

**TEXAS TECH UNIVERSITY  
COLLEGE OF HUMAN SCIENCES  
A FOUNDATION FOR THE NEXT CENTURY  
PATHWAY TO 2025**



TEXAS TECH UNIVERSITY  
College of Human Sciences

**Hospitality & Retail Management™**

**STRATEGIC PLAN**

**MISSION STATEMENT**

The Department of Hospitality and Retail Management strives to provide the highest quality educational, research, and service experiences for all of the students, faculty, staff, industry partners, and communities it engages. Through that engagement we seek to advance understanding and skill development that will enhance our disciplines, career trajectories of our students, and advancement of knowledge.

**VISION STATEMENT**

To provide nationally and internationally recognized programs in our disciplines which attract high quality and diverse students, faculty, and staff. Through our combined effort, produce graduates who are highly desired for their ability to critically think and tackles the needs of the present and is prepared to address the needs of the future. Empower our students, faculty, and staff to leverage the education to pursue their personal and professional goals in a culture of fairness, openness, respect, and inclusion. Actively support our professions and communities to advance the human condition through engaged scholarship and partnerships enhancing the lives of all who participate in our disciplines and live in our communities.

**CORE VALUES**

The Core Values of The Department of Hospitality and Retail Management are:

- Promote ethical behavior of all faculty, staff, and students
- Respect for self and others
- Safe and welcoming environment for students, staff, and faculty
- Professional and community service
- Preparing students to compete in a rapidly changing work environment
- Delivering scholarship which advances our disciplines and the human condition

<b>STRATEGIC PRIORITY 1: EDUCATE AND EMPOWER A DIVERSE STUDENT BODY</b>		
<b>GOALS</b>	<b>STRATEGIES</b>	<b>SUGGESTED INITIATIVES</b>
<p><b>1. Grow and diversify a high achieving student population with an emphasis on creating a supportive climate inclusive to all students.</b></p>	<p>1-1. Develop fully online degree programs for both undergraduate and graduate programs.</p> <p>1-2. Develop dual masters/MBA online programs through a partnership with the Rawls College of Business.</p> <p>1-3. Develop an online retail management minor.</p> <p>1-4. Increase the recruitment of underserved students through campus access and community engagement</p> <p>1-5. Grow the number of scholarships available to support a variety of educational goals for HRM students through strategic industry partnerships.</p>	<p>1-1. HRM online curricula planning and assessment based on existing course offerings and developing online courses.</p> <p>1-2. Enhanced review of online offerings and synergies with industry development of executive education and workforce development.</p> <p>1-3. Review current retail management minor curriculum and implement it to the online minor development.</p> <p>1-4. Fund applications for students through the Division of Campus Access &amp; Engagement and Office of International Affairs at TTU.</p> <p>1-5. Work with the Development Officer to identify, cultivate, and solicit donors for more scholarship/fellowship gifts.</p>
<p><b>2. Nurture and enhance a premier learning environment that fosters success and wellness.</b></p>	<p>2-1. Grow the number of scholarships available to support a variety of educational goals for HRM students through strategic industry partnerships.</p> <p>2-2. Establish new initiatives to grow the on campus graduate population through careful evaluation of existing programs and research.</p> <p>2-3. Provide professional certification opportunities to students.</p>	<p>2-1. Work with the Development Officer to identify, cultivate, and solicit donors for more scholarship/fellowship gifts.</p> <p>2-2. Intensive assessment and improvement of graduate programs.</p> <p>2-3. Identify professional certification-related courses and include certification opportunities in these courses.</p>

<b>STRATEGIC PRIORITY 1: EDUCATE AND EMPOWER A DIVERSE STUDENT BODY</b>		
<b>Cont'd</b>		
<b>GOALS</b>	<b>STRATEGIES</b>	<b>SUGGESTED INITIATIVES</b>
<p><b>3. Provide experiential and transformative learning opportunities for students through curricula, practical experience, and study abroad opportunities.</b></p>	<p>3-1. Support the growth of Retail and RHIM programs through our regional campuses.</p> <p>3-2. Develop the retail management degree for TTU at Costa Rica.</p> <p>3-3. Create an industry advisory board from our network of partner organizations which will provide program funding and actively engage in curriculum input, internship and career opportunities for students.</p> <p>3-4. Continue to promote student engagement in study away and abroad activities for all HRM students in the US, Costa Rica, Europe, and Asia.</p> <p>3-5. Work with the Office of International Programs to establish semester abroad programs to allow TTU students to easily move between Lubbock and San Jose, Costa Rica.</p> <p>3-6. Use innovative technology to engage student's creativity through experiential activities including online courses, study abroad, graduate projects, and undergraduate experiences.</p>	<p>3-1. Texas Tech University Costa Rica opened in the fall of 2018. Administrators and faculty will establish a committed schedule of engagement to be present and active on the campus in a consistent manner to support the program and aid in growing the program through outreach and engagement activities.</p> <p>3-2. Retail management degree planning and assessment for TTU at Costa Rica.</p> <p>3-3. Enhance undergraduate program value proposition through the incorporation of industry recognized skills and certificates for all HRM students to drive superior student career opportunities.</p> <p>3-4. Expand study away and abroad and internship opportunities for students in Lubbock and San Jose, CR in the US, Costa Rica, Europe, and Asia.</p> <p>3-5. Review/revise/implement a current good example of the semester abroad program from Office of International Programs.</p> <p>3-6. Collaborations with industry partners to adopt innovative technology used in the HRM fields.</p>

<b>STRATEGIC PRIORITY 1: EDUCATE AND EMPOWER A DIVERSE STUDENT BODY</b>		
<b>Cont'd</b>		
<b>GOALS</b>	<b>STRATEGIES</b>	<b>SUGGESTED INITIATIVES</b>
<b>4. Increase retention and graduation rates, and placement of graduates.</b>	<p>4-1. Continue to evaluate on-campus, distance, and community college partners' offerings each semester to determine the viability for traditional and contemporary student cohorts.</p> <p>4-2. Support faculty engagement at recruitment functions of the program, department, college, and university.</p>	<p>4-1. Intensive assessment and review of the undergraduate and graduate programs.</p> <p>4-1(2). Complete the Graduate Program Review. Develop new plans based on final review input.</p> <p>4-2. Develop and maintain up-to-date website, social media, and publicity/display material highlighting program visibility, success, and job opportunities.</p>

**Table 1-1. EDUCATE AND EMPOWER A DIVERSE STUDENT BODY (UNDERGRADUATE)**

<b>MEASURES (UNDERGRADUATE)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2020 Target</b>	<b>2025 Target</b>
Student enrollment (Fall)*	404	387	387	405	430
Students enrolled in Hospitality and Retail Management (HRM) courses (Undergraduate) (FY)*	1,095	1,018	1,200	1,500	1,800
New First-Time Freshmen Enrollment (Fall)*	32	38	50	55	62
New Undergrad Transfers Enrollment (Fall)*	33	22	30	33	36
Degrees awarded (FY)*	128	117	110	121	135
One-year retention rate (Fall)*	75%	N/A	80%	82%	90%
Interdisciplinary/cross-listed HRM courses**	0	1	1	2	2
Students enrolled in professional certifications in HRM**	N/A	79	80	202	430
Percent of students successfully passing certification exams and obtaining professional certifications in HRM**	N/A	20%	21%	60%	75%

<b>Table 1-2. EDUCATE AND EMPOWER A DIVERSE STUDENT BODY (GRADUATE)</b>					
<b>MEASURES</b> (GRADUATE)	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2020 Target</b>	<b>2025 Target</b>
Graduate Students enrollment (Masters and Doctoral) (FY)*	40	33	33	36	40
Students enrollment (Masters) (Fall)**	19	18	18	20	22
Students enrollment (Doctoral) (Fall)**	21	15	15	17	20
Degrees awarded (Masters) (FY)**	15	12	14	16	18
Degrees awarded (Doctoral) (FY)**	10	7	7	9	10

Note: \* = Institutional Research Data; \*\* = Department Data

<b>STRATEGIC PRIORITY 2: ENABLE INNOVATIVE RESEARCH AND CREATIVE ACTIVITIES</b>		
<b>GOALS</b>	<b>STRATEGIES</b>	<b>SUGGESTED INITIATIVES</b>
<p><b>1. Increase the productivity and impact of research, scholarship, and creative activity that advances knowledge, benefits society, improves quality of life, and contributes to economic development.</b></p>	<p>1-1. Actively pursue industry partnership to enhance programmatic support and targeted career advancement initiatives, driving enhanced external donations, advisory board support, and other funds in support of targeted initiatives.</p> <p>1-2. Contribute to the body of scientific knowledge in the discipline.</p> <p>1-3. Pursue extramural funding opportunities.</p>	<p>1-1. Inviting leading industry professionals and forming HRM advisory board.</p> <p>1-2(1). Publish quality research and provide professional/editorial services for quality refereed journals in the discipline (e.g., International Journal of Wine Business Research, International Journal of Contemporary Hospitality Management, Journal of Hospitality and Tourism Education, Journal of Vacation Marketing, and Leisure Studies, Journal of Foodservice Business Research, Journal of Retailing, Journal of Consumer Behavior, International Journal of Retail &amp; Distribution Management, Clothing &amp; Textiles Research Journal).</p> <p>1-2(2). Present at leading international academic conferences in the discipline (e.g., International Council on Hotel, Restaurant &amp; Institution Management (I-CHRIE), American Collegiate Retailing Association, International Textiles and Apparel Association).</p> <p>1-2(3). Encourage undergraduate and graduate students present at academic conferences in the discipline (e.g., Graduate Student Conference in Hospitality &amp; Tourism, TTU Undergraduate Conference).</p> <p>1-3. Apply for federal and private grants (e.g., Cotton Incorporated Grant, National Restaurant Association, American Hotel &amp; Lodging Association, National Institute of Health).</p>

<b>STRATEGIC PRIORITY 2: ENABLE INNOVATIVE RESEARCH AND CREATIVE ACTIVITIES Cont'd</b>		
<b>GOALS</b>	<b>STRATEGIES</b>	<b>SUGGESTED INITIATIVES</b>
<p><b>2. Enhance capacity and opportunities for research, scholarship, and creative activity for faculty, students, and staff.</b></p>	<p>2-1. Conduct research that adds to the body of scientific knowledge and contributes to the economic development of the hospitality industry, both on the local and global scales.</p> <p>2-2. Share research findings with other scholars in the discipline.</p>	<p>2-1(1). Develop a schedule of research forums for faculty, undergraduate, and graduate students to discuss research topics and present research.</p> <p>2-1(2). Encourage both domestic and international travel focused on collaborative research with faculty in other highly respected programs. Further develop a program to bring visiting scholars to share their research and develop collaborative projects with our faculty.</p> <p>2-2(1). Present at international academic conferences in the discipline (e.g., International Council on Hotel, Restaurant &amp; Institution Management, American Collegiate Retailing Association, International Textiles and Apparel Association).</p> <p>2-2(2). Enhance graduate student research enterprise by participation in graduate research conferences (e.g., Graduate Research in Hospitality &amp; Tourism, Applying for travel/ research grants for students).</p> <p>2-2(3). Encourage HRM faculty to enroll in and use the SONA Undergraduate Research Participation Program to support undergraduate research experience and to facilitate faculty and graduate student research projects.</p>

<b>Table 2. ENABLE INNOVATIVE RESEARCH AND CREATIVE ACTIVITIES</b>					
<b>MEASURES</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2020 Target</b>	<b>2025 Target</b>
Refereed publications	28	15	16	18	20
Academic conference presentations	40	35	35	37	40
Leadership of academic journals & associations	6	6	7	7	8
Restricted Research Expenditures	\$53,134	\$39,716	\$40,000	\$50,000	\$75,000



<b>STRATEGIC PRIORITY 3: TRANSFORM LIVES &amp; COMMUNITIES THROUGH STRATEGIC OUTREACH &amp; ENGAGED SCHOLARSHIP</b>		
<b>GOALS</b>	<b>STRATEGIES</b>	<b>SUGGESTED INITIATIVES</b>
<p><b>1. Foster an engaged environment that recognizes outreach and engaged scholarship as an essential component of institutional activity.</b></p>	<p>1-1. Grow faculty and student understanding and capacity for outreach and engaged scholarship activities. Particular focus on professional development to enhance capacity and innovation in faculty and student engaged scholarship activities.</p> <p>1-2. Develop a program to enhance awareness of scholarship activities and opportunities for campus-community partnerships through student organizations and service learning courses.</p>	<p>1-1. Collaborate the professionals for outreach and scholarship activities (e.g., industry assessment and support for industry development, Fashion camp, Fashion show).</p> <p>1-2(1). Publish quality research and provide professional/editorial services for quality refereed journals in the discipline (e.g., International Journal of Wine Business Research, International Journal of Contemporary Hospitality Management, Journal of Hospitality and Tourism Education, Journal of Vacation Marketing, and Leisure Studies, Journal of Foodservice Business Research, Journal of Retailing, Journal of Consumer Behaviour, International Journal of Retail &amp; Distribution Management, Clothing &amp; Textiles Research Journal).</p> <p>1-2(2). Present at international academic conferences in the discipline (e.g., International Council on Hotel, Restaurant &amp; Institution Management, American Collegiate Retailing Association, International Textiles and Apparel Association, Society for Marketing Advances).</p> <p>1-2(3). Enhance graduate student research enterprise by participation in graduate research conferences (e.g., Graduate Research in Hospitality &amp; Tourism, Applying for travel/ research grants for students).</p>

<b>STRATEGIC PRIORITY 3: TRANSFORM LIVES &amp; COMMUNITIES THROUGH STRATEGIC OUTREACH &amp; ENGAGED SCHOLARSHIP Cont'd</b>		
<b>GOALS</b>	<b>STRATEGIES</b>	<b>SUGGESTED INITIATIVES</b>
<p><b>2. Increase and strengthen collaborative, mutually beneficial community partnerships that stimulate creativity, innovation, and social and economic development.</b></p>	<p>2-1. Establish a faculty and student development program to include professional development, mentoring, undergraduate research, co-curricular activities, study abroad, and service-learning programs.</p> <p>2-2. Deliver curricular activities to community members interested in the hospitality &amp; retail.</p>	<p>2-1. Offer industry certification classes (e.g., Wine and Spirits Education Trust (WSET®) Level 1 Award in Wines, Certification in Hotel Industry Analytics (CHIA), ServeSafe, Retail Lab in Weeks Hall).</p> <p>2-2. Organize and/or contribute to community events (e.g., fund raising dinner/ silent auction) to enhance public awareness about HRM.</p>
<p><b>3. Enhance recognition of faculty and staff for their contribution to outreach and engaged scholarship activities that impact local, state, national, and global communities.</b></p>	<p>3-1. Maintain and develop current outreach activities and pursue new opportunities to enhance the service culture in the HRM department.</p>	<p>3-1. Outreach with one or more community partner(s)(e.g., Chef Camp, Tax return service for hospitality front-line employees).</p>

<b>STRATEGIC PRIORITY 3: TRANSFORM LIVES &amp; COMMUNITIES THROUGH STRATEGIC OUTREACH &amp; ENGAGED SCHOLARSHIP Cont'd</b>		
<b>GOALS</b>	<b>STRATEGIES</b>	<b>SUGGESTED INITIATIVES</b>
<b>4. Achieve a sustainable outreach and engaged scholarship program through long-term industry partnerships.</b>	<p>4-1. Develop a recognition program to support the recognition of student, faculty, and staff outreach and scholarship activities throughout the year.</p> <p>4-2. Enhance and sustain professional relationships and partnerships with various industry groups to assist with the industry growth.</p> <p>4-3. Provide educational and certification opportunities to industry professionals to reinforce job skills and competencies.</p>	<p>4-1. Invite the hospitality and retail industry professionals as board members.</p> <p>4-2. Collaborate with professionals for outreach and scholarship activities (e.g., industry assessment and support for industry development, Fashion camp, Fashion show).</p> <p>4-3. Offer industry certification classes [e.g., Certification in Hotel Industry Analytics (CHIA), ServeSafe, Wine and Spirits Education Trust (WSET®) Level 1 Award in Wines, Wine and Spirits Education Trust (WSET®) Level), Certified Professional Category Advisor (CPCA)].</p>

<b>Table 3. TRANSFORM LIVES AND COMMUNITIES THROUGH STRATEGIC OUTREACH AND ENGAGED SCHOLARSHIP</b>					
<b>MEASURES</b>	<b>2016</b>	<b>2017</b>	<b>2018 Target</b>	<b>2020 Target</b>	<b>2025 Target</b>
Presentations/invited talks at industry conferences/events	6	4	4	6	8
Industry reports	1	1	1	2	3
Trade publications	1	1	3	5	7
Certificate program candidates	70	79	85	88	90