BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
NEW DOCTORAL DEGREE PROPOSAL STAFF ANALYSIS

Program: Ph.D. in Hospitality Management   **CIP Code:** 52.0901

Institution: UCF   **Proposed Implementation Date:** Fall 2012

Staffed By: D. Barbu, R. Stevens   **Initial Review Date:** 4/17/ 12   **Last Update:** 5/25/12

Projected program costs:

	Total	% & $ Current Reallocated	% & $ New Recurring	% & $ New Non-Recurring	% & $ C&G	Auxiliary Funds	Cost per FTE	SUS 10-11 Average Cost per FTE
Year 1	$380,942	90% $342,242	3% $12,000	0% $0	7% $26,700	$0	$78,720	$40,421 (CIP 52)
Year 5	$554,303	93% $515,603	2% $12,000	0% $0	5% $26,700	$0	$46,159	

Projected FTE and Headcount are:

	Student Headcount	**Student FTE**
First Year	6	4.5
Second Year	12	8.64
Third Year	18	10.32
Fourth Year	24	11.43
Fifth Year	24	11.43

On March 29, 2007, the Florida Board of Governors approved Board Regulation 8.011, which sets forth criteria for implementation and authorization of new doctorates by the Board of Governors, as well as criteria for implementation and authorization of Bachelor's, Master's and Specialist degrees by Boards of Trustees. The following staff analysis is an assessment of how well the university meets Board Accountability and Readiness criteria for implementation of this degree program.

Proposal Page Numbers:

INTRODUCTION		ACCOUNTABILITY		READINESS				
Program Description	SUS Goals	Overall	Budget	Mission and Strength	Program Quality	Curriculum	Faculty	Resources
2	3	6	14	18	21	22	30, 41	32

A.   Program Description:

The University of Central Florida (UCF) is proposing to offer a PhD in Hospitality Management. The proposed program will replace an existing track in the College of Education, a PhD in Education – Hospitality Education. The program will be offered at the Rosen College of Hospitality Management (RCHM) campus in collaboration with College of Health and Public Affairs and/or the College of Education, both at UCF's main campus. The Rosen College of Hospitality Management, which is located in the heart of Orlando's tourist district, currently offers undergraduate and master's level programs in Hospitality Management.   Additionally, UCF's Dick Pope Sr. Institute for Tourism Studies will support the proposed PhD program by providing funds for graduate assistantships for the doctoral students.

The UCF proposal explains that the program will "produce high quality faculty/researchers with the appropriate credentials to facilitate teaching and research activities at colleges and universities, senior level research analysts with major research companies, and/or professionals for senior positions at leading hospitality organizations." The program is expected to draw applicants from among the senior hospitality managers in the industry as well as college level instructors of hospitality management holding a related master's degree. The program will employ an interdisciplinary approach for research in hospitality and tourism.

The proposed UCF doctoral program in Hospitality Management will be the first in the state of Florida, joining just seven other such programs in the nation. The other similar programs are offered by Cornell University, Purdue University, Pennsylvania State University, University of Nevada at Las Vegas, Iowa State University, Virginia Polytechnic Institute and State University, and Oklahoma State University. The doctoral program will require the completion of 58 credit hours (6 core courses – 16 credits; 9 specialization courses – 27 credits; dissertation – 15 credits). The program will only accept students with a master's degree in hospitality management, business, or a related field.

B.   System-Level Analysis and Evaluation in accordance with BOG Regulation 8.011:

The proposal was drafted prior to the adoption of the Board of Governors 2012 – 2025 Strategic Plan, so it references State University System (SUS) Strategic Planning Goals for 2005-2013. However, for the most part the references are still valid in demonstrating alignment with state-level priorities and the proposal notes that the new program supports the following four goals from the 2005-2013 plan:
- Access to and production of degrees;
- Meeting statewide professional and workforce needs;
- Building world class academic programs and research capacity; and
- Defining and approving university missions that meet community needs and fulfill unique institutional responsibilities.

These goal alignments are further explained in the following paragraphs excerpted in large part from the proposal**.**

Access and Degree Production
The proposal notes that the new program will provide access to a degree program supported and demanded by the hospitality and tourism industry, the third largest industry in the world. Graduates at both undergraduate and graduate levels are needed to meet the needs of an increasingly sophisticated market place.

Statewide Professional and Workforce Needs
According to the proposal, hospitality and tourism industry is the state's number one industry, welcoming 82.6 million visitors in 2010, spending more than $60 billion. Developments in the tourism industry demand the support of a large workforce appropriately educated at quality educational programs of hospitality management. Hence, to meet this demand a growing number of hospitality and tourism management programs were established in recent years by both four-year universities and state colleges. Additionally, increases in student enrollments in the area of hospitality management at UCF's Rosen College from 178, in 2000 to more than 3,200 in 2011 attest to the demand of the program.

Academic and Research Programs
The proposal notes that Rosen College is committed to contributing to UCF's success in building world-class academic programs and research capacity. Specifically, the quantity and type of research productivity is significantly different at universities offering doctoral programs as compared with universities without such programs. Additionally, researchers in the hospitality field found that the existence of a doctoral program is the most significant variable for institutional research productivity.

Supporting University Mission, Community Needs and Institutional Responsibilities
According to the proposal, the new program supports and further defines the University by providing high-quality, broad-based education and experience-based learning, pioneering scholarship and impactful research. Hence, a program in Hospitality Management will further the position of Rosen College as a leader in Hospitality Education while supporting the university's mission and serving the needs of the Central Florida region.

Need Analysis
Addressing need for the proposed program, Board staff research found that according to the World Tourism Organization (March 2012) the hospitality and tourism industry is continuing to expand, recording a 6.5% global increase between 2009-2010 and a 4.4% global increase between 2010-2011. Additionally, the proposal explains that according to McKinsey Global Institute 2011, six sectors have the greatest potential for job growth in this decade: healthcare, business services, *leisure and hospitality*, construction, manufacturing, and retail.

In 2010 Florida welcomed 82.3 million visitors as noted in the proposal, representing a 1.7 percent increase from 2009. Board staff research supports this finding and in 2011 the total number of Florida visitors reached 85.9 million, representing a 4.4 percent increase from 2010. Furthermore, in 2010 the Orlando area became the first US travel destination for domestic and international visitors, drawing more visitors (51.5 million) than New York City, as presented in the proposal and supported by independent research.

As noted in the proposal there is a demand for properly credentialed faculty, driven by an increase in business and leisure travel globally, specially from emerging countries such as China, the establishment of institutions to train the new staff and executive leadership. Additionally, the establishment of new colleges with hospitality as a core curriculum along with enrollment growth in the US and globally is also driving demand for faculty in this field.

A search for open academic positions in the Hospitality Management conducted on May 2, 2012 by the Board staff reveals that a total of five positions such as Dean, Director, Assistant Professor, and Senior Lecturer, were advertised through the Chronicle of Higher Education, at least two of them requiring the completion of a PhD in Hospitality Management. A search of the Website HigherEdJobs.com revealed 33 advertised positions for hospitality and tourism faculty, including one located in China.

According to the SUS Degrees Inventory, seven SUS institutions are offering Bachelor's and Master's degrees in Hospitality Administration/Management.

CIP	CIP Title	FAU	FIU	FSU	UCF	USF T	USF SM	UWF
52.0901	Hospitality Administration/Management, General	B	BM	B	BM	BM	BM	B

Florida International University and the University of Florida offer interdisciplinary doctorate programs in business that include specializations in hospitality management and tourism; however, the proposal does not describe any consultations that may have taken place with the existing programs or provide any letters of support from the two universities. The FIU program coursework is primarily focused on International Business, but the 24 credit hour dissertation must focus in the area of hospitality and tourism management. The UF program appears to have a greater focus on research in tourism studies. Enrollment and degree granted data are not reported separately for doctorate-level FIU and UF hospitality and tourism specializations because they are subsumed into the broader degree program data.

According to the Website www.gradschools.com there are at least 29 hospitality management doctoral programs globally. These include the FIU and UF programs. Over the last two years, 75 percent of the formal applications for the PhD Education – Hospitality Education track were from international applicants and 25 percent from U.S. citizens residing in the southeastern region of the United States.

Demand Analysis
With regard to student demand, the proposal notes that inquiries through email, telephone, and face-to-face conversations have been occurring from hospitality managers, executives, college or university level instructors, as well as students holding master's degrees. The annual pool of applicants is expected to range between 20 and 30 applicants. The proposal further explains that following the approval and implementation of the program a maximum of six students will be admitted into the program each year.

The existing baccalaureate and master's programs at the Rosen College of Hospitality Management are sufficiently enrolled to become immediate feeders into the proposed doctorate program, and as noted previously, there are numerous other master's level programs in the state.

University of Central Florida – Enrollments for CIP 52.0901

Hospitality Management (52.0901)	2010	2011
Bachelors level	1,514	1,574
Masters level	85	105

Source: Board of Governors Database

Finally, the proposal notes that currently there are 20 students enrolled in the track in Hospitality Education offered under the PhD in Education at UCF.

Concluding Analysis
The proposed Ph.D. in Hospitality Management appears to be an excellent fit for the Rosen College of Hospitality Management at UCF and will enhance its competitiveness for students and research funding. The program will also benefit greatly from being located in the greater Orlando metropolitan area and its proximity to what has been termed a mega-destination for tourism. Evidence exists that the number of hospitality and tourism related academic programs is increasing worldwide, so there should be a growing demand for graduates of the proposed program to fill faculty positions. It is less clear that the industry itself will require many individuals trained at the doctorate level, but governments and economic development organizations may provide additional opportunities outside of academia as researchers and senior policy analysts.

External consultant reviews were conducted by Brian King, PhD, Professor, Associate Pro Vice-Chancellor, Victoria University, Melbourne Australia; Ken W. McCleary, PhD, Professor, Department of Hospitality and Tourism Management, Virginia Polytechnic and State University; and by Hailin Qu, Regents Professor & William E. Davis Distinguished Chair, Oklahoma State University. Each of the consultants' reports expressed a need of such a program and recommend implementation.

C.   Assessment of the University Review Process in accordance with BOG Regulation 8.011:

Due to the system of stair step accountability set in place by the Board of Governors in Regulation 8.011, it is now incumbent upon University Board of Trustees to verify that all doctoral programs coming before the Board of Governors have met the requirements of the regulation. The following is an assessment of the university review process to ensure that all criteria set forth have been considered by the university prior to submission to the Board of Governors office.

ACCOUNTABILITY
Check 'yes' or 'no' box, and make comments beneath criterion as appropriate.

1. *Overall –* *The proposal is in the correct format, includes all necessary signatures, and contains complete and accurate tables for enrollment projections, faculty effort, and the proposed budget.*

YES   NO

☒   ☐   **The proposal has been approved by the university board of trustees and includes all required signatures.**

University of Central Florida Board of Trustees approved the program on March 15, 2012.

☒   ☐   **The university has provided a proposal written in the standard SUS format which addresses new academic program approval criteria outlined in BOG Regulation 8.011.**

The Board of Governors new degree proposal format is used, as expressed in the Board's Regulation 8.011. The original proposal was developed under the previous template format, but UCF converted it into the new format for submission.

☒   ☐   **The university has provided data that supports the need for an additional program in the State University System as well as letters of support or concern from the provosts of other state universities with substantially similar programs.**

The UCF proposal provides three letters of support from industry leaders to document the need for an additional program in the SUS. See Appendix B.

☐   ☒   **The university has provided complete and accurate projected enrollment, faculty effort, and budget tables that are in alignment with each other.**

The university provides adequate information on enrollment (Table 1-B), budget (Table 2 & 3) and faculty effort (Table 4).

☒   ☐   **The university has included a statement in the proposal signed by the equity officer as to how this proposal will meet the goals of the university's equity accountability plan.**

The program plan for achieving diversity has been reviewed and signed by the UCF Equity Officer on October 28, 2012.

☐   ☒   **The program does not substantially duplicate programs at FAMU or FIU or, if it does, evidence was provided that consultations have occurred with the affected university on the impact of the new program on existing programs.**

The proposed program is the only doctorate program specifically in Hospitality Management to be offered in the State of Florida. Interdisciplinary doctorate programs in business are offered
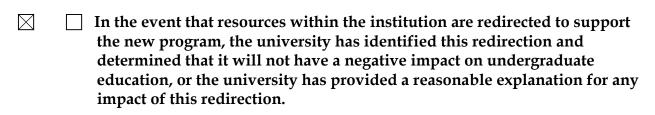
at FIU and UF that include specializations in hospitality management and tourism. Letters of support for the new program have been provided by FIU and UF.

*2. **Budget** – The proposal presents a complete and realistic budget for the program consistent with university and BOG policy, and shows that any redirection of funding will not have an unjustified negative impact on other needed programs.*

YES   NO

☒   ☐   **The University Board of Trustees has approved the most recent budget for this proposal.**

The current budget has been approved by the UCF Board of Trustees on March 15, 2012.

☒   ☐   **The university has reviewed the budget for the program to ensure that it is complete and reasonable, and the budget appears in alignment with expenditures by similar programs at other SUS institutions.**

The average system expenditure per student credit hour for doctoral level CIP 42 is $1,263 for a total of $40,421 per student FTE. The University of Central Florida is proposing that in the first year of operation the cost per FTE will be $78,720 and by the fifth year of operation the total cost per student FTE will be $46,159.

According to Table 2, in the first year of operation, the majority of the projected cost of $342,242 will be used for faculty salaries and benefits for the 19 existing faculty.   Additionally, the proposal shows in Table 3 that funding amounting to $273,275 in year one and $364,267 in year five will be available for graduate assistantships and fellowships for the doctoral students in the program from the reallocated E&G Funds. Additionally, the proposal identifies that $10,000 from the reallocated E&G Funds will be used for program expenses for each year one and five. Finally, according to the proposal, the only additional cost associated with moving this program from an existing track to a stand-alone program is the addition of $12,000 to the E&G Funds for library acquisitions that have been proposed by the UCF Library (Table 2).

☒   ☐   **In the event that resources within the institution are redirected to support the new program, the university has identified this redirection and determined that it will not have a negative impact on undergraduate education, or the university has provided a reasonable explanation for any impact of this redirection.**

The proposal notes that the reallocation of funding will not impact the College of Education as the Hospitality Education track is one of the 11 tracks offered through the Education PhD. Additionally, the courses taught as part of the Hospitality Education track are common to all the other 11 tracks. The Rosen College of Hospitality Management already has a commitment to fund all the courses in the new program since they are dually offered as part of the PhD in Education - Hospitality Education track and the PhD in Hospitality Management program.

Finally, the proposal notes that Rosen College students at all levels will benefit from the incremental increases to the library holdings that will result from the addition of the new doctoral program.

READINESS
Check 'yes' or 'no' box, and make comments beneath criterion as appropriate.

*3. **Program Quality** – The proposal provides evidence that the university planning activities have been sufficient and responses to any recommendations to program reviews or accreditation activities in the discipline pertinent to the proposed program have been addressed.*

YES   NO

☒   ☐   **The university has followed a collaborative planning process for the proposed program in accordance with policies and procedures adopted by the University Board of Trustees.**

According to the proposal during the planning process the faculty reviewed curricula from competing institutions, met with industry leaders, and educators to design the PhD in Hospitality Management program.

The proposal notes that the planning process started in 2004 with the discussion to start a track in Hospitality Management under the PhD in Education, followed by the approval of the proposal by the Department Curriculum Committee, the College Academic Standards Committee, Graduate Council, and the Dean of Academic Affairs. Recruiting started in 2005 and in 2009 the first class graduated with a PhD in Education. The discussion regarding the development of an independent PhD in Hospitality Management started in January 2011, followed by the approval of the Department Curriculum Committee, Faculty Assembly, Graduate Council, and the UCF Board of Trustees on March 15, 2012.

☒   ☐   **An external consultant has reviewed the proposal and supports the department's capability of successfully implementing this new program.**

The proposal notes that at the request of UCF, external consultant reviews were made on October 31, 2011 by Brian King, PhD, Professor, Associate Pro Vice- Chancellor, Victoria University, Melbourne Australia; on October 31, 2011 by Ken W. McCleary, PhD, Professor, Department of Hospitality and Tourism Management, Virginia Polytechnic and State University; and by Hailin Qu, Regents Professor & William E. Davis Distinguished Chair, Oklahoma State University. All consultant reports confirm the need of such a program, offering favorable findings and comments about the program, as well as unanimously recommending implementation of the new program.

☒   ☐   **The university has found the level of progress that the department has made in implementing the recommendations from program reviews or accreditation activities in the discipline pertinent to the proposed program**

to be satisfactory.

According to the proposal, the Rosen College just completed the academic program review, scheduled every seven years, of its undergraduate and graduate programs. However, the Education PhD - Hospitality Education track was not part of this review since it is housed in the College of Education.

According to the two external experts invited to conduct the academic program review, "a PhD in Hospitality (Management) will attract more and qualified potential students and raise the profile of the college. Therefore, we recommend having an independent PhD program at Rosen College."

☒ ☐ **The university has analyzed the feasibility of providing all or a portion of the proposed program through distance learning.**

The proposal notes that the program will be delivered through face-to-face interactions at both the main campus and the Rosen College campus.

☒ ☐ **If necessary, the university has made allowances for licensure and legislative approval to be obtained in a timely manner.**

Not applicable at the doctorate level.

4. Curriculum - The proposal provides evidence that the university has evaluated the proposed curriculum and found that it describes an appropriate and sequenced course of study, and that the university has evaluated the appropriateness of specialized accreditation for the program.

YES   NO

☒ ☐ **The university has reviewed the curriculum and found that the course of study presented is appropriate to meet specific learning outcomes and industry driven competencies discussed in the proposal.**

As presented in the proposal, the curriculum has been designed to train and develop highly skilled faculty and researchers at college/university level as well as senior executives and analysts at leading hospitality organizations. The curriculum includes 16 credits of core courses, 27 credits of specialized courses, and 15 dissertation credits.

☒ ☐ **The university anticipates seeking accreditation for the proposed doctoral program, or provides a reasonable explanation as to why accreditation is not being sought.**

As stated in the proposal, the Accreditation Commission for Hospitality Management (ACHM) programs does not accredit PhD level programs. Additionally, the proposal notes that UCF

discontinued its ACHM accreditation for bachelor's and master's programs in 2009 because continued accreditation was not seen as advantageous from a cost/benefit perspective.

5. *Faculty* – *The proposal provides evidence that the university is prepared to ensure a critical mass of faculty will be available to initiate the program based on estimated enrollments, and that faculty in the aggregate have the necessary experience and research activity to sustain a doctoral program.*

YES   NO

☒   ☐   **The university has reviewed the evidence provided and found that there is a critical mass of faculty available to initiate the program based on estimated enrollments.**

The proposal notes that there are 36 full-time faculty members in the Rosen College; however only 19 of them will be directly involved in the new program having active roles in instruction, advising, and supervising dissertation hours (Table 4).

☒   ☐   **The university has reviewed the evidence provided and found that the faculty in aggregate has the necessary experience and research activity to sustain the program.**

The proposal explains in Table 4 that all of the current professors hold terminal degrees in their fields. Five holding tenure-earning positions while the remainder of the 14 hold tenure.

☒   ☐   **The university has reviewed the evidence provided and found the academic unit(s) associated with this new degree to be productive in teaching, research, and service.**

The proposal provides evidence of faculty productivity. In 2010, 50 academic papers were published by the Rosen College faculty with an average of 2.34 papers per faculty. The proposal also notes that faculty productivity has been achieved with a teaching load of 3/3 per academic year for all tenure-track faculty members. Finally, through the Rosen College's Dick Pope Sr. Institute for Tourism Studies, contracts and grants totaling $800,000 were obtained since 2005 as well as an additional $4 million in non-credit educational programs.

☒   ☐   **If appropriate, the university has committed to hiring additional faculty in later years, based on estimated enrollments.**

The proposal does not mention the need for hiring additional faculty members for the implementation of the program.

6. *Resources* – *The proposal provides evidence that the university has ensured the available library volumes and serials; classroom, teaching laboratory, research laboratory, office space, equipment, clinical and internship sites, fellowships, scholarships, and graduate assistantships*

will be sufficient to initiate the program, and that if applicable, funding has been secured to make more resources available as students proceed through the program.

YES   NO

☒   ☐   **The university has provided a signed statement from the Library Director verifying that the library volumes and serials available are sufficient to initiate the program.**

The UCF Library Director attests that the library volumes and serials available are sufficient to initiate the program. In addition, 1,015 titles to support the program will be acquired from the first through the fifth year of the program, at an annual cost of $12,000.

☒   ☐   **The university has ensured that the physical space necessary for the proposed program, including classrooms, laboratories and office space, is sufficient to initiate the program.**

According to the proposal, instructional space is sufficient.

☒   ☐   **The university has ensured that necessary equipment is available to initiate the program.**

According to the proposal all the necessary equipment is available.

☒   ☐   **The university has ensured that fellowships, scholarships, and graduate assistantships are sufficient to initiate the program.**

The proposal notes that Rosen College will award full-time assistantship appointments to the doctoral students, through teaching and/or research.

☒   ☐   **If applicable, the university has ensured that the department has arranged a suitable number of clinical and internship sites.**

The proposal notes that this section is not applicable. However, information provided in sections of the proposal concerning projected enrollments indicates that most of the admitted students will be college-level hospitality faculty, or individuals with previous employment in the hospitality industry.   Internships are generally provided for as pre-professional work experience for students.