] which of your Department’s strategic outcomes are directly linked to your College’s/Major Unit’s outcomes.

Key Activities	Short Term (2014 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
<i>What we plan to do...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>
<p>Vision 1: Strategic and cohesive research focus</p> <p>Establish strategic, industry-focused and recognized research programs concentrating on human behavior in food safety and hospitality contexts:</p> <ul style="list-style-type: none"> • Increase quantity and quality of peer reviewed research over an identified baseline. [T1-4] • Identify industry research needs and increase the quantity and quality of industry research partnerships. [T4-C, T4-3, T4-4] • Increase dissemination of research through academic and industry conferences presentations. • Recruit and hire tenure-track faculty with a research focus inclusive of human behavior in food safety and hospitality contexts. • Internally recognize high levels of research productivity (e.g., numerous high quality peer-reviewed publications, awards, and fellowships). <p>Secure resources to support high faculty productivity in research and scholarship:</p>		<p>Departmental reporting system established (in coordination with college system) to motivate and track the number of peer-reviewed publications and presentations. [V1-B]</p> <p>Departmental reporting system established to coordinate industry contacts/ partnerships to prevent cross messaging and strengthen existing relationships. [V1-GG]</p> <p>An average of one peer-reviewed presentation at professional conference among departmental research faculty. [V1-CC]</p> <p>A research travel fund policy established to support research dissemination.</p> <p>50% of newly hired tenure-track faculty’s research supports the identified or emerging research strengths of the department. [V1-C]</p>	<p>An average of two peer-reviewed publications annually among departmental research faculty. [T1-4][V1-CC]</p> <p>An average of two peer-reviewed presentations delivered at different conferences annually among departmental research faculty.</p> <p>Research travel fund policy adjusted (as necessary) to support increased research dissemination.</p> <p>100% of newly hired tenure-track faculty’s research supports the identified or emerging research</p>

<ul style="list-style-type: none"> • Research faculty obtain extramural funding to facilitate research programs. [T1-2] • Work with Associate Dean of Research in HE to identify hospitality-related extramural funding opportunities. [T1-2] • Establish relationships with industry able to provide funding or other resources. [T1-2] 		<p>40% of tenured/tenure-track faculty secure funding to support their current research. [T1-2] [V1-FF]</p>	<p>strengths of the department. [V1-DD]</p> <p>60% of tenured/tenure-track faculty secure funding to support their current research. [T1-2][V1-FF]</p>
<p>Vision 2: Transformational Undergraduate Experiences</p> <p>Provide high quality transformational education through engaged teaching and mentoring, industry-relevant technology, and experiential learning activities and courses. [T2-B, T2-J, T2-O] Specifically:</p> <ul style="list-style-type: none"> • Provide high quality teaching in all courses regardless of the delivery mode [T2-B]. • Provide high quality mentoring to all students [T2-A, T2-J]. • Provide industry-relevant technology and software to enhance the classroom environment. • Provide comprehensive hands-on learning through labs and practical applications. [T2-2] • Encourage student participation in international experiences and studies. [T2-1] <p>Grow number of students enrolled in program and enhance student success in timely progress toward graduation. Specifically:</p> <ul style="list-style-type: none"> • Engage in strategic recruitment efforts to invite high achieving and 		<p>75% of senior survey respondents have participated in <u>one</u> of the following transformational experiences with a measurable outcome:</p> <ol style="list-style-type: none"> a. international experiences; b. engage with a professional mentor through CHE program; c. participate in structured undergraduate research; d. participate in structured service learning; or e. participate in measurable leadership development. [T2-B, T2-D, T2-J, T2-M, T2-1, T2-2][V2-G] <p>75% of senior survey respondents report high satisfaction with the learning environment in hospitality management. [T2-B, T2-J, T2-7] [V2-JJ]</p> <p>15% of graduating seniors have participated in an international exchange or study abroad program. [T2-1][V2-G]</p>	<p>75% of senior survey respondents have participated in <u>two</u> of the following transformational experiences with a measurable outcome:</p> <ol style="list-style-type: none"> a. international experiences; b. engage with a professional mentor through CHE program; c. participate in structured undergraduate research; d. participate in structured service learning; or e. participate in measurable leadership development. [T2-B, T2-D, T2-J, T2-M, T2-1, T2-2][V2-GG] <p>90% of senior survey respondents report high satisfaction with the learning environment in hospitality management. [T2-B, T2-J, T2-7] [V2-JJ]</p> <p>25% of graduating seniors have participated in an international exchange or study abroad program. [T2-1][V2-GG]</p>

<p>diverse students from high schools and community college. [T2-G]</p> <ul style="list-style-type: none"> • Expand program to capture Kansas City demand for well-educated hospitality professionals. [T2-G] • Institute intensive coordinated advising for Incoming students in their first year to prepare for academic success in timely manner. [T2-G] • Increase graduation rate of students. [T2-G] • Assess student interest in offering core courses during the summer to enhance progress toward graduation. [T2-G] • Increase number of hospitality management faculty to support program growth. <p>To develop students who are competitive for professional awards through local, national, or international associations either individually or as a team.</p> <p>Provide applied research opportunities and experiences to prepare students to be competitive for industry positions and post graduate education. [T2-D, T2-M]</p> <p>Develop high quality transformational education through facilities supporting experiential learning activities and courses. [T2-2, T6-K]</p>		<p>Professional development opportunities communicated to all students in weekly newsletter (HM Update).</p> <p>Departmental website more effectively used to enhance the online visual experience and engagement with prospective students by offering student testimonials, promoting faculty and student research, and including social media outlets. [T2-G][V2-D]</p> <p>20% of all hospitality management student graduate each year. [T2-G] [V2-BB]</p> <p>30% increase in the number of majors enrolled in the program. [T2-G]</p> <p>A degree completion Hospitality Management program established on K-State Olathe campus; curriculum delivered on site by Olathe-based faculty, as well as online and video conferencing with Manhattan-based faculty.</p> <p>Database of relevant student scholarships and awards offered by professional organizations established and process for identifying and nominating eligible students. [V2-Q]</p> <p>Establish system to formalize, support and track undergraduate research experiences, with 10% increase in number of students engaging in research. [T2-D, T2-M][V2-H]</p> <p>Foodservice and restaurant laboratory facilities established to</p>	<p>25% of all hospitality management students graduate each year. [T2-G][V2-BB]</p> <p>40% increase in the number of majors enrolled in the program. [T2-G]</p> <p>10% of undergraduate students enrolled recognized annually by a local, regional, or national organizations for accomplishments in hospitality management. [V2-LL]</p> <p>20% increase in the number of students engaged in research activities. [T2-D, T2-M] [V2-GG]</p>
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Vision 3: Excellence in Graduate Education

Develop strategic recruitment and retention plans to attract well-qualified graduate students, domestically and internationally.

- Graduate assistantships will include competitive stipend and tuition support. [T3-A, T3-B, T3-3]
- Establish graduate assistantships sponsored by industry grants. [T3-K, T3-H, T3-4]
- Ensure all PhD program admissions require job experience.

Develop the scholarship of teaching among graduate students. [T3-I, T3-5]

- Develop experiential learning practicums to improve graduate teaching experience. [T3-I, T3-5]

Require doctoral students to demonstrate substantial external peer reviewed scholarly activity before graduation (e.g., juried presentations, peer-reviewed publications, and/or grant writing). [T3-E, T3-J, T3-5]

support experiential learning competencies. [T6-K]

Lodging facilities planned to support experiential learning competencies. Meeting and events supported with resources, partnerships, and space to enhance the experiential learning competencies. [T2-2, T6-K]

Meeting and events supported with resources, partnerships and space to enhance the experiential learning competencies. [T2-2, T6-K]

All grant applications that allow tuition support are required to include tuition for GRAs. [T3-A, T3-F, T3-K, T3-1, T3-2, T3-3][V3-E]

One industry sponsored graduate assistantship established to enhance student's professional experience. [T3-H, T3-4]

PhD applicants required to have at least 12 months of work experience in the hospitality industry.

All PhD students required to have at least 3 credit hours of teaching practicum. [T3-I, T3-5][V3-L]

100% of all PhD graduates required to have at least one peer reviewed manuscript submitted prior to dissertation research. [T3-E, T3-J, T3-5][V3-T]

Certified graduate faculty advise to degree completion at least one PhD student on average annually. [T3-6]

Lodging facilities established to support experiential learning competencies. [T2-2, T6-K]

Maintain at least 2 industry sponsored graduate assistantships each year to enhance student's professional experience. [T3-H, T3-4]

PhD applicants required have at least 12 months of managerial experience in the hospitality industry.

Secure 3 additional graduate assistantships to support undergraduate transformational experiential learning activities.

100% of all PhD graduates required to have at least one peer reviewed manuscript accepted prior to graduation. [T3-E, T3-J, T3-5][V3-JJ]

Certified graduate faculty advise to degree completion at least one PhD student on average annually. [T3-6]

Vision 4: Engagement

Develop a culture of engagement in the department, seeking partnerships with public and private sectors to enrich academic environment and enhance well-being of individuals and organizations. [T4-D, T4-G, T4-3, T4-4]

- Identify baseline for engagement activities and faculty involvement

Capitalize upon professional abilities of faculty members by providing service to the greater hospitality industry. [T4-D, T4-G, T4-3, T4-4]

- Faculty will contribute articles to various trade publications, based upon the faculty members' research efforts. . [T4-D, T4-G, T4-3, T4-4]
- Faculty will become involved in professional and trade associations at the national, regional, or local levels.
- Conduct an assessment of local, regional, or statewide interest in professional development opportunities for industry professionals.
- Faculty will offer professional development to industry professionals by delivering workshops and seminars in a faculty members' area of expertise. [T4-D, T4-G, T4-3, T4-4]
- Identifying industry research needs and increase the quantity and quality of industry partnerships.

Increase the number of students who participate in engagement and outreach activities or learning. [T4-A, T4-B, T4-C, T4-I, T4-1]

Changes approved in Department Evaluation Document to include the expectation of faculty engagement (e.g., teaching, research, outreach). [T4-D, T4-G, T4-3, T4-4][V4-E]

Departmental reporting system established to record faculty involvement in professional associations.

Departmental reporting system established to track industry engagement efforts.

Develop and deliver one workshop, seminar, or short course for industry professionals annually. [T4-D, T4-G, T4-3, T4-4]

At least one course in each professional track incorporates engagement opportunities within the course requirements. [T4-A, T4-B, T4-C, T4-I, T4-1]

HM student organizations required to participate in one community-based service project each semester and documented in faculty advisors' annual evaluation materials. [T4-A, T4-B, T4-C, T4-I, T4-1][V4-E]

Engagement Fund Policy established and implemented to support faculty and student engagement activities. [V4-D]

Evident connection with industry built upon mutually beneficial relationships becomes part of the HM brand. [T4-D, T4-G, T4-3, T4-4]

Develop and deliver 2 or more workshops, seminars, or short courses for industry professionals on average per year. [T4-D, T4-G, T4-3, T4-4]

40 percent of identified appropriate courses in curriculum incorporates engagement opportunities within the course requirements. [T4-A, T4-B, T4-C, T4-I, T4-1]

<p>Identify engagement opportunities within HM courses, e.g., public health, food production and processing, environmental protection and understanding, business and economic development, arts and culture, or other community or civic engagement projects. [T4-A, T4-B, T4-C, T4-I, T4-1]</p>			
<p>Vision 5: Strategic recruitment and retention of faculty and professional staff</p> <p>Recruit, develop and retain faculty with high levels of expertise in research, teaching, and engagement by:</p> <ul style="list-style-type: none"> • Offering competitive start-up packages relevant to area of focus. [T5-E, T5-G, T5-3] • Developing a culture of peer mentoring and professionalism that fosters continuous improvement in all areas of responsibility. <p>Expand faculty FTEs to support enrollment growth plans and experiential learning based curriculum. [T5-J]</p> <p>Target new hires around human behavior in the food safety and hospitality contexts to develop a strong research “brand” position.</p> <p>Develop and retain professional staff by incentivizing professional development experiences and continuing education. [T5-C, T5-F]</p>		<p>Establish a benchmarking process to assess program quality and department climate.</p> <p>At least three new faculty positions secured, with a mix of tenure-track and professors of practice. [T5-J]</p> <p>Professional staff recognized for offering high quality service and support. [V5-H]</p>	<p>Unit recognized by peers as offering high quality hospitality program, nationally recognized research and as a preferred workplace choice for faculty. [T5-G, T5-7]</p> <p>At least two additional faculty positions secured, with a mix of tenure-track and professors of practice [T5-J]</p> <p>High level of awareness of unit’s strategic research focus by peer institutions and industry.</p>

3a. What resources and/or opportunities exist for your College/Major Unit/Department to achieve its vision and outcomes?

The Department of Hospitality Management has the opportunity to expand into the Kansas City market, offering a degree completion program on the Olathe campus. This brings additional opportunities for enhanced engagement and partnerships with hospitality industry and will help grow enrollment.

3b. What resources and/or opportunities are needed for your College/Major Unit/Department to achieve its vision and outcomes?

The primary resources needed to achieve the stated vision and outcomes include additional FTE faculty positions and space. The department intends to grow substantially, offer more experiential learning by offering practical foodservice, lodging and event management experience to students. In order to do this, the program will need more faculty, more office space to house the additional faculty, and specialized facilities (i.e. commercial foodservice laboratory, lodging facilities, and event space).

4. How do you propose to acquire the resources needed for your College/Major Unit/Department to accomplish its vision and outcomes?

The department has strong ties to the hospitality industry and expect to enhance and increase those relationships through the expansion into the Kansas City Market. We propose developing corporate and alumni relations with our Foundation representatives to secure gifts to support repurposing existing space and any building projects. To secure additional faculty lines, we will appeal to College of Human Ecology dean and K-State University provost to resource according to our growth.

**5. How does your plan link to the K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics?
(See below)**

6. Departmental Links to K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics

Links to Benchmark Metrics

Links to Common Elements

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 1 Metrics: T1-2 - Total sponsored extramural funding expenditures T1-4 - # of refereed scholarly publications per academic year and allocated faculty member</p>			
<p>T2 - Undergraduate Educational Experience (UEE)</p> <p>Theme 2 Metrics: T2-1 - # and % of undergraduate students participating in a meaningful international experience T2-2 - # and % of undergraduate students completing an experiential learning experience T2-7 - Student satisfaction and utilization rates</p>	<p>T2-A - Excellent, customized academic advising and services available to all students to support their success and degree completion</p> <p>T2-B - Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university</p> <p>T2-D - Successful integration of undergraduate education and meaningful research is standard practice</p> <p>T2-G - Successful recruitment and retention strategies that address our entire student population</p>	<p>T2-J - Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives</p> <p>T2-M - Increased undergraduate contributions in the creation of scholarship through research</p>	<p>T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities</p>

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p>T3 - Graduate Scholarly Experience</p> <p>Theme 3 Metrics:</p> <p>T3-1 - # and % of graduate students with assistantships, endowed scholarships, and fellowships</p> <p>T3-2 - Total funds awarded for graduate assistantships, endowed scholarships, and fellowships</p> <p>T3-3 - # and % of graduate programs offering competitive compensation and support packages</p> <p>T3-4 - # of private/public sector partnerships supporting graduate experiential training opportunities</p> <p>T3-5 - # of graduate students participating in a unique high level learning and experiential training</p> <p>T3-6 - # of graduate terminal degrees awarded</p>	<p>T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs</p> <p>T3-B - Tuition waivers for all GRAs</p> <p>T3-E - Expectation of excellence for the graduate scholarly experience</p> <p>T3-F - Increased capacity to secure funding for graduate research and teaching</p> <p>T3-H - Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students</p>	<p>T3-I - Increased participation by our graduate students in unique high level learning and experiential training</p> <p>T3-J - Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment</p> <p>T3-K - Increased funding for graduate research and teaching</p>	
<p>T4 - Engagement, Extension, Outreach and Service</p> <p>Theme 4 Metrics:</p> <p>T4-1 - # and % of undergraduate students participating in engagement/service learning</p> <p>T4-3 - # of partnerships by sector and geographic boundary supporting collaborative research, education, and engagement</p> <p>T4-4 - # of engagement activities and programs disaggregated by geographic boundaries</p>	<p>T4-A - Enhanced integration between academics and student service learning</p> <p>T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences</p> <p>T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide</p> <p>T4-D - Increased numbers and diversity of faculty and staff participating in Engagement</p> <p>T4-G - Enhanced visibility and appreciation for Engagement and its</p>	<p>T4-I - All undergraduate students engaged in at least one engagement /service learning project</p>	

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
	interconnectedness with research and education within our university community		
T5 - Faculty and Staff Theme 5 Metrics: T5-3 - Competitive compensation packages for faculty and staff T5-7 - % of faculty and staff reporting satisfaction in the work environment	T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility	T5-E - Total compensation competitive with aspirant university and regional employers for all employees T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs T5-G - Successful recruitment and retention of a talented and high performing, diverse workforce	T5-J - Optimal number of faculty and staff comparable with our benchmark institutions
T6 - Facilities and Infrastructure			T6-K - Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators