

## **SCHOOL OF HOTEL AND RESTAURANT ADMINISTRATION**

### **Mission**

The mission of the **School of Hotel and Restaurant Administration** is to provide superior learning, applications, research, service and outreach in a professional and caring environment.

### **Vision**

The vision of the School of Hotel and Restaurant Administration is to be a center of scholarship in a professional environment.

### **Core Values**

**Excellence** – We seek excellence in all our endeavors, and we are committed to continuous improvement.

**Intellectual Freedom** – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

**Integrity** – We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

**Service** – We believe that serving others is a noble and worthy endeavor.

**Diversity** – We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

**Stewardship of Resources** – We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

## **Goals, Critical Success Factors, Objectives, and Strategies**

**Goal One: Create a collegial environment that encourages excellence, prepares for professional careers, enriches personal growth, fosters discovery of knowledge, and promotes leadership development.**

### **Critical Success Factors:**

- Conduct a curriculum review and revision by 2004
- Prepare recommendations for a revised curriculum and submit to the College and University by August 2004.
- Develop a plan of study and worksheets reflecting the revised curriculum and course descriptions by 2004
- Develop strategies for implementation of the revised curriculum by 2004
- Develop future objectives based from the results of the accreditation by 2004.
- Conduct a graduate curriculum review by 2005.
- Reach a minimum of 325 undergraduate and strategically target and manage 40 graduate students by 2005.
- Reach 450 undergraduate students by 2009 and maintain 40 graduate students.
- Conduct at least one planning session with student leaders each semester.
- Increase diversity enrollment of both undergraduate students by 3 students per year.
- Increase diversity enrollment of graduate students by 1 student per year.

### ***Objectives:***

**Objective 1.1:** Provide an outstanding curriculum.

#### Strategies

- Conduct a curriculum review and revision.
- Prepare recommendations for a revised curriculum and submit to the College and University by August.
- Develop a plan of study and worksheets reflecting the revised curriculum and course descriptions.
- Develop strategies for implementation of the revised curriculum.
- Assist faculty with new course development.
- Increase critical thinking, use the results of the accreditation to review the curriculum and revise the curriculum.

- Develop future objectives based from the results of the Accreditation Commission for Programs in Hospitality Administration.
- Conduct a graduate curriculum review.

**Objective 1.2:** Actively recruit prospective students through an all inclusive marketing program.

#### Strategies

- Reach a minimum of 325 undergraduate and strategically target and manage 40 graduate students by 2005. This will allow us to maximize resources and improve the quality of the graduate program, both MS and Ph.D., mostly the Ph.D. program. Reach 450 undergraduate students by 2009 and maintain 40 graduate students. This will allow us to maximize resources and improve the quality of the graduate program, both MS and Ph.D., mostly the Ph.D. program.
  - Conduct high school and community college recruiting program in order to increase the quality as well as the number of students, focusing on freshman.
  - Participate in OSU career fair as appropriate
  - Current student and alumni visits to high schools and community colleges
  - Encourage HRA Advisory Board to promote the School and recruiting.
  - Ask industry managers to promote HRA to their employees with potential.
  - Participate in the National Restaurant Association Education Foundation (NRAEF) Pro-Start program.
- Recruiting Freshman:
  - Get more high school students to participate in Hospitality Days,
  - possibly by having local restaurants sponsorship a school bus.
  - Contact the Oklahoma Restaurant Association, specifically Rebecca Eastham, for a NRAEF ProStart teacher reception
  - Work closely with college to coordinate freshman recruiting efforts
- Pursue internal and external transfer students.
  - Letters to undeclared majors each semester.
  - Open invitation to Hospitality Days.
  - Do individual recruiting in Taylor's
  - Invite non HRA students to student organization events.
  - Promote our Introduction course, Speaker's Series course to non majors.
  - Update OSU-Okmulgee articulation and participate in their operation
  - Participate more in OSU transfer days
  - Work with athletic academic counseling to identify high-quality potential HRA majors, especially freshman
  - Specifically target the recruitment of diverse students in collaboration with the College and University recruiting offices.
- Develop regular communication with alumni and industry
  - Continually evaluate and enhance web page
  - Implement regular correspondence

- Find lost alumni
- Involve alumni and industry in HRA activities
- Work with the OSU Foundation to update database and keep current.
- Continue to publish “Hospitality Times”
- Continue alumni involvement on campus
- Retention
  - Educate and train front office staff on programs and services and the teaching laboratories
  - Maintain responsive advising
  - Maintain support of student organizations
  - Maintain academic integrity
- Publicity and Promotion
  - Keep updated faculty and grad student “stories” – short bios – a short paragraph of what they have done and what they are pursuing, market graduate students via the web-site.
  - Designate a public relations coordinator who will work with the CHES communications specialist

**Goal Two: Develop a learning environment for faculty and staff that fosters creativity and problem solving through the discovery, dissemination and application of knowledge.**

**Critical Success Factors:**

- Tenured/tenure track faculty publish at least one refereed article per year.
- Reach a 75% annual conversion of doctoral dissertations to refereed publications.
- Reduce teaching load from 3-3 to 2-3 by 2005, and to 2-2 by 2007.
- Provide faculty with at least \$1,000 per year for scholarly development.
- School submit 2 grant proposals per year.

***Objectives:***

**Objective 2.1:** Develop and support quality scholarship.

Strategies

- Recruit, select, and promote faculty and staff supportive of our mission statement with special attention to “best fit” for the School’s vision, mission and culture.
- Provide research assistance support for faculty scholarly activity.
- Insure that HRA prepares graduate students to be comprehensive future scholars.
- Maintain both practical and theoretical research and creative activity output for the School.
- Develop collaborative research activities.
- Provide professional development opportunities for faculty and staff.
- Reduce teaching load from 3-3 to 2-3 by 2005, and to 2-2 subsequently.
- Add and fund a total of 3 new faculty lines.
- Actively seek grants and other extra-mural funding activities.

**Goal Three: Generate resources in support of School's mission through sponsored programs, fundraising, and engagement with the broader community.**

**Critical Success Factors:**

- Increase scholarships available by 5% per year.
- Obtain 2 more room donors per year.
- Have Rancher's Club funding in place by 2006
- Have new Restaurant POS system in place by 2005
- Contribute 10% of gross revenue per year to hotel reserve for replacement account.
- Grow other reserve accounts to enable a refurbishing of Taylors by 2005.
- Assess refurbishment of West Side Café and Cain's Conference Room by 2005.

**Objectives:**

**Objective 3.1:** Pursue a close working relationship with the College and the University in support of developing and implementing an aggressive School of Hotel and Restaurant Administration fund raising program.

Strategies

- Pursue development of student scholarship funds
- Pursue development of funds for The Atherton Hotel at OSU.
  - Work closely with College and OSUF development offices.
  - Pursue individual room donors and continue development
  - Pursue donors for early retirement of Atherton bonds
  - Continue development of provision for continuous maintenance and refurbishing in the hotel; i.e., a reserve for replacement account.
- Pursue a close working relationship with the College and the University in support of developing and implementing an aggressive School of Hotel and Restaurant Administration fund raising program.
  - Pursue development of funds for the Rancher's Club
  - Develop operating plan and infrastructure for Rancher's Club, corresponding with curriculum
  - Develop market feasibility study for Rancher's Club
  - Develop operating committee with faculty included on that committee
- Pursue development for refreshing and maintenance (reserve for replacement) for the restaurant and teaching laboratories and seminar rooms, i.e., Taylor's restaurant, the Westside Café, the demo lab, the Davis/Lanphere distinguished professor's seminar room, Cain's Conference Room, the foyer, and the skywalk.
  - Pursuit and implementation of an integrated inventory management/POS facility management system for the restaurants and integrated into the hotel.
  - Continue to encourage companies to exchange and update equipment with us.

**Goal Four: Strengthen community engagement for the enhancement of human & economic development**

**Critical Success Factors:**

- Conduct two Board of Advisors planning and review meetings per year
- Each faculty member to attend at least one national and one state related industry event per year
- Faculty members to make one scholarly/professional presentation each per year with full funding from the School
- Graduate students to make one scholarly/professional presentation each per year with partial funding from the School
- Obtain at least one new external contract per year

**Objectives:**

**Objective 4.1:** Pursue service, interaction, outreach and engagement with industry professionals, associations and colleagues.

Strategies

- Continue active involvement of the HRA Board of Advisors
  - Develop ad-hoc working groups/committees as needed, including the hotel, industry relations, strategic planning and resource development.
  - Engage in planning activities with the Board.
- Continue active involvement with industry and professional associations at both regional, national, and international levels including:
  - Conferences
  - Presentations
  - Seminars
  - Board participation
- Engagement with Industry
  - Contracts and consulting
  - Encourage and support industry presence in classrooms, labs and on campus. Forms this could take could, among other things, include guest speakers, guest chefs, guest presenters, visiting lecturers, scholars in residence, professionals in residence, and adjunct faculty.
  - Faculty and staff externships.
  - Attendance at seminars and educational experiences.
  - Presence at trade shows and conferences.
- Engagement with faculty colleagues nationally and internationally.
  - Collaborative research, instruction, and outreach.
  - Membership and leadership in scholarly organizations.