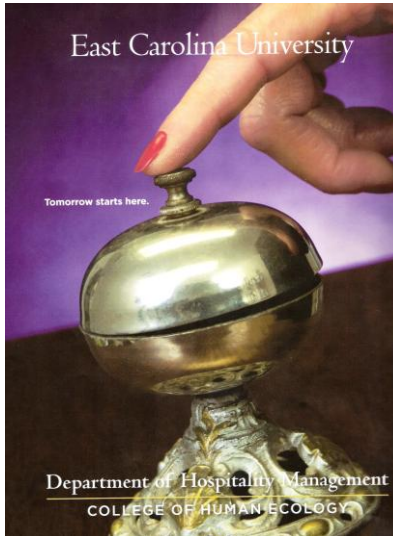


**Business Plan for the
The *SCHOOL* of Hospitality Business Leadership
East Carolina University**



Spring 2011



Executive Summary

The objective of this business plan for *The School of Hospitality Business Leadership* is to assist the faculty, staff, and students to reach and maintain the highest quality hospitality business education. The establishment of a school, and its programs and initiatives discussed in the plan, will assist the faculty, staff, and students to continue to develop in their professions and contribute to the progress of the industry and the national reputation of East Carolina University

The HMGT *program* is seeking *School* status and will embark on a substantial fundraising campaign in the future. After the creation of *The School of Hospitality Business Leadership* our efforts will focus on creating a facility that will include a hotel and conference center. The school and hotel/conference center will be partners in providing a living learning laboratory and functioning business. By practice a school must have: One accredited baccalaureate degree, at least 200 declared majors, 20 faculty FTEs and no fewer than 5,000 student credit hours (Sheerer, 2009). The Department of Hospitality Management exceeds most criteria with the exception of 20 faculty FTE. Though budget constraints and the fact that recently we halted a search due to monetary concerns makes that factor difficult if not impossible. It should be noted however that HMGT has recently been using 5-6 adjunct faculty members per semester.

The Department of Hospitality Management (HMGT) currently has 349 declared majors, 75 intended majors, 11 minors plus 6 graduate certificate students. Our program enrollment also has students from Family and Consumer Sciences and Merchandising taking hospitality courses as part of their requirements. Additionally, we have faculty members that have and have been invited to teach in the Master of Science in Sustainable Tourism program. The Department of Hospitality Management produces an average of 3,700 to 4,000 student credit hours per semester (fall/spring). Since 2007 student credit hours have grown at a compound growth rate of 4.3%.

An initial proposal from the HMGT department was reviewed by the Academic Council, with the endorsement of the Dean of the College of Human Ecology. The HMGT program received permission to continue to work towards School status. The HMGT Advisory Board and HMGT's industry partners solidly support a shift from department to school. This plan will

provide an overview of the department and then will provide a discussion of plans that will be followed when the School status is obtained.

Our school reputation will be built on our ability to:

- Attend to essential administrative details
 - (Budgets, promotion and tenure documentation, etc...)
- Provide timely responses
- Facilitate grants and contracts from external sources
- Effectively utilize resources/budget
- Monitor progress on annual or bi-annual goals
- Guide curriculum development
- Practice sound procedures for assessing faculty performance
- Provide high quality and frequent feedback
- Seek supplemental resources
- Actively support diversity
- Maintain connections with alumni and students
- Continuous improvement of the program image and reputation within the campus community
- Continuous improvement of the program's image and reputation with off-campus constituencies
- Exhibit an appreciation for program's history
- Display patience in implementing change
- Be honest in all dealings
- Demonstrate a willingness to listen
- Demonstrate problem solving abilities, and
- Seek solutions.

It is expected that the School will continue to grow in terms of enrollment and that a substantial fund raising campaign is planned as the School progresses; focusing on building and infrastructure funding, professorships, scholarships and dollars designated for programmatic ventures. Overall, this project and plan sees a successful future for the new The School of Hospitality Business Leadership in a state of the art facility. We aspire to be competitive with nationally ranked programs such as Pennsylvania State University, Purdue University and Michigan State University. Brief highlights of these programs are included in the appendix and align with our current efforts and goals for the future such as graduate programs and executive education.

This plan has been shared with the faculty and staff of the Department of Hospitality Management and the College of Human Ecology's Dean's office for input. It is our intent to

move forward with our effort to gain School status. The timeline below reflects our hopes for the timing of this project.

East Carolina University Faculty Manual

• APPENDIX L.

• EAST CAROLINA UNIVERSITY CODE

• D. Code Unit Changes

- 1. The policies and procedures set forth in this section apply to the following code unit changes:
 - a. dissolving a code unit without terminating faculty members' employment,
 - b. dividing a code unit into two or more code units,
 - c. merging a code unit with one or more code units,
 - d. moving a code unit,
 - **√e. Changing a code unit's status from a department in a college to a school, or from a school to one or more departments in a college,**
 - f. renaming a code unit, in addition, changes in unit nomenclature shall be approved by UNC General Administration before such changes become effective. [Please refer to interpretation [#05-19.](#)]
 - g. any combination of the above.
- Changes will not occur until the faculty members in the units affected and the Faculty Senate have the opportunity to recommend to the Chancellor approval or disapproval of the proposed changes as originally presented or as amended by the affected units or the Faculty Senate. (Faculty Senate Resolution #98-28, November 1998)
-
- 2. Proposals recommending code unit changes of the sort listed above may be initiated by:
 - a. at least one-fourth of a code unit's faculty members or
 - **√ b. By administrators holding faculty status.**
- **√Proposals must include at least a vestigial code of operations reflecting the changes and detailed plans for any faculty who might be displaced by the change. (Business plan)**
- **√Plan attached**
- **√January/February 2011; HMG and CHE input**

- [Please refer to interpretation [#01-17.](#)]
- 3. Procedures for making code unit changes are as follows:
 - √a. **The person(s) initiating a proposal will provide copies of the proposal to the faculty members and unit administrators of all code units to be altered by the proposed changes.**
 - **January/February 2011; HMGT and CHE input**
 - b. Within 15 working days after the proposal has been distributed the initiator(s) will meet to discuss the proposal with the faculty members of the unit(s) or with representatives elected by **each affected unit, the unit administrators, and the appropriate deans and vice chancellors (or their representatives).**
 - **January/February 2011; HMGT and CHE input**
 - c. **Within 10 working days after this meeting, the permanently tenured faculty members of each affected unit will meet and vote their approval or disapproval of the proposal in its original form or as amended and then will communicate in writing the results of their action to their unit administrator.** The unit administrator will not participate in this vote. (Faculty Senate Resolution #00-20) (Faculty Senate Resolution #03-37, October 2003)
 - **January/February 2011; HMGT and CHE input**
 - d. Within 10 working days the unit administrator will forward to the next higher administrator the results of the unit's action and his or her concurrence or non-concurrence with the unit's action.
 - **January/February 2011; HMGT and CHE input**
 - e. Within 10 working days the next higher administrator will communicate in writing to the initiator(s) and to the appropriate vice-chancellor(s) the following: the unit faculty's action, the unit administrator's concurrence or non-concurrence with that action, and his or her concurrence or non-concurrence with that action.
 - **January/February 2011; HMGT and CHE input**
 - f. **The initiator(s) shall present copies of the proposal, the affected units' faculty recommendations, and the relevant administrators' concurrence or non-concurrence to the chair of the Educational Policies and Planning Committee.** The committee shall
 - **January/February 2011; HMGT and CHE input**

consult with appropriate deans and vice-chancellors, and, if it deems necessary, with other faculty members and administrators. Within 40 working days (during the regular academic year), the committee will report its recommendations to the Faculty Senate.

- **February/ March 2011**

- g. The Faculty Senate will vote in a timely manner to recommend to the Chancellor the approval or disapproval of the proposal as originally received by the Educational Policies and Planning Committee or as amended by the Faculty Senate.

- **March/April 2011**

- h. If the changes are approved by the Chancellor (and higher authority if necessary), implementation of these changes will be overseen by a committee including a faculty member appointed by the Chancellor, a faculty member appointed by the Chair of the Faculty, and a faculty member appointed by the Educational Policies and Planning Committee. The committee will provide timely reports on progress to the Educational Policies and Planning Committee.

- **Summer / Fall 2011**

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Business Plan: *The School of Hospitality Business Leadership* at East Carolina University

Introduction

Our proposal is to create **The School of Hospitality Business Leadership** at East Carolina University as part of the College of Human Ecology. This strategy will position The School of Hospitality Business Leadership to build a brand known in the southeast and beyond. We will remain affiliated with an existing college, the College of Human Ecology, and its sister departments, infrastructure and personnel resources. This strategy will also include physical infrastructure in the form of a hotel/conference center as noted on the university master plans in the future. Our entrepreneurial attitude toward hospitality management education in general and our program specifically will allow us to integrate business and educational models. Our contacts in key positions throughout industry and our ability to generate creative ideas make decisions, and act expediently will allow us to be at the forefront of our field. The affiliation with a strong management company and perhaps a brand will allow the program to benefit by being immersed in the field. The repositioning of our program as a school with new facilities will also allow our faculty to continue to excel in teaching, research, and service.

Our Vision and Mission

Our mission and vision for the school will be carried forward from our current program status and expand our opportunities. The mission, vision, and values of *The School of Hospitality Business Leadership* are presented below.

Vision: The vision of *The School of Hospitality Business Leadership* (HMGT) is to be a globally recognized hospitality management program. *The School of Hospitality Business Leadership* will be especially noted for excellence in teaching, including its curriculum and specialization options, and its ability to effectively reach students in locations across the globe.

Mission Statement: The mission of *The School of Hospitality Business Leadership* at East Carolina University is to offer an outstanding hospitality management program through education, research, innovation, and outreach by delivering relevant experiences and products to students, alumni, and industry partners. Our mission is accomplished through a hospitality management program that embraces:

- A balance between academic and experiential learning in North Carolina, national, and global classrooms
- A balance between technical, service, and managerial skills
- A commitment to personal and professional ethics and success
- The development of human relations and interpersonal communication skills
- The development of critical thinking and sound decision making analytical skills rooted in reflective thought that will stress strong leadership
- A strong relationship with the global industry and the local community through research and outreach
- A commitment to the scholarship of teaching, discovery, application, and integration

(Draft of the business plan (1/17/11) and revised approved by vote of the HMGMT faculty.)

The School of Hospitality Business Leadership will operate on core values. These values are described below.

Values	Descriptor
1. Ethical Behavior	All behavior and decisions will be made in a manner that will be ethical and reflect positively on the school.
2. Learning	THE SCHOOL OF HOSPITALITY BUSINESS LEADERSHIP will strive for a learning environment where we become the learning partner for life-long learning for industry professionals.
3. Diversity & Global Awareness	Diversity and global awareness will be key focuses among our stakeholders and within the curriculum.
4. Creativity	Creativity will be valued and encouraged by faculty members in their own work and in work developed by students.
5. Critical Thinking	Education and learning should be based on critical thinking, not on giving “the right answer.”

6. Business Education	THE SCHOOL OF HOSPITALITY BUSINESS LEADERSHIP values a business focus and will build on this base.
7. Community	THE SCHOOL OF HOSPITALITY BUSINESS LEADERSHIP values and will foster a sense of community among all its stakeholders.

Location

The East Carolina University campus is in Greenville, North Carolina and within driving distance of several unique North Carolina locations, including one hour and thirty minutes to Raleigh and Atlantic Beach, two hours to Wilmington, and two and a half hours to the Outer Banks. This location makes Greenville the center of eastern North Carolina and positions *The School of Hospitality Business Leadership* as the leading education and research institution for hospitality in the region. *The School of Hospitality Business Leadership* will represent the premier resource for the region and beyond for hospitality and tourism management education.

Our THE SCHOOL OF HOSPITALITY BUSINESS LEADERSHIP Team

To implement any plan and mission a school needs an outstanding team. *The School of Hospitality Business Leadership* faculty are doctoral qualified and have teaching and discovery experience in diverse areas of the field. We also have faculty that represent ECU and HMGT in leadership positions with the International Council on Hotel, Restaurant and Institutional Education, Meeting Professionals International, the North Carolina Travel and Tourism Board, the North Carolina Restaurant and Lodging Association, and the American Hotel and Lodging Association Educational Foundation. We are fortunate to have an excellent cadre of adjunct professors who assist the program by offering both face to face and distance education courses when demand is high. Demand has been very high over the past year and we are, on average, using four to six adjunct faculty members each semester. We also have a strong administrative staff and integrate the resources of the College of Human Ecology for information technology, advising, and marketing and financial management support.

The faculty is comprised of eleven full-time faculty (a search for a replacement faculty member is now underway) supported by two administrative professionals. Each member of our team contributes to our success and the existing productivity of our program and collectively we bring over one hundred years of experiences in both higher education and the industry to eastern North Carolina.

Our team is listed below and samples of their biographies are included in the appendix.

- James A. Chandler, Ph.D., CHA, CHE, BS, BA, Western Carolina, MS, PhD, University of Tennessee
- Alleah Crawford, Ph.D., Ph.D., M.S., B.A. Auburn University
- Cynthia S. Deale, Ph.D. Ph.D. University of Denver, M.S. Michigan State University, B.S. University of Puget Sound
- Jacqueline de Chabert-Rios, Ph.D., BS, Howard University, MS, Florida International University, PhD, Virginia Polytechnic and State University
- Dori Dennison, Ph.D., BS, MS, Kansas State University, Manhattan, PhD, University of Missouri, Columbia
- David Edgell, Ph.D., BS, University of Kansas, BA, American University, MA, Indiana University, PhD, University of Cincinnati
- George G. Fenich, Ph.D., Ph.D. Rutgers University, M.S. Rensselaer Polytechnic University, B.S. S.U.N.Y. Cortland
- Kathryn Hashimoto, Ph.D., BM Ithaca College, MBA Management -Rensselaer Polytechnic Institute, MBA Marketing - Fairleigh Dickinson University, MS Psychology - Fairleigh Dickinson University, PhD Marketing - Century University, PhD Curriculum and Instruction - University of New Orleans
- Robert M. O'Halloran, Ph.D., BS University of Massachusetts, MBA, Ph.D. Michigan State University
- David Rivera, Ph.D., BS, University of South Carolina, MS, Ph.D. Texas Tech
- Mel Weber, Ph.D., BS, MBA, Ph.D. University of Missouri
- Shonda K. Bullock, Administrative Services Manager, MBA, BSBA, BS, CWP, CEP
- Miles R. Stump, Lab Technician, BS

We also have a high quality cadre of adjunct faculty members that regularly teach in HMGT currently. Demand for our courses has caused us to add additional sections to provide the

students the opportunity to stay on track and graduate on time; thus presenting us with the retention opportunity. Our most recent fixed term faculty includes:

- Mr. Barry Shuster, J.D.
- Dr. Eva Smith, Ph.D.
- Dr. Priscilla Hollman, Ph.D.
- Ms. Penny Prichard, doctoral candidate
- Mr. Kevin Mishra, MBA
- Mr. Donald Schoffstall, MS

Our students, these faculty and staff and a cast of industry partners have made possible a number of milestones in the last few years. The following highlights some of these accomplishments.

Table 1. HOSPITALITY MANAGEMENT MILESTONES

Our program has grown and been enhanced during the last few years; cited below are just a few of the notable accomplishment of the Department of Hospitality Management:

- Early in 2007, the HMGT department began to publish an electronic newsletter twice per semester. The publication, now called *The Adventure*, is a recruiting tool, a communication tool for alumni and a fundraising tool. (sample in the appendix)
- Grand opening of the Golden Corral Culinary Center: in desperate need of new lab facilities, we were fortunate to have the support of Golden Corral. Through their efforts and those of East Carolina University we opened new lab facilities in February of 2009.
- Disney program: in 2008 we began a partnership with the Walt Disney World (WDW) Corporation and educational institutions throughout the world. Partnerships include recruiting students from the global HMGT programs, registered for fifteen credits with ECU HMGT and work at WDW.
- Advisory Board enhancements: we have maintained and added members to our advisory board. These have included executives from diverse segments of the industry including companies such as Gaylord Entertainment, Harrah's, Sysco, the Grove Park Inn and many more.
- Faculty hires: we have hired 2 faculty members since 2007. We are eleven faculty members and two staff members plus six adjunct faculty (this figures varies with course demand).

- MultiCultural Foodservice and Hospitality Alliance (MFHA) programming: since 2008 we have apportioned with the MFHA to deliver diversity workshops, the *Showcase of the Stars*, to ECU students and area high school students.
- Training Programs Martin County Community Action: we have offered training programs to area economic development corporations to prepare residents for entry level food service positions.
- Faculty leadership positions: multiple members of our faculty hold leadership positions in academic and industry organizations. President of International Council on Hotel, Restaurant and Institutional Education (ICHRIE), Meeting Planners International Foundation Board, American Hotel and Lodging Educational Foundation Board, North Carolina Restaurant and Lodging Association Board, North Carolina Travel and Tourism Advisory Board, Southeast CHRIE,
- International programs: We have established global Memorandums of Understanding (MOU) with programs in Peru, Mexico, Ecuador, Azores, Kenya, and Austria and are working on others with Bahrain and Romania.
- Eta Sigma Delta, an international hospitality honor society chapter started in 2009.
- Student chapter of Meetings Planners International was begun in 2009.
- HMGT Faculty members have been honored in the past two years as College of Human Ecology teacher of the Year and Researcher of the Year.
- We now regularly host and sponsor internal and external events. This year these events so far have been:

Event/Program	Semester	Attendance
Golden Corral Culinary Center Dedication	Spring 2009	100+
Multicultural Foodservice Hospitality Alliance - Showcase of the Stars	Fall 2009 - Present	400 (2 day event)
Hospitality Management Advisory Board Meetings	Spring 2008 - Present	25+
Hospitality Management Career Fairs	Spring 2009	250+
Faculty Leadership Reception	Fall 2010	75+
ARAMARK Student Recruitment Receptions	Fall 2007 - Present	100+
Kenyatta University Visit/Presentation	Spring 2010	60+
Don Farrell FreshRevenues Presentation	Fall 2010	75+
Alumni Relationship Culinary Cooking Experience	Fall 2009	20
Disney International Program	Spring 2009 - Present	200+
Martin County Community Action Program	Spring 2010 - Present	40+
Hospitality Management Faculty Meetings	Fall 2007 - Present	13+
Smith Travel Research Luncheon	Fall 2010	15+

- Key Initiatives: as we move forward we continue to have key initiatives that will lead the program into the future.
 - Pursue ACPHA accreditation

- Business plan for the Bahrain Project
- Re-evaluation of program goals and outcomes

Organizational Structure

We, HMGT, do not operate independently and are proud to be part of the image being created by and for East Carolina University. The organizational structure below illustrates the university, college and the HMGT department. Also included are the proposed support positions for *The School of Hospitality Business Leadership*.

Figure 1. Organization Structure

- Chancellor, Dr. Steve Ballard
- Officers of Administration
 - Provost and Senior Vice Chancellor for Academic and Student Affairs, Dr. Marilyn Sheerer
 - Vice Chancellor for Research and Graduate Studies, Dr. Deirdre Mageean
 - Vice Chancellor for Health Sciences, Dr. Phyllis Horns
 - Vice Chancellor of University Advancement, Michael Dowdy
 - Interim Vice Chancellor for Administration and Finance, Dr. Rick Niswander
 - Dean, Dr. Judy Siguaw
 - **Chair, Dr. Robert O’Halloran School of THE SCHOOL OF HOSPITALITY BUSINESS LEADERSHIP**
 - **Faculty;**
 - **Professors; Dr. Dori Dennison, Dr. George Fenich, Dr. David Edgell**
 - **Associate Professors; Dr. Cynthia Deale, Dr. Mel Weber, Dr. Kathryn Hashimoto, Dr. James Chandler**
 - **Assistant Professors; Dr. Alleah Crawford, Dr. David Rivera**
 - **Visiting Assistant Professor; Dr. Jacqui de Chamber Rios**
 - **Adjunct; Visiting professors (if any)**
 - **Administrative Support and Lab Technician**

Current Facilities

Our current facilities include two state of the art specialty kitchen labs. One the Golden Corral Culinary Center offers sound educational opportunities for all our students. The quantity food lab offers students an opportunity to prepare and serve meals to the public in our Red Lobster/ Darden Dining Room. The additional facilities that will be included in the new *School* building will enhance our ability to offer quality programs. Our current office structure separates some of the faculty though all offices reside in the Rivers Building. Rivers offers students a computer lab, classrooms and houses all College of Human Ecology faculty and administrative offices. Additionally, the infrastructure of the College is housed in Rivers which will make human resources, financial issues and other administrative duties long distance.

Market Summary: Market Past, Present & Future

To better understand how *The School of Hospitality Business Leadership* will serve the industry, the following discussion illustrates the diversity and complexity of this field. Hospitality and tourism management is the largest industry in the world accounting for more than 11% of global GDP. There are no universally accepted definitions of either. Careers in hospitality management differ widely and lack the standardization that characterizes many traditional fields of study (ICHRIE, 2009). *The School of Hospitality Business Leadership* will be uniquely positioned to meet the needs for a diverse and more sophisticated manager in the next century. The following are a sample of the segments served by our industry:

- AIRLINES
- AMUSEMENT PARKS
- AUTOMOBILES
- BED & BREAKFASTS
- CAR RENTALS
- CRUISE SHIPS
- EDUCATIONAL OPPORTUNITIES
- ENTERTAINMENT
- HIGHWAYS AND SCENIC BYWAYS
- HISTORIC SITES
- HOTELS & INNS
- MOTOR COACHES
- NATIVE AMERICANS TOURISM
- PASSENGER VESSELS
- RECREATION VEHICLES
- RESORTS
- RESTAURANTS
- SHOPPING AND MALLS
- SPECIAL EVENTS AND FESTIVALS
- THE PERFORMING ARTS
- TOUR OPERATORS
- TRAINS

The School of Hospitality Business Leadership will connect the hospitality sectors of the tourism industry and these sectors will represent the human institutions developed to serve and utilize the environment for the enhancement of our industry and all of North Carolina. Visitors to any destination impact the host community in terms of work force, visitors, public sector interaction and infrastructure support; it will be the well educated and trained hospitality professionals that will make the difference for North Carolina, more specifically eastern North Carolina and the success of its hospitality and tourism industries. *The School of Hospitality Business Leadership* will be the leading source for this stream of industry leaders.

In hospitality leadership positions, our graduates will work with and live in host communities that balance the need for visitors with the social, cultural, physical, economic, psychological and environmental impacts on the community. Hospitality and tourism businesses serve the visitor, but also serve as employers of local residents and as customers for other businesses. The host community and its infrastructure, the lodging, food service, resorts and other businesses and the visitor can be said to benefit each other.

The School of Hospitality Business Leadership at East Carolina University will continue to be a partner with the North Carolina Division of Tourism and work collectively to enhance our business. Statistics reflect visitation and revenues that is representative of hotels, restaurants, resorts, attractions and a multitude of other tourism related businesses. A North Carolina tourism profile provided below highlights the importance of our industry to North Carolina and how important well educated and trained professionals will be to the state in general and the eastern region.

Figure 2. North Carolina Environment

1) 2009 Results: Visitor Spending

- In 2009, visitors to North Carolina spent \$15.6 billion, a 7 percent decrease from 2008.
- Domestic visitor spending directly supported 183,800 jobs for North Carolina residents and the tourism industry directly contributed \$3.91 billion to the state's payroll in 2009.
- Traveler spending generated \$2.5 billion in tax receipts (\$1.18 billion in federal taxes, \$841.3 million in state tax revenue and \$509.9 million in local tax revenue). *Source: U.S. Travel Association*

2) 2009 Travel Volume

- North Carolina person-trip volume was 35.9 million in 2009, while household trip volume was 18.0 million.
- North Carolina ranked sixth among the 50 states in trip volume in 2009, and gained overnight market share from 4.3 to 4.4 percent. *Source: TNS Travels America*

3) 2009 State Rankings by Volume

- | | |
|-----------------|--------------------------|
| 1. California | 6. North Carolina |
| 2. Florida | 7. Georgia |
| 3. Texas | 8. Nevada |
| 4. New York | 9. Illinois |
| 5. Pennsylvania | 10. Ohio |

4) Average Trip Spending

- North Carolina overnight visitor parties spent approximately \$559 per trip in 2009. Out-of-state visitors spent significantly more than resident visitors traveling within the state (\$700 vs. \$306).
- US travelers on average spent \$670 per trip in 2009. *Source: TNS Travels America*

5) Average Overnight Trip Duration

- The average length of stay of North Carolina visitors was 3.3 nights in 2009. Resident visitors spent an average of 2.5 nights, while out-of-state visitors spent 3.7 nights on average
- US travelers spent an average of 3.9 nights per trip. *Source: TNS Travels America*

6) NC's Top States of Origin for Overnight Visitors

NC	36%	GA	7%	PA	3%
VA	9%	FL	6%	TN	3%
SC	8%	NY	4%		
		MD	4%		

7) NC's Top Activities for Overnight Visitors

Visiting relatives/Family reunion*	38.2%	Golf*	3.4%
Visiting friends*	20.0%	Bird watching*	3.2%
Shopping*	19.3%	Special events/Festivals* (e.g., Mardi Gras, hot air balloon races)	3.2%
Beach*	18.7%	Nature travel/ecotouring*	2.8%
Rural sightseeing*	14.6%	Art galleries	2.5%
Fine dining	11.8%	Camping	2.4%
State/National Park*	8.6%	Casino/gaming*	2.1%
Historic sites/churches*	8.6%	Theme park	2.0%
Urban sightseeing*	7.3%	Wine tasting/winery tour*	2.0%
Museums*	6.2%	Youth/amateur/collegiate sporting events*	1.9%
Wildlife viewing*	5.4%	Biking	1.9%
Old homes/mansions	4.7%	Theater/drama	1.7%
Fishing (fresh or saltwater)*	4.4%	Zoos	1.5%
Gardens	4.4%	Spa/health club	1.3%
Hiking/backpacking*	4.1%		
Nightclub/dancing	3.6%		

Source: TNS Travels America, *Noted demand generator for roomnights

Unfortunately, the state budget for tourism is at the lower end of the competitive spectrum with other states. The development of a corps of new leadership and continued education of the media, the legislature and the general public will also heighten the appreciation for what hospitality and tourism have done and continue to do for our state.

8) State Budgets/Comparative

Projected 09-10		Virginia	\$14,713,139
Hawaii	\$71,810,000	Kentucky	\$14,175,770
California	\$50,037,000	Arizona	\$13,818,124
Illinois	\$48,948,259	Wisconsin	\$13,092,000
Texas	\$34,338,111	Alabama	\$13,081,978
Florida	\$29,354,424	Utah	\$12,392,300
Michigan	\$18,675,000	Alaska	\$12,330,077
Colorado	\$18,250,243	Tennessee	\$12,092,500
New Mexico	\$17,430,200	South Dakota	\$11,375,928
Missouri	\$16,672,721	Pennsylvania	\$11,246,000
Louisiana	\$15,907,353	Wyoming	\$10,813,577
Arkansas	\$15,719,344	North	\$10,441,211
South		Carolina	
Carolina	\$14,822,179		

North Carolina Annual Tourism Report; NC Department of Commerce, Tourism Division

The preceding list notes North Carolina as number twenty-four. The disparity emphasizes the need for a leading *The School of Hospitality Business Leadership* to assist in the education and development of the North Carolina hospitality industry. East Carolina University and more specifically *The School of Hospitality Business Leadership* will be an addition to the states efforts.

Responsiveness to Local and National Needs

As detailed below the demand for hospitality managers in general and in North Carolina continues to grow. Our intent is to be the primary provider of this new talented leadership. The following U.S. Department of Labor statistics illustrate the forecasted demand for new managers.

Figure 3. North Carolina Hospitality Job Projections, 2004 – 2014
Lodging Managers, Food Service Managers, Hotel Desk Clerks, Cooks – restaurant

Title	2004 Employment	2014 Employment	Numeric Employment Change	Percent Employment Change	Average Annual Openings
Cooks, restaurant	21,000	26,570	5,570	26	1,210
Food service managers	7,620	9,120	1,500	19	280
Hotel, motel, and resort desk clerks	7,910	9,100	1,190	15	470
Lodging managers	2,460	2,910	450	18	90

Source: U.S. Department of Labor, Bureau of Labor Statistics
Steve Morse, Director & Economist, Tourism Institute, University of Tennessee

*Hospitality Graduates will focus on food service managers and lodging managers. All of which are part of the resort operations.

Nationally, North Carolina is ranked 6th behind California, Texas, Florida, New York, and Pennsylvania in person-trips, generating approximately \$15.4 billion in expenditures annually with employment approaching 200,000 employees. The North Carolina Department of Commerce considers the hospitality and tourism industry one of the most rapidly growing industries in the state and predictions infer that North Carolina’s tourism industry will grow faster than the national average. As illustrated below.

Figure 4. U.S. Hospitality Related Job Projections 2004 – 2014

Source: U.S. Department of Labor, Bureau of Labor Statistics
 Steve Morse, Director & Economist, Tourism Institute, University of Tennessee

Area	Title	2004 Employment	2014 Employment	Numeric Employment Change	Percent Employment Change	Average Annual Openings
United States	Food service managers	371,410	414,140	42,730	11	10,330
United States	Lodging managers	58,230	67,870	9,640	16	1,930

North Carolina Employment Projections for Lodging Managers, 2006 - 2016
 Source: Bureau of Labor Statistics, U.S. Dept. of Labor

School Business Concept

We are a hospitality management program focusing on the operational, managerial and leadership aspects of the hospitality industry. Our focus, opportunities and challenges are summarized below:

Opportunities

Program Focus

- We are a hospitality management program, housed in a College of Human Ecology and focused on undergraduate education
- We serve the Greenville, Pitt County and eastern NC area and students from across North Carolina and beyond
- The demand for a steady stream of experienced and well educated graduates will enhance the professionalism of the hospitality industry regionally and in the global hospitality field
- Hospitality Management was established as a program in 1987 and is now the largest hospitality department of its kind in North Carolina and one of the largest in the

Southeastern United States. Enrollment is approximately 400 students. Students can complete both the BS in Hospitality Management and the MBA with the Hospitality Management Option in only five years. The BS degree in Hospitality Management is also offered via distance learning

- Student can concentrate in food and beverage management, lodging management and meeting and convention management. Three 15 credit hour tracks are offered within the BS degree; Food and Beverage; Lodging; and, Conventions and Events Planning. These areas of concentration are in addition to a 45-hour core hospitality curriculum and a 24-hour minor in business. Career Opportunities: Hotels, Resorts, Food Service, Convention and Meeting Planners, Tourist Attractions, Clubs, Conference Centers, Theme Parks, Event Management etc...
- ECU's Hospitality Management students have significant work experience. All students are required to complete externships during their sophomore year and to complete a management internship in the industry before their senior year

Where are we now?

The Hospitality Management (HMGT) Department of ECU has a history of success and will continue its efforts to attain a national reputation. A current assessment of the Department of Hospitality Management includes the following Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis:

Strengths

- High value to cost ratio for students
- Strong business partners in the hospitality, resort and tourism community (Advisory Board)
- Quality faculty; terminal degrees, industry experience; teaching excellence
- Access to major resorts and major cosmopolitan areas

We are a reasonably sized, approximately 375-400 majors program with eleven faculty members and two staff members. We offer a strong and cutting edge education in the business of hospitality management. We also offer an outstanding education at state tuition prices which is an asset in competing with partite sector programs. Even our out of state costs are such that we attract

students from the length and breadth of the eastern seaboard. We have a very involved and committed advisory board with loyal recruiters from companies inside and out of North Carolina.

Weaknesses

- Identity and image (brand) needs development and implementation
- Industry professionals are unfamiliar with a College of Human Ecology (CHE) and perceive hospitality as a business field
- Promotional and marketing channels need to be developed for marketing to stakeholders and target markets
- Operating funds need to insure faculty and staff are visible at academic and industry meetings and conferences
- Endowment for *THE SCHOOL OF HOSPITALITY BUSINESS LEADERSHIP* budget needed to sustain a quality program.
- Lack of a high quality physical infrastructure; which is addressed in this report

Opportunities

- Define ourselves in an elite group of national programs
- Brand and niche development
- Being housed in a CHE provides great flexibility and mobility of curriculum
- Professional development education
- Lifelong learning partners
 - On line courses; DE Courses gaining in popularity and ECU has a competitive advantage
 - Non- credit courses or modules, on-line courses
- Minors in tourism, hotel sustainability etc...
- Faculty recruitment and exchanges
- Recruit students locally, regionally, nationally, and internationally
- We have the opportunity to define ourselves as a program of the future and aligning ourselves with the ECU theme as the 'Leadership University' will be providing educational opportunities for the future leaders of the hospitality and tourism industry

- Designation as a School and simultaneous fundraising will secure our prominence as a leader in hospitality education.

Threats

- If we do not define our direction others will do it for us
- Lack of understanding about the nature of the need for the hospitality program's close link to the hospitality industry
- University perception as technical program

As a program, our competitive advantages will lie in our educational leadership position in the state of North Carolina and in the Southeast. Historically and currently our faculty have been leaders in hospitality education on a global, national and local level. Our competitive advantages will also lie in a new facility and fundraising resources dedicated for program enhancements. We already have multiple revenue streams generated from outside sources and have developed a track record for partnerships with international programs. It is noted that many of these accomplishments were attained based on HMGT initiatives. Our entrepreneurial attitude towards a hospitality management program will allow us to integrate business and educational models for success. It is our contacts in key positions throughout industry and our ability to generate creative ideas, make decisions and act expediently that allow us to be at the forefront of our field. The repositioning of our program as a school with new facilities allows our faculty to continue to excel in teaching, research and service but more importantly, will position *The School of Hospitality Business Leadership* program to be more competitive and will elevate the status of the program.

To maintain and continually enhance a current and relevant curriculum in a state of the art facility *The School of Hospitality Business Leadership* faculty are continually reviewing our offerings and evaluating our program outcomes.

Curriculum Competitiveness

Managing a curriculum; the following thought process is utilized:

- Faculty have answered these questions:

- What are the outcomes for our students from our curriculum?
- Why do we have the courses that we have?
- What courses and/or electives could serve as marketing tools for us?
- Solicit input from industry partners and recruiters
- Proposed outcomes: skill set for students
 - Thinking skills
 - Creativity
 - Decision-making skills
 - Technical business skills
 - Technical hospitality skills
 - Hands-on hospitality skills
 - Human relations skills
 - Communication skills
 - Skills in technology in the broadest sense from internal programs to E-Commerce etc...
- Understanding and operating from a global perspective

In all of our classes, faculty will stress:

- Research Skills
- Writing Skills
- Communication Skills
- Leadership Skills
- Team work

The above curriculum outcomes are comprehensive and rigorous. We will continue to enhance and update our curriculum so our students will continue to meet the need for new leadership and managers. On the graduate level; while we do not currently have a graduate program we coordinate with the college of business to offer a concentration in hospitality management to their students. We are also in the planning process for developing new graduate courses to offer elective graduate credit.

Who are we? We are a hospitality management program housed in a College of Human Ecology focused on undergraduate education.

Who do we serve? We serve Greenville and Pitt County as well as the state of North Carolina, the southeastern United States and students from across the country interested in hospitality business education.

What customer needs do we fill? The demand for a steady stream of experienced and well educated graduates will enhance the professionalism of the hospitality industry regionally and in the global hospitality field.

How are we unique? We focus on service management and decision making in the hospitality industry

Given this positioning, we will integrate educational trends in our product development efforts. To answer the questions above we have a series of standards and measurements that we will work on and toward and monitor to gauge our success. These directions are illustrated below:

Direction

1. Curriculum - Undergraduate

Attributes	Measurement
1. Educate hospitality business people who have a solid overview of the industry, the opportunity to develop an area of concentration, and an appreciation for life-long learning.	<ul style="list-style-type: none"> - Number of job offers and average starting salary - Survey of graduates three, five, and ten years after graduation
2. Global perspective	International experience
3. Good industry experience	Required field experience/ internship
4. Leadership and teamwork	Required senior integrative, comprehensive, capstone group project
5. Supervisory experience	Part of required internship if possible
6. Optimal level of competence	Required qualifying examination prior to junior year and required comprehensive examination prior to graduation

7. Critical thinking	Survey of employers/recruiters
8. Area of concentration	Minimal required lodging or F & B but in-depth exposure in area of concentration
10. "ECU Experience"	Academic programs include hotel visits and analysis, restaurant visits and analysis, etc...
11. General university requirements	Directed electives and requirements

A. Curriculum - Undergraduate

Tactics	Time Frame
1. Enhance undergraduate curriculum	Continuous
2. Investigate strategic alliances with colleges abroad (e.g., Switzerland and Hong Kong) for semester abroad exchanges	Continuous

2. Students

Attributes	Measurement
1. Top quality academically	Increasing quantity and quality of applications and matriculants
2. Strong industry motivation	Internships sought and secured /career placement
3. Good industry experience	Number and variety of part-time and full-time employment experiences
4. Involved in the school, college community, university community, and general community	Number of activities and variety of activities

2. Students

Tactics	Time Frame
1. Heavily promote School and its	Begin Fall, focus on final curriculum as

curriculum to recruit and attract interested students	completed
2. Work with corporations to have them sponsor (and pay tuition) for their employees. Examples: Quick service restaurants, casino employees	Continuous
3. Develop new publications for the School to use for recruitment	As each new curriculum is designed and implemented
<ul style="list-style-type: none"> Obtain substantial scholarship endowments to use for attracting the best and the brightest students 	Continuously

3. Faculty & Staff

Tactics	Time Frame
Obtain endowed chairs to attract and retain the best and the brightest faculty	Continuously

4. Alumni/ae

Attributes	Measurement
1. Active on advisory boards, committees, regional chapters, etc.	Number of graduates involved
2. Strong organization of regional chapters	Organizational structure in place with active involvement by graduates and good administrative support from the school
3. Generous in annual financial giving	Annual dollars given

A. Industry Relations

Attributes	Measurement
1. Exposure of students to industry and	Number of guest lecturers

industry to students	Number of field trips
2. Special projects or “service learning projects” done by students in class for industry sponsors	Number of projects completed
3. Placement of students (both summer and permanent employment)	Number of jobs offered
4. Establish a number of executive education and professional development programs offered	Number of programs offered and number of participants
5. Endowed chairs to support faculty lines	Number of chairs created
6. Scholarships for students	Number of endowed scholarships and dollar amount of annual scholarship giving

B. Alumni/ae Affairs and Industry Relations

Tactics	Time Frame
1. Use alumni/ae / industry / faculty task force to develop business plans for both alumni/ae affairs and industry relations	Start with the advisory board
2. Hire individuals to serve as director of externships and industry/ alumni/ae affairs to coordinate and oversee these programs	Planning processes

The HMGT curriculum is provided below:

Figure 5. HMGT Curriculum

College of Human Ecology, Department of Hospitality Management Curriculum

The BS in hospitality management requires students to complete a 45 s.h. hospitality core, a minor in business administration, and 18 s.h. in hospitality concentration. Three concentrations are offered within the BS in hospitality management: food and beverage management; lodging management; and, conventions and special events management. Students may be able to complete both the BS in hospitality management and the MBA with the hospitality management

option in five years. The BS degree in hospitality management is also offered via distance education as a degree completion option.

BS in Hospitality Management

Each HMGT course must be completed with a minimum grade of C. Minimum degree requirement is 126 s.h. of credit as follows:

1. Foundations curriculum requirements (See Section 4, Foundations Curriculum Requirements for all Baccalaureate Degree Programs), including those listed below - 42 s.h.

ECON 2113. Principles of Microeconomics (3) (F,S,SS) (FC:SO)

MATH 1066. Applied Mathematics for Decision Making (3) (F,S,SS) (FC:MA) (P: Appropriate score on mathematics placement test)

2. Common Core - 45 s.h.

HMGT 1350. Introduction to Hospitality Management (3)

HMGT 1500. Multicultural Hospitality Management (3)

HMGT 2100. Lodging Management I (3) (P: HMGT1350)

HMGT 2170. Hospitality Services Management (3) (Formerly HMGT4170)

HMGT 2200. Introduction to Conventions and Special Events (3) (P: HMGT1350)

HMGT 2300. Principles of Food Preparation and Menu Planning (2) (Formerly HMGT2110) (C: HMGT 2301)

HMGT 2301. Principles of Food Preparation and Menu Planning Lab (1) (Formerly HMGT 2111) (C: HMGT2300)

HMGT 2591. Field Experience in Hospitality Management I (3) (200 Work Hours) (P: HMGT2100, 2200, 2300)

HMGT 3200. Dimensions of Tourism (3) (P: HMGT1350)

HMGT 3294. Hospitality Information Systems (3) (F,S) (P: MIS 2223, HMGT1350)

HMGT 3750. Hospitality Facilities Management (3) (P: HMGT2100, 2200, 2300)

HMGT 4244. Hospitality Law (3) (P: FINA 2244; HMGT3990, 3991 or 3992)

HMGT 4308. Cost Controls for Hospitality Operations (3) (P: HMGT3990, 3991 or 3992)

HMGT 4440. Hospitality Marketing (3) (P: HMGT3990, 3991 or 3992); MKTG 3832

HMGT 4450. Hospitality Human Resources Management (3) (WI) (P: HMGT3990, 3991 or 3992)

HMGT 4650. Hospitality Financial Management (3) P: HMGT3990, 3991, or 3992; FINA 3004.

HMGT 4700. Hospitality Management Current Issues (3) (P: Senior Standing; HMGT major; HMGT 3990, 3991 or 3992)

3. Concentration area (Choose one.) - 18 s.h.

Lodging Management:

HMGT 3600. Lodging Management II (3) (P: ACCT 2101; HMGT2100)

HMGT 3990. Field Experience in Lodging Management (3) (WI) (400 work hours) (P: HMGT 2100, 2591, minimum cumulative 2.0 GPA; consent of instructor)

HMGT 4100. Lodging Revenue Management (3) (P: HMGT3600)

HMGT 4300. Advanced Food Production and Service Management (2) (Formerly HMGT4110) (P: HMGT 3300, 3301, or consent of instructor; C: HMGT4301)

HMGT 4301. Advanced Food Production and Service Management Lab (1) (Formerly HMGT 4111) (P: HMGT3300, 3301, or consent of instructor; C: HMGT4300)

Select two 3000 or 4000-level HMGT courses in addition to core and concentration courses.

Food and Beverage Management:

HMGT 3300. Principles of Classical Cuisine (2) (Formerly HMGT3110) (P: HMGT2300, 2301, or consent of instructor; C: HMGT3301)

HMGT3301. Principles of Classical Cuisine Lab (1) (P: HMGT2300, 2301; or consent of instructor; C: HMGT3300)

HMGT 3991. Field Experience in Food and Beverage Management (3) (WI) (400 Work Hours) (P: HMGT2300, 2301, 2591, minimum cumulative 2.0 GPA; consent of instructor)

HMGT4120. Wine and Beverage Management (3) (P: HMGT2300, 2301; proof of majority age (21))

HMGT 4300. Advanced Food Production and Service Management (2) (Formerly HMGT4110) (P: HMGT 3300, 3301; or consent of instructor; C: HMGT4301)

HMGT 4301. Advanced Food Production and Service Management Lab (1)

(Formerly HMGT4111) (P: HMGT3300, 3301; or consent of instructor; C: HMGT4300)

Select two 3000 or 4000-level HMGT courses in addition to core and concentration courses.

Convention and Special Events Management:

HMGT 3200. Dimensions of Tourism (3) (F,S) (P: HMGT1350)

HMGT 3400. Meeting, Event and Convention Planning (3) (P: HMGT2200)

HMGT 3992. Field Experience in Conventions and Special Events Management (3) (WI) (400 work hours) (P: HMGT2200, 2591, minimum cumulative 2.0 GPA; consent of instructor)

HMGT 4400. Convention Sales and Services Management (3) (F,S) (P: HMGT2200)

Select three 3000 or 4000-level HMGT courses in addition to core and concentration courses.

4. Business administration minor - 24 s.h.

Hospitality Management Minor

The minor in hospitality management requires 30 s.h. of credit as follows:

HMGT 1350. Introduction to Hospitality Management (3) (WI)

HMGT 1500. Multicultural Hospitality Management (3)

HMGT 2100. Lodging Management (3) (P: HMGT1350)

HMGT 2200. Introduction to Conventions and Special Events (3) (P: HMGT1350)

HMGT 2300. Principles of Food Preparation and Menu Planning (2) (Formerly HMGT2110) (C: HMGT 2301)

HMGT 2301. Principles of Food Preparation and Menu Planning Lab (1) (Formerly HMGT 2111) (C: HMGT2300)

HMGT 3300. Principles of Classical Cuisine (2) (Formerly HMGT3110) (P: HMGT2300, 2301, or consent of instructor; C: HMGT3301)

HMGT 3301. Principles of Classical Cuisine Lab (1) (P: HMGT 2300, 2301, or consent of instructor; C: HMGT 3300)

HMGT 3400. Meeting, Event and Convention Planning (3) (P: HMGT 2200)

HMGT 3600. Lodging Management II (3) (P: ACCT 2101; HMGT 2100)

Select two additional 3000 or 4000-level 3 semester hour HMGT courses.

HMGT: Hospitality Management Graduate Concentration

6310. Strategic Management of Conventions and Special Events (3) P: MGMT 6102; MKTG 6162. Strategic management and operations of the convention, meeting and events market. Focus on regional, national and international trends in the convention, meeting and events industry.

6400. Critical Analysis of Food Service and Beverage Management Systems (3) P: DSCI 6213; MGMT 6102. Applies analytical models to evaluate food service and beverage management systems.

6410. Strategic Management of Lodging Operations (3) P: ACCT 6241; MKTG 6162; MGMT 6102. Focus on critical issues in rooms division, facilities engineering and maintenance, lodging security and safety, convention sales and marketing, lodging systems financial management, and lodging operations staffing.

6420. Current Issues and Strategies in Hospitality Management (3) P: NUTR 6400, 6410. In-depth review of empirical literature impacting issues related to hospitality management. Focus on regional, national, and international trends in food service, lodging, and tourism industries. Minor and grad courses

Educational Competition

Our competitive advantage is our ability to deliver an outstanding hospitality management education for an optimal price thus providing significant value, supported by personal service, a great learning environment and our location in a growing area. Primary criteria for selecting current key competitors include: four year programs only, public university status and geographic location. Competitive schools are highlighted below:

Regional (East Coast) University Group

- Auburn University
- University of Alabama
- University of Tennessee
- University of South Carolina: College of Hospitality, Retail and Sports Management
- Virginia Tech
- University of Delaware

Schools within Colleges (Named)

- Kemmons Wilson School of Hospitality Management, University of Memphis; College of Business (College Of Business) (COB)
- Georgia State University, Atlanta, GA (Day School) (COB)
- Dedman School of Hospitality, Florida State University; (COB)

In State Programs

- Appalachian State University (COB)
- Johnson and Wales University – Charlotte (Private)
- UNC Greensboro
- North Carolina Central University (COB)
- Western Carolina University (COB)

Our goal is to not only be competitive with the region and in-state competition but to compete with nationally and globally recognized programs. Nationally ranked programs include Cornell University (College), Penn State University, the University of Houston (College), Purdue University, the University of Nevada Las Vegas (College) and Michigan State University (COB) all have different operating models and are housed in diverse colleges on their respective campuses. Cornell, South Carolina, UNLV (named college; Harrah), Houston (named college; Hilton), California Polytechnic (named college; Collins) are their own colleges. Michigan State, Washington State, the University of Denver, the University of Memphis, Virginia Tech and the University of Massachusetts are all business college based. Programs in a similar model to our own are Purdue University and the Pennsylvania State University as well as programs at Oklahoma State University, Texas Tech and others.

Request(s) for Funding Proposed School Project

Creation of a Named “*The School of Hospitality Business Leadership*” with building, requiring multiple donors; and inclusive of some items listed below. (Naming opportunities)

Building: this will be addressed in a second document focusing on the physical infrastructure.

Programmatic Funding Requests

In conjunction with the new school, the following programmatic efforts are proposed, building on existing efforts and new initiatives. The goal is to provide students, faculty, and partners of *The School of Hospitality Business Leadership* with opportunities to meet, interact with, and network with industry professionals in a variety of settings, thus enhancing our educational and learning experiences.

The new School will set as an objective to create externally funded Centers within the School: for example, a hospitality teaching and learning center or office; a beverage center with examining beverage management, liquor, beer and brew pubs and a focus North Carolina wineries. Another revenue stream that we will continue to build will focus on is training and

certification for our industry partners. We will work with industry associations and other business organizations to standardize base levels of knowledge and develop training programs in a variety of content areas potentially including:

Program Development

- Train the Trainer
- Certificate in F&B Cost Control
- Certificate in F&B Product Knowledge
- Certificate in Financial Management
- Certificate in Food Production Management
- Certificate in Front Office Operations and Management
- Certificate in Hotel Law & Security
- Certificate in Hotel Sales & Marketing
- Certificate in Housekeeping Operations and Management
- Certificate in Hospitality Human Resource Management & Development
- Certificate in Hospitality Management
- Certificate in Management Information Systems
- Certificate in Tourism Management (Concepts & Practices)
- Certificate in Bar and Beverage Operations
- Certificate in F&B Promotion
- Certificate in Revenue Management
- Effective Supervisory Skills
- Finance for Non-financial Executives
- Upselling & Suggestive Selling Techniques for Front Office Staff

More specifically some programs might include.

Distinguished Speaker Series

The Distinguished Speaker Series will bring approximately four nationally and/or internationally known speakers to the campus each academic year. Funds will be used to pay travel expenses to bring these individuals to the campus. The goal of the series is to have the leaders of the industry interact with the students and faculty of the university, act as a resource for our students, and assist them in their career planning. Leaders from hotels, restaurants, clubs, the tourism industry, and related fields will be invited to the campus.

Executive In Residence Series

The executive in residence series will provide an opportunity for an organization in the hospitality and tourism industry to provide *The School of Hospitality Business Leadership* an on-

loan executive for up to a year. This time would be outlined and developed mutually between the executive, his or her organization, and representatives of the school. For example, the series could include an initial stay on campus (one or two weeks) and then be supported by a series of visits and events that would be planned with *The School of Hospitality Business Leadership* faculty. Expenses for these individuals would be for travel and lodging expenses and to provide the executive with optimal university resources.

Guest Chef Series

A series of the leading chefs from across the nation and more particularly the region (NC, the American Culinary Federation etc... will be invited to campus for presentations to students, faculty, industry partners, and the community. This series will augment our business focus and relate the complexities and the knowledge of the culinary side of the business to our students. This program will also assist in providing a service to the community.

Guest Faculty Series: Visiting Faculty/ Exchange Program

This program would enable *The School of Hospitality Business Leadership* to invite to the East Carolina University campus, faculty from participating universities for a mini-exchange program. Initial discussion has been held with a variety of universities. One of the goals of this program is to enhance the diversity of our faculty. We have initial interest from a variety of diverse institutions. Success in this program could lead to more extensive visits to the campus by faculty on sabbatical from other institutions. The key to this program is to have a *The School of Hospitality Business Leadership* with diverse and interesting activities that would attract the optimal faculty. Funding for this program would be for travel, lodging, and meals. Our campus would host a faculty member from the designated institution and one of our faculty members would visit the partner campus for roughly a ten-working day period. Visiting faculty members would be honored for their contribution as ‘Invited Distinguished Faculty’.

Student Travel Grant Fund

The student travel grant fund would provide students with an opportunity to apply for a travel grant (e.g. \$500) to allow them to travel to major industry events and trade show. For example, students could apply for funds to attend the International Hotel/Motel and Restaurant Show held each November in New York City. Other events could be the National Restaurant

Show held in Chicago, the AH&LA Leadership Conference, SMAI Conference, National Tour Association conference and or the Club Managers Association of America annual conference.

Faculty Travel Grants

Equally important to student travel is the support to insure that faculty members in *The School of Hospitality Business Leadership* are current and fully integrated with the industry. These funds would be available for faculty to attend the International Hotel/Motel and Restaurant Show and the National Restaurant Show yearly, and to provide funds for participation in additional industry and academic conferences. Other conferences and shows would include the Club Managers Association of America, the National Tour Association, AH&LA Leadership Conference, the NCRLA Annual Conference and the annual International Council on Hotel, Restaurant & Institutional Education Conference. Unexpended funds would be available by application to industry conferences and trade shows. The uniqueness of our field requires that our faculty participate in industry trade shows and conferences as well as academic conferences thus making our resource need among faculty departments unique. These experiences will allow our faculty to enrich their classroom environment through enhanced materials and experiences that can be shared with students.

International Student Exchange

The aim of this program would be to provide each of our students at least one international experience during their time in the *School of Hospitality Management*. The demand for qualified hospitality and tourism managers in the ever-growing global environment continues to increase. Educational efforts to embrace the multicultural aspects of our industry and the global workplace are vital to quality hospitality education. Hospitality management, as a field, is interdisciplinary, international, and broad based by definition.

The plan for the development of *The School of Hospitality Business Leadership* will require a coordinated effort from within the university and in conjunction with our industry partners. To accomplish the project, a fundraising campaign will be needed and is illustrated within the following framework.

Financial Support

Funding will be sought to enhance our teaching and learning opportunities and provide our students unique learning opportunities. Figure 5, outlines the funding that will be sought. These include an endowed budget for school operations, three endowed professorships, a faculty research fund, development funds for specialized hospitality topics, an industry network series and guest faculty series and travels grants and scholarships.

Figure 5, Funding Support

Endowed School Budget	\$5,000,000	\$13,800,000
Endowed Professorships (3)	\$7,500,000	
Offices/Centers/ Institutes	1,000,000	
Industry Network Series <ul style="list-style-type: none"> • Distinguished Speaker Series 100,000 • Executive in Residence Series 100,000 • Guest Chef series 100,000 		
Faculty Research Fund		\$500,000
Guest Faculty Series		\$500,000
Specialist positions, recruitment, internship, special event		\$500,000
Student & Faculty Travel Grant Fund		\$300,000
Endowed Scholarships		\$300,000
Total		\$15,900,000

Industry Partners

In addition to the development of original products and services for the industry, one of our goals as a *The School of Hospitality Business Leadership* would be to develop working relationships with existing professional association programs to provide input through faculty outreach and/ or working cooperatively to develop and deliver educational programs. Industry, association-based, training models can be found in different segments of the hospitality and tourism industry. Some of these programs are through the Educational Institute of the American Hotel and Lodging Association, the Educational Foundation of the National Restaurant Association, and the educational arms of the National Tour Association, the American Society of Travel Agents, and the Club Managers Association of America.

In addition to the development and delivery of our own programs one of the goals of *The School of Hospitality Business Leadership* would be to develop working relationships with organizations, associations and educational institutions to better develop tourism management programs, exchange of faculty, employee and management training, and collaborative research projects. Ultimately, the coordination and cooperation of tourism industry groups and the tourism education community will achieve the goal of a better-developed tourism educational infrastructure.

Additionally, we are fortunate to have significant industry participation already in and with our program. This is accomplished through class speakers, recruitment, projects opportunities, and advisory board members. *The School of Hospitality Business Leadership* has an active and participatory advisory board that meets twice a year, plus sub-committee meetings. These partners will continue to help lead the way and maintain the connection between academia and industry through advisory work, guest speaking, recruitment of our students and additional supportive measures. The following list outlines our advisory board members.

THE SCHOOL OF HOSPITALITY BUSINESS LEADERSHIP Advisory Board Partners

Co-Chair - J. L. Nichols III, President/CEO, *Nichols Companies*

Co-Chair - Geoff Gardner, Vice President, Food and Beverage, *The Biltmore Estate*

Perry Dunbar, New Implementation Director - Operations Deployment, *Marriott International, Inc.*

Jeff Bass, Director of Supply Chain Services, *MBM Corporation*

Mayo Boddie, Jr., President, *Texas Steakhouse and Saloon*

Scott Brewton, EVP and General Manager, *Pinehurst Resort*

Graham P. Felton, President, *Diversified Foodservice Manufacturing*

Mike Kelly, Owner Operator , *Kelly's Restaurant*

Mike Lysaght, ECU Campus Director, *ARAMARK*

Irwin C. Roberts, FMP, Vice President, *Golden Corral Corporation*

Darrin Stephens, Vice President of Sales, *Old South Foods, Inc.*

John Van Coutren, Managing Director, *Hilton, Hampton Inn, Convention Center Complex Greenville*

Philip R. S. Waugh Jr. President, *Second Half, LLC*

Tanya Pierson, Sr. VP, *HVS International*

Darold Lando, CEO, *Harrah's Casino*

Jim Davidson, Managing Director of Career Services, *Optimance*

Denny Edwards, Executive Director, *Raleigh-Durham Convention and Visitor Bureau*

Eric Mason,

Don Farrell, President & CEO, *Fresh Revenues*

David Fussell Jr., President, *Duplin Winery*

Greg Weatherford, Vice President of Sales, *Sysco Raleigh, LLC*

Smokey Norris, Regional President, *U.S. Foodservice*

Tom Abbott, Chief Financial Officer, *The Grove Park Inn Resort & Spa*

Alan Hilton, Vice President, *S&D Coffee, Inc.*

Kevin Caulfield, Director of Hospitality, *Duplin Hospitality*

Dan Jones,

Joseph C. Essa, President, *Wolfgang Puck Worldwide, Inc*

Bridging the Gap between Academia and Industry

The School of Hospitality Business Leadership will become a self-sustaining and important link between the hospitality industry in North Carolina, the Southeast region and globally and the global hospitality academic community.

1. *The School of Hospitality Business Leadership* will be known for a commitment to hospitality and tourism and as an important component of economic support and economic growth.
2. *The School of Hospitality Business Leadership* will develop a reputation as a premier hospitality outreach facility.

Intermediate Goals 1-2 years

- *The School of Hospitality Business Leadership* will promote the effectiveness and the capabilities of the East Carolina University faculty, students and staff to perform research, perform in the work place and meet the educational needs of the tourism industry.
- We will continue to meet and develop working relationships with other providers of hospitality and tourism education and training, e.g., trade associations, etc...
- Develop industry-based research plans and projects to solve industry problems and meet academic needs

Contact and develop relationships with hospitality and tourism educational institutions strategically placed around the globe; Ecuador, Mexico, Peru, Azores, Columbia, Kenya, Bahrain, Austria

Our industry objectives will be to:

- Promote the development and expansion of higher education opportunities through initiation of programs and alternative modes of delivery, taking advantage of the leadership position of ECU in Distance Education:

- Increase undergraduate student enrollment to 600-700 students (both on campus and DE).
- Create graduate student opportunities; course work, certificates etc...
 - Increase graduate level participation to 100.
- Increase professional program participation to 250 participants annually.
 - Develop management short courses, workshops, and certificate programs based on industry-need assessments.
- Leverage the reputation of *The School of Hospitality Business Leadership* and East Carolina University to enhance student recruitment efforts at the undergraduate level
- Enhance the level of participation in research, dissemination and preservation of knowledge for both academic and societal development
 - Increase *The School of Hospitality Business Leadership* participation in student research to represent 15% of our student body
- Promote human resource development and proactive management practices as well as good governance to enhance service delivery that will enhance the economic prosperity of eastern North Carolina
 - Creation and funding of a dedicated *The School of Hospitality Business Leadership* Internship Specialist
 - Creation and funding of a dedicated *The School of Hospitality Business Leadership* Special Event Specialist
- Provide an environment that nurtures excellence and high standards of professionalism in teaching, learning, research and community service and institutionalize quality assurance practices in planning, implementation and evaluation of the University core functions in order to meet the set goals:
 - Clearly stated program objectives, outcomes and assessments
 - Create equal opportunities for those qualified to pursue university education
 - Recruit students from throughout NC, through a variety of channels; community colleges, early college programs. High schools and industry professionals

Summary

Our overall goal is to be a leader in hospitality and tourism business education. The key to our success is the price-value relationship that our program and our university provides to its stakeholders. To attract and be eligible for funding of this sort, it is necessary for the faculty of *The School of Hospitality Business Leadership* to maintain its teaching, research, and service efforts, and be ever innovative in these attempts.

The programs and initiatives discussed in this proposal will enhance our price-value relationship. The unique nature of hospitality and tourism education in institutions of higher learning requires unique support internally and externally. Support from the Foundation will enable us to succeed in providing the very best infrastructure and hospitality and tourism education. These efforts will make our students more proficient employees and managers of hotels, restaurants, and other hospitality businesses, to the benefit of the entire industry. These programs and initiatives would contribute to the advancement and improvement of the hospitality industry in North Carolina and beyond.

Next Steps

This plan has been shared with the faculty and staff of the Department of Hospitality Management and the College of Human Ecology's Dean's office for input. It is our intent to move forward with our effort to gain School status. The timeline below reflects our hopes for the timing of this project.

East Carolina University Faculty Manual

• APPENDIX L.

• EAST CAROLINA UNIVERSITY CODE

• D. Code Unit Changes

- 1. The policies and procedures set forth in this section apply to the following code unit changes:
 - a. dissolving a code unit without terminating faculty members' employment,
 - b. dividing a code unit into two or more code units,
 - c. merging a code unit with one or more code units,
 - d. moving a code unit,
 - **√e. Changing a code unit's status from a department in a college to a school, or from a school to one or more departments in a college,**
 - f. renaming a code unit, in addition, changes in unit nomenclature shall be approved by UNC General Administration before such changes become effective. [Please refer to interpretation [#05-19.](#)]
 - g. any combination of the above.

- Changes will not occur until the faculty members in the units affected and the Faculty Senate have the opportunity to recommend to the Chancellor approval or disapproval of the proposed changes as originally presented or as amended by the affected units or the Faculty Senate. (Faculty Senate Resolution #98-28, November 1998)

-
- 2. Proposals recommending code unit changes of the sort listed above may be initiated by:
 - a. at least one-fourth of a code unit's faculty members or
 - **√ b. By administrators holding faculty status.**

- **√Proposals must include at least a vestigial code of operations reflecting the changes and detailed plans for any faculty who might be displaced by the change. (Business plan)**

- **√Plan attached**

- **√January/February 2011; HMG and CHE input**

- [Please refer to interpretation [#01-17.](#)]

- 3. Procedures for making code unit changes are as follows:
 - √a. **The person(s) initiating a proposal will provide copies of the proposal to the faculty members and unit administrators of all code units to be altered by the proposed changes.**
 - **January/February 2011; HMGT and CHE input**
 - b. Within 15 working days after the proposal has been distributed the initiator(s) will meet to discuss the proposal with the faculty members of the unit(s) or with representatives elected by **each affected unit, the unit administrators, and the appropriate deans and vice chancellors (or their representatives).**
 - **January/February 2011; HMGT and CHE input**
 - c. **Within 10 working days after this meeting, the permanently tenured faculty members of each affected unit will meet and vote their approval or disapproval of the proposal in its original form or as amended and then will communicate in writing the results of their action to their unit administrator.** The unit administrator will not participate in this vote. (Faculty Senate Resolution #00-20) (Faculty Senate Resolution #03-37, October 2003)
 - **January/February 2011; HMGT and CHE input**
 - d. Within 10 working days the unit administrator will forward to the next higher administrator the results of the unit's action and his or her concurrence or non-concurrence with the unit's action.
 - **January/February 2011; HMGT and CHE input**
 - e. Within 10 working days the next higher administrator will communicate in writing to the initiator(s) and to the appropriate vice-chancellor(s) the following: the unit faculty's action, the unit administrator's concurrence or non-concurrence with that action, and his or her concurrence or non-concurrence with that action.
 - **January/February 2011; HMGT and CHE input**
 - f. **The initiator(s) shall present copies of the proposal, the affected units' faculty recommendations, and the relevant administrators' concurrence or non-concurrence to the chair of the Educational Policies and Planning Committee.** The committee shall consult with appropriate deans and vice-chancellors, and, if it deems necessary, with other faculty members and administrators. Within 40

working days (during the regular academic year), the committee will report its recommendations to the Faculty Senate.

- **February/ March 2011**

- g. The Faculty Senate will vote in a timely manner to recommend to the Chancellor the approval or disapproval of the proposal as originally received by the Educational Policies and Planning Committee or as amended by the Faculty Senate.

- **March/April 2011**

- h. If the changes are approved by the Chancellor (and higher authority if necessary), implementation of these changes will be overseen by a committee including a faculty member appointed by the Chancellor, a faculty member appointed by the Chair of the Faculty, and a faculty member appointed by the Educational Policies and Planning Committee. The committee will provide timely reports on progress to the Educational Policies and Planning Committee.

- **Summer / Fall 2011**

Appendix A: Industry Relations (Internship and Industry Relations Coordinator)

- **Competitive Internships Coordinator**

We would want our internships to be highly sought after and competitive. For example, the Pinehurst Resort or Marriott International etc...dedicate internships to the *School of Hospitality Management*. These opportunities would be posted and a selection committee from the site would interview and place the student. An internship refers to an experience that provides a student both breadth and depth in the internship. A student may be rotated through a department and/or an entire property. We can also work with the site property to define the length. Perhaps most appropriate would be a six month internship, a summer and a semester. Because of the learning aspects of an internship it becomes a greater cost to the property. At six months the opportunity to have some labor productivity from the intern is increased.

- **Distinguished Speaker Series**

The series for speakers will build on the guest speakers that we have in the classroom on a regular basis. This program will help us fulfill several needs. The plan would be for the speaker series to be a formal 1 credit class, offered for 5 weeks each semester. Once each week the school would host a VP or above executive from the industry. Each series would also be themed differently, for example topics may include branding, franchising, entrepreneurs, resorts, lodging, hotel design etc...

- The speaker series would bridge the gap between our first classes and the remainder of the core that is at the 3000 level or above
 - One speaker per week for 5 weeks of a semester
 - Themed and required attendance and student critique and questions
- **Associate program**
 - Visiting faculty and faculty on sabbatical

This program would enable *The School of Hospitality Business Leadership* to accept proposals from and invite to the East Carolina University campus, faculty from participating universities for a mini-exchange program. Initial discussion has been held with a variety of universities. One of the goals of this program is to enhance the diversity of our faculty. We have initial interest from a variety of institutions. Success in this program could lead to more extensive visits to the campus by faculty on sabbatical from other institutions. The key to this program is to have a *The*

School of Hospitality Business Leadership with diverse and interesting activities that would attract the optimal faculty. These relationships would be developed into the “*The School of Hospitality Business Leadership Associates Program*”. This program would identify scholars from around the globe to participate with faculty on projects and research. Funding for this program would be for travel, lodging, and meals. Our campus would host a faculty member from the designated institution and one of our faculty members would visit the partner campus for roughly a ten-working day period.

- **Student Travel Grant Fund**

The student travel grant fund would provide students with an opportunity to apply for a travel grant (e.g. \$500) to allow them to travel to major industry events and trade shows. For example, students could apply for funds to attend the international Hotel/Motel and Restaurant Show held each November in New York City. Other events could be the National Restaurant Show held in Chicago, the AH&LA Leadership Conference, HSMAI Conference, National Tour Association conference and/ or the Club Managers Association of America annual conference. This is a great learning experience for the students and could also be tied to course work and potential that could be one credit classes.

- **Guest Chef Series**

A series of the leading chefs from across the nation and more particularly the region will be invited to campus for presentations to students, faculty, industry partners and the community. This series will augment our business focus and relate the complexities and knowledge of the culinary side of the business to our students. This program will also provide a service to the community and may also be able to attract sponsors.

Appendix B Additional Program initiatives

- Proposal Culinary Camp
- Beverage *The School of Hospitality Business Leadership* Sponsorship Draft Outline
- Proposal for Executive in Residence Series/Scholarships

Appendix C; Key Competitors to Model

We aspire to be competitive with several programs nationally, for example, The Pennsylvania State University, The College of Health and Human Development, School of Hospitality Management. Highlights of their program are included below; which include undergraduate and graduate programs, a faculty of over thirty, research concentration and centers, an endowed professorship and other key factors that make PSU one of the leading programs in the country.

It is our intent to model this type of program as we grow, integrating the key factors most specifically aligned with east Carolina University. For example a continued emphasis on research, faculty growth, student placement and the development of graduate programs will enable our program to compete on a national basis on multiple levels; undergraduate/ graduate (masters and doctoral) etc...

School of Hospitality Management (<http://www.hhdev.psu.edu/shm/about/index.html> accessed 3-19-2011)

The Penn State School of Hospitality Management is home of one of the most prestigious and well-respected programs of its kind in the nation. By combining a broad educational foundation with "real-world experiences" and other opportunities for students to hone their leadership, business, and communication skills, the School of Hospitality Management and its predecessor programs have equipped students and alumni with the skills they need to become the leaders of their chosen professions for nearly seventy years.

Vision

We, the Penn State School of Hospitality Management, will be without equal in educating leaders for the dynamic and global hospitality industry.

Mission

The School of Hospitality Management provides outstanding leadership for a global and dynamic hospitality industry. Its programs, research, and service to the profession are at the forefront of hospitality management education, and its faculty, staff, and students bring a new level of proficiency to the hospitality industry. The School inspires all students to pursue excellence in scholarship, exhibit a strong work ethic, and become responsible and ethical hospitality leaders.

Strategic Goals

Programs offered by the Penn State School of Hospitality Management help to prepare students for management careers in hotels, restaurants, resorts, casinos, convention centers, health care and corporate dining facilities, educational institutions, consulting, and other commercial and noncommercial settings.

Internships and other hands-on experiences allow students to strengthen their skills in real-world settings. By combining a broad educational foundation with specific courses designed to build strong leadership, business, and communication skills—and by also requiring students to accumulate 1,000 hours of “real-world” experience—students can gain the theoretical, managerial, quantitative, organizational, and technical skills they will need to become the next generation of leaders in the hospitality industry. Relationships with faculty (many who have extensive experience with and conduct research for the industry) and alumni (including many who are the top executives in their chosen profession) only serve to bolster this learning experience.

The School of Hospitality Management is among the oldest and most respected programs in the nation. It is also one of only a handful of schools in the world to offer advanced degrees in the hospitality field. It should come as no surprise, then, that more than 100 firms visit Penn State each year to recruit students enrolled in programs offered by the School of Hospitality Management—or that the employment rate for our graduates is nearly 100 percent.

Undergraduate Programs

The Penn State School of Hospitality Management offers associate and bachelor's degrees in Hotel, Restaurant, and Institutional Management. The school also offers innovative extended degree programs that enable professionals to earn a certificate or an associate degree in dietetic food systems management without ever leaving their jobs.

B.S. in Hotel, Restaurant, and Institutional Management: Hotel, Restaurant, and Institutional Management option; Management Dietetics option; A.S. in Hotel, Restaurant, and Institutional Management; Offered at Penn State Berks

Goals

The School of Hospitality Management outlines specific goals for its students. On completion of the undergraduate of the Hotel, Restaurant, and Institutional Management (HRIM) program, students should possess analytical, critical, and strategic thinking skills; substantive content knowledge; and leadership, communication, interpersonal, and social skills.

Graduate Programs in Hotel, Restaurant, and Institutional Management

Graduate programs in Hotel, Restaurant, and

Institutional Management (HRIM) are founded on in-depth, research-based study of the hospitality industry. Flexible programs, with emphases available in accounting, finance, information technology, management, marketing, strategy, branding, service operations, and food service, are available to students seeking graduate-level academic study.

Penn State's HRIM graduate program is widely considered to be among the best in the world. Founded in 1937, the Penn State HRIM program was one of America's first. Graduate programs in HRIM are offered at the master's and doctoral levels. Both programs are distinguished from programs at other schools by the [Penn State difference](#).

Master of Science Degree in HRIM

The master's degree (M.S.) program prepares students for beginning academic positions at universities and research positions in industry. Learn more about the [M.S. program in Hotel, Restaurant, and Institutional Management \(HRIM\)](#).

Doctor of Philosophy Degree in HRIM

The doctoral degree (Ph.D.) prepares students for advanced academic and research positions at the university level. Learn more about the [Ph.D. program in Hotel, Restaurant, and Institutional Management \(HRIM\)](#).

Faculty School of Hospitality Management (SHM)

The current faculty at PSU numbers 32, including full time, tenured and tenure track as well as fixed term faculty.

Research and Training

The School of Hospitality Management maintains High-quality research and training facilities for students.

Food Decisions and Research Group

The Food Decisions Research Group is a multidisciplinary global network of researchers interested in food decisions.

Hotel Work & Well Being project

The Hotel Work & Well Being project explores to what extent a career in the hotel industry affect an individual's personal life, and how personal life affect's an individual's career in the hotel industry.

Hospitality Leadership Institute

The Hospitality Leadership Institute is the place to go for information regarding the many facets of hospitality, recreation, and tourism.

Center for Food Innovation

The Center for Food Innovation is home to a wide variety of studies in the food and beverage industry.

Café Laura

Café Laura provides a premier learning opportunity for students, as an operating café during the day and an upscale restaurant in the evenings.

Technology Laboratories

The school houses two student technology laboratories. [118 Mateer](#) is part of Penn State's Center for Academic Computing and [117 Mateer](#) is the school's labtop laboratory.

The Conti Professorship and Conti Educational Series

The Conti Professorship

Established to honor Walter J. Conti for his contributions to the School, to Penn State and to the hospitality profession, those who are named Conti Professors — themselves recognized leaders within the hospitality industry — visit the School on a regular basis to interact with students and faculty.

The Conti Educational Series provides a forum for industry leaders to address, debate and discuss the most pertinent issues facing the hospitality industry today.

Purdue University <http://www.cfs.purdue.edu/htm/about/index.html> accessed 3-19-2011

Hospitality and Tourism Management

Long-recognized as one of the leading programs of its kind, Purdue's hospitality and tourism management undergraduate program was ranked first in the nation in 2002. Core components of the undergraduate program (accredited by the Accreditation Commission for Programs in Hospitality Administration) are experiential, theoretical, and analytical study. These components are required to prepare graduates who will be successful in the wide and rapidly changing hospitality and tourism industry.

We have also developed strong, research-based graduate programs. With three research centers housed in the department, we are a leading provider of hospitality and tourism research to corporations, communities, and organizations worldwide.

Department Profile 2009-10

Faculty and Professional Staff	
4	Professors (including Department Head)
7	Associate Professors
4	Assistant Professors
2	Limited-Term Lecturers
1	Visiting Faculty
10	Staff
20	Graduate Student Staff
Enrollment	
472	Undergraduates (BS)
1	Undergraduates (AAS)
22	Graduate (MS)
26	Graduate (PhD)
Undergraduate Student Body Profile	
27%	Male
73%	Female
13%	Ethnic Diversity
62%	Indiana Residents
6%	International

The human resources here include twenty five faculty at all levels and fifteen staff members.

Graduate Programs

Purdue's Hospitality and Tourism Management research-based graduate programs lead to a master of science or doctor of philosophy degrees. These highly customized programs allow students to select 18 out of the 34 required courses that best match their research interests.

Our graduate students come from a variety of U.S. and international colleges and universities (more than half are international students) with undergraduate degrees in hospitality, tourism, business, economics, or other related fields. Most already have some work experience within some area of the hospitality industry.

Undergraduate Program

The Department of Hospitality and Tourism Management offers a 4-year bachelor of science degree in hospitality and tourism management. The program has a competency component, core hospitality and tourism management requirements, as well as free electives. The HTM curriculum for the bachelor of science degree is designed to give the student a flavor of the following:

Competencies: math, science, oral & written communication, social & behavioral sciences, ethics, technology, culture & diversity, criteria thinking, and aesthetics.

Broad Hospitality Management: accounting, marketing, introductions to lodging/foodservice/tourism, human resource management, law, etc.

Free electives: recognized minors outside Hospitality and Tourism Management, entrepreneurship certificate, concentrations in specific areas, additional hospitality and tourism management courses, etc.

A 400-hour hospitality and tourism management internship is required in the program. Students can obtain their internship through their own search or in the Hospitality and Tourism Management Career Center. In their senior year, students take a capstone course that pulls all the hospitality management knowledge together as the class works in groups to make plans to build a hospitality business — from selecting a location site to a final operating establishment.

Strengths of the hospitality and tourism management program at Purdue are:

- strong management core of classes
- two instructional labs that reinforce what is being taught in the classroom
- internships and our own Hospitality and Tourism Management Career Center
- active student organizations that are mentored by our faculty
- study abroad programs lead by our faculty that include courses and internships opportunities

- Career Fair every September
- Black Tie Dinner every April
- the new Marriott Hall will be completed by Fall 2011

Research

The department's three research centers in foodservice, lodging, and tourism offer numerous opportunities for graduate students to work closely with faculty on funded projects. In order to provide the best faculty-to-student ratios, we limit enrollment to 12-15 PhD students and 30-38 MS students.

Interdisciplinary Foundation

As part of a major research university, we are able to offer qualified students access to courses in individual areas of interest including food science, foods and nutrition, consumer affairs, engineering, education, industrial management, community planning, and others. This broad access to coursework combined with our support for individualized programs is designed to meet the needs of the mature student who has well-defined career goals.

Research.

The department is home to three research centers that meet several objectives:

The centers are designed to allow cooperative research across many individual projects leading to strong contributions to the industry.

The centers provide recognition for Purdue as the source of research leadership for the hospitality and tourism industries.

The centers allow graduate students to contribute to a major area of problems, and to be more fully recognized for this effort.

Arthur Avery Foodservice Research Laboratory

This program is designed to conduct research in the areas of facility design, both production and customer service; the development and improvement of foodservice production equipment; and the development of new or improved food products. While technical in nature, the research is designed to support the search for solutions to current management problems.

Center for the Study of Lodging Operations

This research center provides information relating to lodging operations in all venues, including hotels, timeshares, resorts, casinos, cruise ships, assisted living properties, and bed and breakfast operations. Topic areas include human resources management, service quality management,

training technologies, the operations of multiuse resort communities, lodging product design, and finance.

Purdue Tourism & Hospitality Research Center

The Purdue Tourism & Hospitality Research Center (PT&HRC) provides quality research services to communities, non-profits, and private sector organizations. Primary research services include visitor profiles studies, value-added data analysis, economic impact assessments, analyses of advertising effectiveness, tourism planning and development studies, and advisory services on destination marketing.

Michigan State University <http://www.bus.msu.edu/shb/about/index.cfm> accessed 3-19-2011

The School of Hospitality Business

In 1927, the seed was sown for The School of Hospitality Business at Michigan State University—a School that has launched the careers of thousands of leaders in hospitality and service professions and transformed the landscape of hospitality education. Hailed as the original hospitality business school and ranked among the top hospitality programs in the nation, The School celebrates eight decades of attracting the best and the brightest.

A Midwest icon, The School and its faculty and students share a remarkable work ethic and land-grant values that take the best thinking in the world, make it practical, and apply the rewards of outstanding higher education in the public realm that is the business of hospitality.

The School's longstanding philosophy of relationship building and connectivity means our students, alumni and faculty are all part of an ongoing, influential network that has mentored, empowered, assisted, and influenced generations who have chosen the path of hospitality.

- Our students actively engage in dynamic coursework, run student clubs, spearhead special events, and learn hands-on through internships that take them all over the world.
- The School's alumni greets return to campus each year to share their stories and insights with students.
- Our nationally recognized faculty puts students first, sharing knowledge, research, and a passion for the business every day.

The School's leadership position is highlighted by the success of our alumni, who stand out among the industry leaders shaping the business of hospitality for eight decades, and who have—by building their own reputations—built The School's reputation as the leader.

Mission and Values

Values are the foundations, or the core of an individual or an organization. They are how one acts, how an organization conducts itself. Values determine one's personal vision, and one's vision is the situation or circumstance which one wants to create, ideally, in the future. An organization's mission is its purpose, why it exists. Most exist to add some distinctive source of value to the world. One's position is how one is perceived by one's customers.

Core values are the bricks upon which we build our School. As the foundation, these values define how we want to act, behave, and live. All of us, each day, try to exemplify one or more of these values.

Our vision.....

is to be the recognized leader in Hospitality Business education, research, and service.

Our mission.....

to INSPIRE continuous learning by empowering present and future managers to ACQUIRE knowledge, skills, and global Hospitality Business leadership positions

to CREATE knowledge by engaging in collaborative theoretical and applied research for the benefit of undergraduate and graduate students, Hospitality Businesses, and the community of hospitality management scholars

to ENGAGE our Hospitality Business partners through outreach and service, and to ENHANCE global Hospitality Business economic, community, and academic development

to CONTINUOUSLY IMPROVE The School's global leadership position in Hospitality Business operations: development, ownership, and management.

Our position.....

is to be perceived as the premier educational experience for the business of hospitality, and to remain The First, The Original, and still The Leader.

Over twenty eight faculty members.

Appendix D: *Sample* of biographies of our team are included below:

James A. Chandler, PhD, CHA, CHE; Jim Chandler spent two decades in hospitality industry management, specializing in resort hotel operations, during which time he developed a keen personal interest in human resource development. He earned a Bachelor of Science in Business Administration from Western Carolina University, a Master of Science in Hotel and Restaurant Administration, and a Doctor of Philosophy in Human Ecology and Adult Education from The University of Tennessee, Knoxville. He has been a Certified Hotel Administrator since 1988, and he earned the Certified Hospitality Educator designation in 1992. He has served as a member of the professional certification faculty of the Educational Institute of the AH&LA since 1992.

He is the author of over twenty journal articles, most of which focuses on business and economic development for the hospitality and tourism industry. Some of his published research included a financial analysis of the effects of Hurricanes Dennis, Floyd, and Irene on North Carolina's hotel industry, identifying training needs of hotel employees along the Carolinas coastal plain, and developing visitor profiles at heritage tourism destinations.

Since becoming an educator, he has served as an instructor and department head of hospitality management and culinary arts at two community colleges. He served as a Graduate Teaching Associate at the University of Tennessee for three years, and he has been at East Carolina University since 1998. He holds the rank of Associate Professor in the Department of Hospitality Management.

Cynthia S. Deale, Ph.D.; Cynthia S. Deale is an Associate Professor in the Department of Hospitality Management at East Carolina University. Previously she was the program coordinator and a faculty member of the Department of Hospitality and Tourism of Western Carolina University. She was also on the faculty of the Kemmons Wilson School of Hospitality & Resort Management in the Fogelman College of Business & Economics at the University of Memphis and has taught at the State University of New York/ Plattsburgh, and at the University of Denver in their School of Hotel, Restaurant & Tourism Management. Dr. Deale teaches courses in tourism, food and beverage management, and international hospitality management. Dr. Deale is also an instructor and evaluator for the Certified Hospitality Educator Program offered by the Educational Institute of the American Hotel and Lodging Association and a certified instructor for the ServSafe food safety program offered by the Educational Foundation of the National Restaurant Association.

Dr. Deale has presented seminars and workshops in the United States as well as at a variety of international venues including Switzerland, the United Arab Emirates, the Maldives, Sri Lanka, Hong Kong, and the Kingdom of Morocco. She also participated in an evaluation of tourism resources for the Ministry of Tourism of the Hashemite Kingdom of Jordan. As a teacher, she emphasizes service learning and the integration of academic and experiential learning. She has conducted and continues to coordinate projects with students and industry partners including school districts, major hotel chains, and tourism organizations.

Dr. Deale has a diverse background in hospitality, tourism, and education and has worked for the National Park Service and the USDA Forest Service. She directed recreation and activities planning within a city park system, and managed and worked with the housing and food service department of a major university planning special events and overseeing daily operations.

Dr. Deale is the current president of the International Council on Hotel, Restaurant, and Institutional Education (ICHRIE) and has served ICHRIE previously as the vice president and director of chapters. She has also served as president, vice president, and secretary/treasurer of the Southeast chapter of ICHRIE.

Dr. Deale is an invited member of the Eta Sigma Delta, Phi Delta Kappa, and Phi Kappa Phi international honor societies and was Phi Delta Kappa's recipient of their Dissertation of the Year Award in 1994. She also received the John Wiley Innovation in Teaching Award from ICHRIE in 2005.

As an academic, Dr. Deale has used her background to focus on food and beverage issues, including sustainability and wine marketing, as well as sustainable tourism, and hospitality education. She has published over 440 refereed articles, many with co-authors, and is also co-author of the book, *Mise en Place for Teaching: A Handbook for Hospitality & Tourism Educators and Trainers* published by the Educational Institute of the AH & LA.

Cynthia S. Deale, Ph.D., Associate Professor, Department of Hospitality Management East Carolina University, 313 Rivers, Greenville, North Carolina 27858, ohalloranc@ecu.edu 252 737-4195

Jacqueline de Chabert-Rios; Dr. de Chabert-Rios received her M.S. in Hospitality management from Florida International University and her Ph.D. from Virginia Polytechnic and attended culinary training at Johnson & Wales. Dr. de Chabert-Rios has extensive business experience. She has worked as a restaurant manager for Army Clubs, Walt Disney World, and Chili's Restaurants. Her research interests are in the areas of trends, strategic management and foodservice establishments.

David L. Edgell, Sr., PhD; After graduating from the University of Kansas with a Bachelor of Science degree in Business, David Edgell worked as an economist in Kansas. A year later he left Kansas for an economist position in Washington, D. C. As he moved forward in his career he also continued his education, eventually earning a second bachelor's degree in economics, a master's degree in public administration, and a doctor of philosophy degree in management. Dr. Edgell completed post graduate work at Harvard University completing a full day in his office, he taught evening graduate courses in business and tourism.

Islands (Spain), Master and Doctor of Philosophy program. In Washington, DC, Dr. Edgell was one of the architects of the National Tourism Policy Act of 1981, which established the United States Travel and Tourism Administration, the National Tourism Policy Council, and the U.S. Travel and Tourism Advisory Board. For several years as the Senior Executive Director of the U.S. Travel and Tourism Administration in the U.S. Department of Commerce, he led

efforts by the U.S. Government to increase international tourism to the United States. He also served as Acting Secretary of Commerce for Travel and Tourism with an office in Washington, D.C., and eight international offices. He received special recognition for his successful efforts in bringing, for the first time to the United States, the World Cup (soccer) USA 1994. He was the sole recipient to ever receive all three of the Department's highest medal awards, the Bronze, the Silver, and the Gold, for his leadership in trade, tourism, and economic development.

In 1995, Dr. Edgell was nominated by the Governor of the U.S. Virgin Islands and approved by the Senate as the first ever Commissioner of Tourism for the U.S. Virgin Islands. From 1997-2003, he was Vice President for Strategic Marketing in the Kansas City marketing firm of MMG Worldwide, a firm that markets only for clients in tourism, travel, and hospitality. Concurrently, he served as Director of Tourism with Ruf Strategic Solutions and President, Edgell & Haenisch, Inc., a consulting firm on trade, tourism, marketing, and economic development. In 2003 he was approved by East Carolina University's Board of Trustees as a fully tenured professor in the College of Human Ecology. He is also a Research Scholar and Graduate Professor in East Carolina University's new Center for Sustainable Tourism.

Dr. Edgell is a Board of Trustees member of People to People International (initiated by the late President Dwight D. Eisenhower), a charter member of the prestigious International Academy for the Study of Tourism, Board member of the American Legacy Collection Foundation, President, Rural Tourism Foundation, and a panel member of the National Geographic Society's Office of Sustainable Tourism.

Dr. Edgell is also an author, speaker, and researcher, having written eight books and over 100 articles/papers on tourism, trade, and economic development, made presentations, and handled assignments in numerous states, territories, and foreign countries. In 2006 his book *Managing Sustainable Tourism: A Legacy for the Future* was published. He was co-author of the book *Tourism Policy and Planning, Yesterday, Today and Tomorrow*, published in 2008. He has considerable knowledge and experience in strategic tourism policy, planning, marketing, sustainable tourism development, and tourism education and training activities. He is a recipient of Mexico's prestigious Miguel Aleman Foundation Silver Medal for "International Tourism Leadership".

Robert M. O'Halloran, Ph.D.; Professor O'Halloran is currently a Professor and the Chair of the Department of Hospitality Management at East Carolina University (ECU) in Greenville, North Carolina. Prior to joining ECU he was a Professor and Director of the Kemmons Wilson School of Hospitality and Resort Management at the University of Memphis. He has previously been on the faculty and or an administrator for the State University of New York/ Plattsburgh, (Professor & Chair), the University of Denver, (Associate Professor & Director), Michigan State University, and Central Michigan University.

Professor O'Halloran has extensive operational experience as a general manager and a training manager for new properties with Jolly Roger and Trans Pacific Restaurants, Inc., in California. He also has operational experience with a Cape Cod resort in the front office and

food and beverage departments and has worked as a hospitality management consultant with Pannell Kerr Forster in Los Angeles and Boston. As an academic, he has continued his industry experience through faculty internships with Aramark, Marriott Management Services, the Club Managers Association of New Jersey, the Lodging Division of Marriott International, and the Recreation Division of the United States Forest Service. He was also Visiting Scholar of the National Tourism Foundation.

He is a member of the Board of Directors of the North Carolina Restaurant and Lodging Association and a member of the North Carolina Travel and Tourism Board. He is currently a Commissioner for AH & LA's Certification Commission and was recently elected as Vice Chair and is a member of the Board of Trustees of the American Hotel & Lodging Education Foundation. He is also a member of the Educational Institute of AHLA Faculty Advisory Board. Before moving to ECU in July of 2007 he was a member of the Board of Directors of the Memphis Convention and Visitor Bureau (MCVB), the MCVB's Educational Foundation board, the Metropolitan Memphis Hotel and Lodging Association and the Tennessee Hotel and Lodging Association.

O'Halloran is a recipient of the Van Nostrand Reinhold Award for Teaching Innovation through the Council on Hotel, Restaurant & Institutional Education and the Outstanding Teaching and Advising Awards in the Daniels College of Business at the University of Denver.

He has presented seminars and workshops for organizations in the United States, Europe, the Middle East and Southeast Asia, including the National Restaurant Association, the American Hotel & Motel Association, the China Travel Service, the Middle Management Program of Bhutan, the China Travel & Tourism Press, the Educational Institute of AH&LA in India, the Hong Kong Hotels Association, Ecole Hoteliere de Lausanne, Choice Hotels International, the Grand Teton Lodge Company and others.

He is a regular contributor to industry publications and has written over one hundred; articles, columns and cases; for trade journals, newspapers, magazines and scholarly publications. He is co-author of a Service Learning chapter for the American Association of Higher Education for the hospitality industry and co-author of the education and training book, *Mise en Place for Teaching: A Handbook for Hospitality & Tourism Educators & Trainers* published by the Educational Institute of AH & LA. He is also co-editor of two books of case studies published by Prentice Hall and a member of the Board of Editors of the *Journal of Hospitality and Tourism Education*. Robert M. O'Halloran, Ph.D. , Professor & Chair, Department of Hospitality Management , East Carolina University, 152-A Rivers, Greenville, North Carolina 28590, 252 737 1604 ohalloranr@ecu.edu

Sample adjunct biographies are below.

Barry K. Shuster is a lawyer and publisher. In his law practice, he has advised and represented organizations in a variety of industry sectors, including hospitality and tourism, and has litigated cases in state and federal court. Barry is admitted to practice law before all state and U.S. district courts in North Carolina, as well as the United States Supreme Court. A proponent of alternative dispute resolution, he serves as a North Carolina superior court mediator and as an arbitrator for the District Court of Wake County (NC) and Better Business Bureau of Eastern North Carolina.

Barry has been teaching law and ethics to hospitality management students since 2005, and has adjunct faculty appointments at East Carolina University and North Carolina Central University. He holds the Certified Hospitality Educator designation from the American Hotel & Lodging Association.

He is founding editor and an investment partner of *Restaurant Startup & Growth (RS&G)*, a 50,000-circulation national monthly management journal for independent restaurateurs. His articles on restaurant law and risk management have appeared in *Bottom Line – the Journal of the Hospitality Financial and Technical Professionals Association*, *North Carolina Restaurant News*, *Michigan Restaurateur*, and RestaurantOwner.com. He is also a past contributor to the North Carolina Restaurant and Lodging Association Annual Law Review.

Barry earned his law degree from North Carolina Central University School of Law and, currently, is pursuing a Master of Science - Bioethics degree at Union Graduate College/Mount Sinai School of Medicine. He holds an MBA from Pepperdine University, and baccalaureate from the University of California, Davis. Barry K. Shuster, MBA, J.D., Cary, North Carolina

Penny Ann Lord Prichard, MBA, M.Ed, CHE , Distance Education Coordinator, Hospitality Management Program, North Carolina Central University, 1801 Fayetteville Street, Durham, North Carolina 27707, 919-530-7916 pprichar@nccu.edu

Ms. Prichard is currently a Professor and the Distance Education Coordinator for the Hospitality Management Program at North Carolina Central University (NCCU) in Durham, North Carolina. Prior to joining NCCU she was the Director for the North Carolina Community College Systems Hospitality Curriculum Improvement Project, a two year grant with the purpose of rewriting the curricula for Culinary Arts, Hospitality Management, Baking & Pastry Arts and the Foodservice Technology Program. She has previously been the department head for the hospitality program at Wake Technical Community college.

Ms. Prichard has extensive operational experience in many aspects of the hospitality industry including hotel and restaurant management, corporate dining, catering, food sales and airline foodservice. She also has consulting experience with small business start-ups many of which were hospitality related. As an academic, she has continued this industry experience by working with industry leaders to develop the hospitality curricula for the North Carolina Community college System.

She is a member of the Board of Directors of the Interfaith Foodshuttle and an elected member of the Southeast Federation for I-CHRIE.

For the past 5 years Prichard has worked as an adjunct instructor for the Hospitality Management Program at East Carolina University and North Carolina State University's Professional Golf Management Program. Currently, Ms. Prichard is seeking her PhD in Instructional Technology through North Carolina State University.

Priscilla J. Hollman, DBA; In December 2007, Priscilla retired as Vice President of Diversity Relations for Marriott International, Inc., after 25 successful years of service to the company. In her final role with Marriott, she was responsible for developing and promoting relationships with minority constituencies important to Marriott's strategic diversity ownership initiative and minority community outreach. Previous positions with Marriott International include Director of Human Resources, Corporate Employee Relations Manager, Human Resources Manager, and Housekeeping Manager.

Priscilla holds a Bachelor of Science in Business Administration, a Master of Arts in Organizational Management, and a Doctorate in Business Administration. Since 2002, Priscilla has served as a part-time instructor online and in the classroom for various universities, including Kennesaw State University, East Carolina University, Florida Gulf Coast University, and Georgia State University.

Priscilla previously served as Vice Chair of the Minorities in Franchising Committee of the International Franchise Association, the Marketing and Scholarship Chair of the Executive Advisory Council for the National Urban League's Black Executive Exchange Program (BEEP), and member of the Business Advisory Council of the Organization of Chinese Americans. In 2004, Priscilla was presented with the prestigious Donald H. McGannon Award by the National Urban League for her commitment to equal opportunity. She is also fulfilling her life-long dream of business ownership, as a nationally certified, Georgia licensed massage therapist and owner of the Tranquil Spirit® center. The Tranquil Spirit® center is a therapeutic massage clinic located in Marietta, Georgia. Priscilla is certified in traditional Swedish massage, Hot Stone massage, and Reflexology, and has advanced training in Trigger Point Therapy, Sports Massage and Pregnancy Massage.

Committed to her local community, Priscilla is an active member of Alpha Kappa Alpha Sorority, Inc., Rho Zeta Omega chapter, a community service organization serving Cobb County, GA. She is also an active member of Zion Baptist Church of Marietta, serving as a senior usher and as vice chairperson of the Communications committee of the Zion Women's ministry.

Donald G. Schoffstall, M.S., C.S.C., C.H.E., F.M.P.

Adjunct Instructor, Department of Hospitality Management, East Carolina University, Greenville, North Carolina, schoffstald@ecu.edu.

Donald Schoffstall is currently an adjunct instructor for East Carolina University teaching in the Department of Hospitality Management through distance education courses. He is also a management & academic instructor at Le Cordon Bleu Institute of Culinary Arts in Pittsburgh, Pennsylvania. He has taught at LCB for over 3 years, teaching a variety of management and general education courses for associate degree students in Culinary Arts, Patisserie & Baking and HRM.

Schoffstall has a diverse background throughout the hospitality industry working in both front and back of the house positions. He has worked in various locally owned and nationally owned chain restaurants and other establishments over the span of 12 years. Some of his most notable national companies were Red Lobster, Morrison Management Specialists-Senior Dining Division, Chi-Chi's Mexican Restaurant and as a general manager for Baja Fresh Mexican Grill. His experiences in the food-service industry have allowed him the opportunity to travel and work

throughout the United States and travel through Italy. Schoffstall is current completing coursework toward earning his Doctorate in Education (Ed.D.) at Liberty University. He completed his MS in Instructional Leadership from Robert Morris University in Pittsburgh. He earned a BS in Culinary Nutrition and an AAS in Culinary Arts from Johnson & Wales University in Providence, Rhode Island.

Schoffstall is a professional/educator member of the Council on Hotel, Restaurant & Institutional Education, Association for Career & Technical Education, and a professional member of the American Culinary Federation. He has earned the following distinctions: Certified Sous Chef (C.S.C.) through the A.C.F., Certified Hospitality Educator (C.H.E.) through the A.H.L.A., and Foodservice Management Professional (F.M.P.) from the N.R.A. Schoffstall believes in a simple philosophy that everybody can learn if they are willing to. Every experience, regardless if it is large or small, is an excellent learning opportunity; take what you can from it, you probably will utilize that piece of information again in life. He attempts to structure his teaching activities both in and out of the classroom keeping that in mind. As a student, enter a classroom and open your mind, body, and soul to learning along with your eyes and ears. Never stop learning; embrace it, enjoy it, and commit to making it a continuous part of your life.

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