Program Summary

Task Force: Thank you for the time and effort you put forth in your report. Through the USAP process, we are working to create a culture of continuous improvement; setting specific and measurable goals is an important step in the process of moving IPFW toward this culture of improvement. Part of this effort is getting individuals and units at IPFW to think differently about planning and the future. The work of Consumer and Family Sciences is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Thank you again for being part of this important initiative.

Criterion: #1: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

Question: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

Hospitality Management: We offer career focused, industry driven, and student centered studies that prepare for managerial careers in the hospitality industry. Our goals are set to address each area of the baccalaureate framework specifically relating to competencies identified for their role in fostering successful managerial careers this industry.

Nutrition: We offer high quality courses (FNN) in nutrition, food systems, food history and culture and a study abroad course on the cuisine and culture of Italy. These courses are necessary for students in numerous areas of study at IPFW.

Criterion: #2: Accomplishments - Please list significant accomplishments from the last three years as they align with Plan 2020 goals

Question: I. Foster Student Success - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area I: Foster student success.

Hospitality Management:

I.B.1 Added service learning requirement to our degree program.

I.B.1 Continued to successfully offer Palm Island semester (experiential learning).

I.B.1 Started residency requirement in two Fort Wayne hotels for student studying introductory courses in front office operations and kitchen.

I.B.1 Refurbishment of teaching kitchen (2014).

I.B.1 Reworked the practicum and internship syllabus to better identify competency outcomes.

I.B.1 Students invited to participate in the Hospitality Electronic Distribution Network Association annual meeting (2014, 2015)

I.B.3 Four minors specifically addressing employment needs were approved by faculty and senate but denied approval by office of VCAA.
I.B.4 Our department publishes an 18 month forward looking plan of courses, available seats and instructors to help advising.

I.B.4 Our department reorganized advising to ensure more consistency. Students receive academic advising by the Student Success center and Dpt Chair and professional advising by assigned faculty.

I.B.5 Thomas Teague (LTL) and Dr. Coussment (FT) have introduced a series of transformative teaching techniques in his classes (MOOCs used as supplemental learning material, eText with rich content, business simulation).

I.C.5 Hospitality Management program became member (accredited) by Leading Hotel Schools of the World LHSW(2013) now succeeded by Hotel Schools of Distinction since January 2014.

I.C.5 Hospitality Management program played a leading role in the constitution of Hotel Schools of Distinction the successor organization to LHSW. Initiatives include joint courses, supplemental MOOCs and presentation to international forums. Dr. Niser was elected President of Hotel Schools of Distinction in 2013 for a two year renewable term.

I.D.3 The department works with the ODMA on campus: presentations in schools, radio shows and workshops. Minority student enrollment has increased from 7.87% (2010-11) to 17.65% (2013-14).

I.E.4 Breakfast with school counselors once per year promotes the program and its merits (job placement and career success of our graduates). Nevertheless total new admits is not progressing and targeted recruitment assistance (school visits, web page development, promotion of graduation rates and job placement etc.) from the university administrative support is absent.

Nutrition:

I.A.1 FNN 30300 Essentials of Nutrition and FNN 40300 Advanced Nutrition: Farm to Fork have been approved as General Education courses effective Fall 2014.

I.A.1 All nutrition courses have been designed to be in line with the Baccalaureate Framework.

I.A.2 An assessment plan has been developed for each of our two General Education courses (noted above). The assessment plans are being used to collect data on student mastery of outcomes with subsequent modification as necessary to improve student learning.

I.A.2 Distance section of FNN 30300 by Lolkus was revised and submitted for consideration for a Blackboard Exemplary Course Award. The process involved extensive review of course design, interaction and collaboration, assessments, and learner support. The review feedback has been used to revise and refine the course to enhance student learning.

I.A.2 Research on teaching and learning has been incorporated into course development and revision. Lolkus has been on CELT Advisory Board; has been active on promotion of quality teaching and learning.


I.B.2 Honors options have been completed during the last 3 years with students in FNN 30300 courses.

I.B.4 Lolkus member of the FACET Leadership Team addressing high-impact instructional practices at IPFW 2013–present.
High-impact instructional techniques are used in numerous nutrition courses including:

- Diversity/Global Learning
  - Culinary Traditions of Tuscany – a study abroad course taught 2011, 2012 and 2013. Plans to teach this course in 2015 are in process.
  - FNN 20400 Food History and Culture – Food ways throughout the world are covered with an emphasis on acceptance of diversity.
- Undergraduate Research
  - Lolkus was the faculty mentor for the senior project of Chapman Scholar Srikanth Dasari. Lolkus mentored him throughout the development and implementation of his senior project on Mindful Eating Awareness 2012-2014.
  - Lolkus worked with an undergraduate Hospitality Management major on an independent study to do preliminary research on the feasibility of a new undergraduate degree in health promotions management 2013.
- Collaborative Assignments and Projects - Many of our nutrition courses require collaboration on assignments and projects such as:
  - FNN 30200 Nutrition Education – Group work required to develop and present nutrition teaching units.
  - FNN 20400 Food History and Culture – Numerous collaborative activities in class as well as extensive teamwork on a major written and oral project exploring the food ways in select countries.
  - FNN 40300 Advanced Nutrition: Farm to Fork – Collaborative study and discussion on contemporary topics in the format of “Constructive Controversies.”

Other educational strategies with significant impact on student learning

- Classroom Assessment Techniques (CATs) are extensively used in the nutrition courses to engage students and collect feedback on learning.
- Just In Time Teaching (JITT) practices have been added to many of the nutrition courses to encourage students to come to each class session with necessary preparation for a richer classroom experience.
- Integration with personal and professional life is part of all nutrition courses by the very nature of the subject.

Study Abroad – Culinary Traditions of Tuscany was added to the curriculum in 2011 to offer an alternative concept to the traditional college classroom and delivery of education.

Distance sections of FNN 30300 Essentials of Nutrition have been added to the curriculum in addition to the face-to-face sections. We typically offer 8 to 10 distance sections of this course per year.

Constructive Controversies as noted above have been added to FNN 40300 to develop and enhance critical thinking skills.

We have increased the use of technology to support teaching in all of our courses. Our FNN 30300 courses are part of the IN-Cluded program with extensive use of technology.

Promotion and realization of study abroad food culture program in Italy that is open to students and general public.
II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.

**Hospitality Management:**

II.B. Introduction of independent study course “Advanced Hospitality Literature Inquiry” for 3 students per semester (2013) that engaged students with current faculty research projects.

II.C Dinner Series (HTM 31000) and Adv Restaurant Mgt (HTM 49200) both engage our students in preparing, serving and managing events and restaurant operations open to the public in collaboration with local operators.

II.C. HTM 491000 Beverage mgmt course is conducted within Fort Wayne operations in collaboration with local restaurant owners and managers.

II.C. HTM 31500 Club Management is offered in the summer allowing students to experience local club operations in peak season. Course was designed in collaboration with local club managers.

II.M.3 External academic collaboration initiated with Institut de tourisme et d'hôtellerie du Québec (Canada) HTM 41000 and Universitet i Stavanger Norway (HTM 49200)

II.O.3a The Palm Island semester is made possible by a long-term partnership between our HTM program and the resort ownership and management as well as a number of local community professional partners. This program offers students exceptional exposure to a wide variety of industry experiences not available in Fort Wayne but essential to their future employability.

**Nutrition:**

II.B. Mentor for Chapman Scholar senior research project noted above.

II.B. Mentor for students working on independent study.

II.C. This is done through the Culinary Traditions of Tuscany study abroad course, as members of the community are encouraged to participate.

II.C. Nutrition faculty have been active in the community such as with McMillen Center for Health Education and Matthew 25 Health and Dental Clinic in Fort Wayne, and the Free Health Clinic in Huntington.

II.C. Nutrition faculty have received awards for their community and professional engagement activities including most recently:

- Crawford was 2013 recipient of the Indiana Dietetic Association Member Media Award for her TV work in communicating sound nutrition news and information to the public on a local ABC affiliate station.
- Schalliol received the 2013 Indiana Dietetic Association Kaleidoscope Award for her volunteer activities in the community.

II.C. Other

- Nutrition faculty have presented on numerous nutrition related topics to their peers and to the community. topics to the community and their profession. Crawford (LTL) does extensive work with the media and wrote and published the book *The Care and Feeding of an Almost Adult*. 
I.C.1. In process development of 4-year undergraduate degree program in Integrated Health Promotion and Management.

**Question:** III. Regional Hub - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area III: Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness.

**Hospitality Management:**

III.A. Hotel Schools of Distinction was created to develop meaningful collaborations and research opportunities with global partners, industry and academic. Two initiatives are already underway.

III.E. and III.O.2a HTM faculty have provided applied research to local industry (TAP) and serve on local industry boards.

**Nutrition:**

III.D. Culinary Traditions of Tuscany summer program has attracted enrollment of non-credit experience.

**Question:** IV. - Create a Stronger Univ - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area IV: Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization.
Hospitality Management:

A.1. and IV.B.1 and IV.B.4 In response to a small decrease in program enrolment after 2010 and financial difficulties met by IPFW, the department changed its curriculum, reduced the amount of electives and concentrated course delivery on full time faculty, increasing seats in lower level sections where it was possible and some faculty doing unpaid overload to help the university surmount its financial difficulties (2012-2013-2014). This was achieved through careful planning and attempts to make yield management decisions on the basis of the available data. As a result the number of credit hours delivered by the dpt. have remained constant despite the small dip in new admits.

IV.C.1 HTM student org has conducted an annual Black Tie gala to raise funds (2011,2012,2013 and 2014).

IV.C.2 HTM advisory board helps determine potential advancement opportunities

IV.C. 4 HTM student organization has participated in a number of volunteer activities on and off campus to raise money.

Nutrition:

IV.B.4 In process development of 4-year undergraduate degree program in Integrated Health Promotion and Management

Question: Other Accomplishments - Please list any other significant accomplishments from the last three years that do not align with Plan 2020.

Hospitality Management:

Our department has established collaboration with the Hospitality Management program in West Lafayette to organize two industry specific job fairs per year that are attended by some 50 national companies. IPFW students have access to the PWL database to upload their vitaes and communicate with potential employers. Summer graduating students 23 of whom 20 were employed immediately after graduation. In 2012 a study we conducted revealed that 94% of our students chose the program because of its high placement rate.

Nutrition:

All faculty teaching for the Nutrition Unit maintain their Registered Dietitian credentials with the Academy of Nutrition and Dietetics (formerly American Dietetic Association) – Registered Dietitian (RD) credentials require 75 hours of professional continuing education every 5 years. Some of the faculty have additional credentials i.e. Schalliol is a Certified Diabetes Educator (CDE).

Criterion: #3: Accreditations - Program specific accreditation and status

Question: Accreditations - What program-specific accreditations and status do you have, if any?
Hospitality Management:

Founding member of Hotel Schools of Distinction: One of 12 (twelve) international universities united in the goal to develop meaningful collaborations and research opportunities with global partners, industry and academia.

**Question**: Constraints/Benefits - How do these accreditations constrain or benefit the work of your unit, if applicable?

Through collaborations with HSD members and partners, our Hospitality Management Program has the increased leverage to:

- Actively enhance the attractiveness of hospitality careers.
- Share knowledge and research that develops superior talent for the industry
- Develop tools that will allow and stimulate informed choices for students and industry to optimize the match between talent and demand
- Provide global solutions for a global industry
- Build globally recognized curriculum standards that will provide bachelor’s and master’s degree-seeking students a unique learning environment

**Criterion**: #4: Laws and Mandates - Federal and state laws or mandates that your unit addresses

**Question**: Federal and State Laws - What federal and/or state laws or mandates do you address, if any?

We are required to maintain food safety standards in all our laboratories and afford our students opportunities to pass industry certifications.

**Question**: Constraints/Benefits - How do these federal and state laws or mandates constrain or benefit the work of your unit?

Our department has been offering students study maps showing them their individual pathway to graduation since 2009, while providing them with state/industry certifications for future employment opportunities.

**Criterion**: #5: Inefficiencies - Activities that you spend resources on inefficiently or in ways that do not support the mission.

**Question**: Inefficient use of resources - On what activities, if any, do you spend resources (money, time, people, etc.) inefficiently or in ways that do not support the mission of your unit or the university? List as many as apply.
Numerous inefficient committees that yield very little actionable outcomes.

Information in reports we provide administration is often redundant and rarely if any feedback is given after the reports are submitted.

P&T process should be less of an academic hazing procedure and be more focused on rewarding faculty for reaching university goals.

**Criterion:**  #6: IR and Budget Review - Review of your department profile and budget

**Question:** Contextualize IR data - Upon review of your IR Department Profile (for academic units) and FY 14-15 Budget information, are there any data you want to correct or contextualize? To view your profile or budget visit the Office of Institutional Effectiveness website: http://www.ipfw.edu/offices/ir/profiles/

Important data is missing:

1. The academic standing of students in the profile corresponds to their standing calculated using the total hours taken at IPFW. Therefore it does not correspond to the academic standing of students in their pursuit of the degree offered in the department they are registered in. In turn this gives a totally inaccurate picture of progression and very little actionable data for the department to work with especially when it comes to planning courses and section offerings.
2. Employment statistics are essential given the strategic plan goals they are not reported in the Dept Profile.
3. Clear tuition revenue generation including full disclosure on online revenue distribution and lab fees would help generate long term visibility on how a dept is managed when compared to expenditures.
4. Proportion of sections taught by FT faculty/LTL’s would help the institution better understand different dept’s teaching load distribution.
5. Data presented in broad categories on department expenditures would help to see the bigger picture of resource use. For example the categories could include:
   1. Salaries & Wages and benefits (separating FT/LTL and Grad asst)
   2. S&E expenditures separated in subcategories
      - Faculty development
      - Memberships/Accreditation
      - Teaching supplies
      - Technology
      - Repair & Maintenance of equipment
      - Other
6. Dept cost per credit hour delivered
7. It would be helpful to have profile data for the Nutrition Unit reported separate from the Hospitality Management data.

**Criterion:**  #7: Goal One - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:

Hospitality - This appears to be a repeat of the mission statement and not a SMART goal

Nutrition - Specific

2. Comment on the goal's measures:

Hospitality – see comment 1 also subgroup was unsure if form was correctly filled out (e.g. Priority Level listed actions)

Nutrition – Specific

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):

Hospitality – see comment 1 also subgroup was unsure if form was correctly filled out (e.g. Priority Level listed actions)

Nutrition – Achievable

4. Comment on the goal's relevance:

Hospitality – see comment 1 also subgroup was unsure if form was correctly filled out (e.g. Priority Level listed actions)

Nutrition: Relevant assuming the demand exists

5. Comment on the timeline of the goal:

Hospitality – see comment 1 also subgroup was unsure if form was correctly filled out (e.g. Priority Level listed actions)

Nutrition - Ambitious

Possible opportunities for collaboration or suggestions for addressing a gap: No

**Question:** Unit Goal - What is your unit goal?

**Hospitality Management:**

We offer career focused, industry driven, and student centered studies that prepare graduates for managerial careers in the hospitality industry. Our goals are set to address each area of the baccalaureate framework specifically relating to competencies identified for their role in fostering successful managerial careers this industry.

**Nutrition:**

Offer a new four-year undergraduate degree in *Integrated Health Promotion and Management*. This degree will have an interdisciplinary focus. Graduates of the program will be prepared for careers in developing, managing, marketing and implementing health promotion policies and activities. The economics and policies of health promotion and management will be an important component.
**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Hospitality Management:**

1. Better assessment of program’s courses outcomes to HTM goals (I.A.1)
2. Leverage our membership of Hotel Schools of Distinction to expand international agreements and promote our program internationally (I.C.2 and I.C.3)
3. Seek appropriate levels of S&E funding to support development of international curricula leveraging our partnerships with fellow members of Hotel Schools of Distinction (I.C.5)
4. Gather data that tracks graduation rates and placement of students once they have joined the program for use in assessment of program and promotion (I.E.2 and I.E.4)
5. Reach out to PWL to develop a relationship that may expand both program’s course offerings and draw on each other’s strengths.
6. Simulation courses .(HTM 43000 and HTM 49200) (I.A.1)

**Nutrition:**

I.A.1. A tool to measure the quality and fidelity of the new degree program will be incorporated in the program development. Included will be assessment of:

- Mastery of Baccalaureate Framework outcomes.
- Mastery of General Education outcomes.
- Mastery of program learning outcomes.
- Relationship of graduate knowledge and skills to needs of the industry.
- Employability and/or placement of graduates into graduate/professional schools.

I.B.4. High-impact instructional techniques will be incorporated in courses for this program i.e. collaborative assignments/projects, undergraduate research, diversity/global learning, service/community-based learning, internships and capstone courses/projects.

I.C.1. I.E.4 An interdisciplinary committee has been established to develop the degree proposal.

I.C.1. Preliminary research indicates interest by students in the areas of study the proposed degree will offer

I.C.1. I.E.1. I.E.2 Preliminary research indicates the employment outlook to be high in the region served by IPFW.

I.C.1. The program is being developed to take advantage of existing courses and resources such as:

- College of Health and Human Services – i.e. courses in Nutrition, Nursing and Human Services.
- College of Arts and Sciences – i.e. courses in Biology, Chemistry, Sociology, Psychology, English, Mathematics.
- College of Education and Public Policy – i.e. courses in Public Policy related to Health Care Management.
- College of Engineering, Technology, and Computer Science – i.e. courses in OLS and Computer Technology.
- Richard T. Doermer School of Business – i.e. Economics, Management and Marketing.

I.C.7. The program will consider needs of students considering graduate and/or professional school post-graduation.
I.E.1. The faculty expertise which is needed exists at IPFW. (Expertise exists within CFS and will also be drawn upon from other departments on campus.)

I.E.2 The program and courses will be designed embracing the IPFW Baccalaureate Framework and the General Education requirements as well as outcomes needed for the industry.

I.E.3 The program will require placement in internships within the community to expose the students to the opportunities in the workforce and provide opportunities for collaboration.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Hospitality Management**

1. Better assessment of program’s courses outcomes to HTM goals (I.A.1)
2. Gather data that tracks graduation rates and placement of students once they have joined the program for use in assessment of program and promotion (I.E.2 and I.E.4)
3. Leverage our membership of Hotel Schools of Distinction to expand international agreements and promote our program internationally (I.C.2 and I.C.3)
4. Seek appropriate levels of S&E funding to support development of international curricula leveraging our partnerships with fellow members of Hotel Schools of Distinction (I.C.5)

**Nutrition**

The undergraduate degree in Integrated Health Promotion and Management is a high priority for the CFS Nutrition program.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
Hospitality Management

1. The department needs full time faculty to develop a comprehensive assessment of the program; this is currently not the case (1 FT plus Dpt Chair and 77% of sections taught by LTL’s). Full time replacement faculty line has been approved, search will begin Spring 2015.
2. Working with IR and our CHHS student success center to develop tools and data gathering mechanisms to track program specific graduation and placement rates.
3. Develop recruitment strategies with fellow members to increase international students coming to IPFW HM program.
4. The department’s S&E historical expenditures are between $35K to $40k per year, current S&E is $20K. The administration must either fund the department or cut specific expenditures that will obviously seriously impact our ability to properly produce the credit hours we generate.

Nutrition

1. Work has begun on the degree proposal and we anticipate we will be able to complete and submit the proposal for review no later than August 2015. To finalize the proposal we need to:
   • Complete needs assessments for potential student and potential employers in the region served by IPFW and beyond.
   • Polish the program mission, goals and learning outcomes in line with the IPFW Baccalaureate Framework.
   • Complete the curriculum grid mapping student outcomes with courses.
   • Develop new courses as needed.
   • Complete program plan.
   • Submit proposal.

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Hospitality Management

1. Successful search resulting in hiring a FT faculty by Fall 2015. In turn this will allow the dept to produce an assessment plan for the program by the end of 2015.
2. Develop data gathering and reporting mechanisms that result in tracking HTM student’s progress towards graduating from their enrollment in the program and their placement and career progression after graduation (1 year to 5 year out). Resolving the current problems with MyBlueprint so that it realistically reflects individual students’ progression.
3. Have signed one agreements with international partner that has the potential to yield 20 students per year.
4. 2015-2016 budget reflects actual S&E needs which correspond to university’s intention to support programs that have high placement rates and graduation rates such as the HTM program.

Nutrition

• We will use the accomplishments of the following by the dates indicated to assess progress towards accomplishing this Unit Goal:
  • Submission of proposal by August 2015.
  • Approval of new degree by August 2016.

Question: Resources - Are you able to accomplish this unit goal with your current resources?
Hospitality Management and Nutrition

• No, the current S&E budget does not support the department’s actual needs.

Nutrition

• We anticipate we will be able to complete and submit the proposal with our current resources.
• Upon program approval, implementation will require additional resources noted below

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Hospitality Management

• Assessment efforts are jeopardized by the fact that 79% of the dept sections are taught by LTL’s.
• The S&E budget needs to be adjusted to historical expenditures that remain within 3% of tuition (excluding online surcharge) revenue generated by the dept. This is important for a dept that relies heavily on practical training, lab work and simulations as well as a proactive approach to reaching out to a global industry.

Nutrition

• Upon program approval, Nutrition program will eventually need additional full-time faculty. However, the program will be able to begin implementation without additional faculty.
• The CFS S&E will require adjustments to support the faculty and delivery of the new degree proportional to its operational costs and revenue generation.

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Hospitality & Nutrition

• Reporting overload.
• Unsuccessful search for approve F/T faculty replacement of John Knight.
• Variability in finding suitable LTL’s.
• Student confidence in the future and financial stability of IPFW.
• Approval process of Nutrition degree proposal through CHHS, IPFW, Purdue and ICHE

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Nutrition

• The proposal will be completed and submitted within this year.
• Timeline as also noted above:
  ◦ Submission proposal by August 2015.
  ◦ Approval of new degree by August 2016 - The timeline for the approval process is dependent upon a number of factors. We optimistically plan for no more than one year.
  ◦ Marketing of program and finalizing details for implementation during interim.
  ◦ First class of students begin by FALL 2017
**Criterion:** #8: Goal Two - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**

1. Comment on the specificity of the goal:
   
   The goal is unclear and does not appear to be a SMART goal

2. Comment on the goal's measures:
   
   See comment 1

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):
   
   See comment 1

4. Comment on the goal's relevance:
   
   See comment 1

5. Comment on the timeline of the goal:
   See comment 1

Possible opportunities for collaboration or suggestions for addressing a gap: n/a

**Question:** Unit Goal - What is your unit goal?

**Hospitality**

Our program relies on principles of “Craft Based Learning” (using professional environments and skill acquisition to elicit higher learning outcomes) and “Scaffolding”(structured program).

Professional areas of study such hospitality management have a unique opportunity to become “reflective practitioners” by encouraging students to transcend “practical knowledge and skills” by making them reflect on “the practice” which in turn is a critically important factor in a graduates chances of success in a management career.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
Hospitality

II.A. II.B. Focus research on Revenue Management and Food Science (II.M.3 involving Chem dept)?

II.A. / II.M.3 / II.o.3a HSD faculty exchange, Strategic Mgt Montreal

II.A. Palm Island resort research collaboration

II.B. Add courses that specifically engage students into undergraduate research.

II.C. IIM.2 / II.o.2a 492, Visit Fort-Wayne, Holiday Inn, Hilton Garden Inn and Homewood Suites.

II.O.2b. Introduction of HTM 39700 Honors Independent Undergraduate Research.

II.M.3 Introduction of HTM 49900 Feasibility Studies and Business Development in Hospitality and Tourism.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Hospitality

1. II.O.2a. Maintain high standards of course delivery and learning outcomes in gateway courses particularly: HTM 10000, HTM 18100, HTM 21400, HTM 43000, HTM 49200
2. II.O.2b. Introduction of HTM 39700 Honors Independent Undergraduate Research
3. II.M.3 Introduction of HTM 49900 Feasibility Studies and Business Development in Hospitality and Tourism
4. II.A. II.B. Focus research on Revenue Management and Food Science(II.M.3 involving Chem dept)?

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Hospitality

1. Maintain full time faculty teaching these courses, improve longitudinal assessment within the program and maintain faculty’s industry and research up-to-date knowledge in these areas.
2. Complete paperwork and receive approval to offer HTM 39700 by spring 2016. Develop course and identify students in Fall 2015.
4. Revenue Mgt. Textbook completion by Fall 2015/ Food Science course syllabus developed in Spring 2015, course begins in Fall 2015.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
1. 100% of courses listed are taught by F/T faculty, review and alignment of learning outcomes of these courses completed by end of 2015, faculty teaching attend at least one professional conference and produce at least one scholarly endeavor in their area of teaching.
4. Use of new textbook in Fall 2015 (HTM 37400 Revenue Mgt. / Food Science course first taught as a CFS 399000 (variable topic in Fall, Form 40 completed for this course in Spring 2016.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Hospitality**
1. Yes providing we have a successful search and receive adequate funding to equip the candidate with a computer.
2. Providing the S&E budget allows the department to continue to operate in 2015 Spring which is currently not the case (compared to historical recurring expenses suggests we will run out of money in January)

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Hospitality**
1. S&E funded to cover historical departmental expenses which is needed to fund lab expenses (other than consumables) and conference attendance for F/T faculty.

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Hospitality**
Goals set forth are predicated by stable if not slightly increasing enrollment. To date we have not experience enough support from the relevant support services that specifically target recruiting students into a degree that has so much realized employment potential. For example we need help developing a truly attractive web presence for the program and specific recruitment initiatives.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

N/A

**Criterion:** #9: Goal Three - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal: The goal is too broad and would be strengthened by a narrower focus and baseline measurements.

2. Comment on the goal's measures: See comment 1. Metrics should be more specific (e.g., who will present at national/international conferences, how will impact the goal, how will industry survey inform your future actions)

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data): See previous comments

4. Comment on the goal’s relevance: See previous comments

5. Comment on the timeline of the goal: See previous comment

Possible opportunities for collaboration or suggestions for addressing a gap: n/a

**Question:** Unit Goal - What is your unit goal?

**Hospitality**

Our department’s goal is to prepare and inform students to the global challenges of our business in order to help them successfully compete in the local job market that is open to national competition. The hospitality industry is global by the nature of its customers and reach.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Hospitality**

III.A. F/T faculty work in close partnership with ICHRIE, HEDNA and Revenue Management and Data conference.

III.B. Participate in HSD curriculum development project.

III.B. Continue work to offer HTM graduate studies on the IPFW campus that lead to a PWL HTM graduate degree.

III.B. Outstanding industry leaders acting as guest speakers in HTM introductory courses.

III.E. Explore potential opportunities for our dept to support Fort Wayne riverfront development initiative.

III.D. Etiquette seminars/open culinary courses in new facility/working with J. Albayyari on potential industry support in Doha.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.
hospitality

1. Iii.a. F/T faculty work in close partnership with Hedna and Revenue Management and Data conference.
2. Iii.b. Outstanding industry leaders acting as guest speakers in HTM introductory courses.
3. Iii.a. Publication of new textbook on Revenue Management in collaboration with John Burns (Senior Consultant in this industry)
4. Iii.a. HSD work on job portal

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Hospitality

1. Continued relations with relevant organizations and active participation in committees.
2. Working with Indiana Hotel Motel and Restaurant association/using local industry contacts.
3. Work in progress.

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Hospitality

1. Present at 2 national/international conference in 2015
2. HTM 10000, HTM 18100, HTM 21400: 3 guest speakers per semester
3. First draft submitter to publisher in summer 2015/HTM 32400 (Revenue management) will use book in Fall 2015
4. March 2015 (Berlin HSD meeting) industry survey instrument preparation followed by survey release. Results due by Fall 2015.

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Hospitality

1. Sufficient S&E funding to support small expenditures related to guest speakers (lunch, hotel room etc).
2. Time!
3. Funding of these activities?

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

N/A

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

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N/A

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

N/A

**Criterion:** #10: Goal Four - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:** 1. Comment on the specificity of the goal: The goal is too broad and would be strengthen by a narrower focus and baseline measurements.

2. Comment on the goal's measures: We recommend that you set a clearer measure that will signify achievement of goal.

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data): See previous comments

4. Comment on the goal's relevance: See previous comments

5. Comment on the timeline of the goal: See previous comments

Possible opportunities for collaboration or suggestions for addressing a gap: n/a

**Question:** Unit Goal - What is your unit goal?

Hospitality

Stakeholders are identified as the University administration and support services, the dept., faculty, students and their sponsors and industry. Our department’s goal is to engage all these in creating a sustainable and successful program.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
Hospitality

IV.A.1 University support services need to help us consistently collect data on placement and career pathways of graduates.

IV.B.1 Continue to provide 18 month forecast of sections while improving the yield management of this exercise.

IV.B.2 Gain control over resources generated by the dpt’s online teaching.

IV.B.2 Clarify future distribution of revenue generated by the contract with the Holiday Inn. Funds are needed to support FF&E repair, maintenance and depreciation of lab and potentially to supplement S&E budget.

IV.B.3 Professional support needed to improve the dpt website, direct marketing campaigns informing of Hospitality Management studies leading to careers etc.

IV.B.4 Research in expansion into culinary arts leadership and ownership management?

IV.B.4 Follow up on 4 HTM minors request designed to serve existing students in OLS and Business.

IV.C.1. Work with Development office to increase the fund raising potential of Black Tie event.

IV.C.2. Work with HTM advisory board

IV.C.2. Securing substantial gift that would endow faculty development and international reach of the program.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Hospitality**

1. IV.A.1 University support services need to help us collect data on placement and career pathways of graduates.
2. IV.B.1 Continue to provide 18 month forecast of sections while improving the yield management of this exercise.
3. IV.B.2 Clarify future distribution of revenue generated by the contract with the Holiday Inn. Funds are needed to support FF&E repair, maintenance and depreciation of lab and potentially to supplement S&E budget.
4. IV.B.3 Professional support needed to improve the dpt website, direct marketing campaigns informing of Hospitality Management studies leading to careers etc.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Hospitality**

1. Work with IR office
2. Work with IR office, Registrar and CHHS student success center
3. Engage administration and academic affairs in discussion based on actual needs and historical trends.
4. Reach out for support from appropriate university services
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Hospitality**

1. By the end of 2015 we will have in place the proper infrastructure and processes to collect relevant data.
2. By the end of 2015 the current section forecasting system used by the dept will include student enrollment forecasts.
3. By the end of 2015 we will have agreed on a plan that will take effect in the 2016 budget which will address the current S&E underfunding and repair, maintenance and depreciation of lab equipment.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

No

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Hospitality**

- We need accurate data of actual progression of students towards their degrees instead of data relying on IPFW academic standing.
- For all the above goals we either need part time help or much more dedicated resources from the university support services.

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Hospitality**

For goals one and two there appear to be some significant problems related to extraction of relevant data within our current system’s capabilities.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

N/A

**Criterion:** #11: Goal Five - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?
#12: Goal Six - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #13: Goal Seven - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #14: Goal Eight - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #15: Goal Nine - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #16: Goal Ten - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?