

2018-2019 Innovation Grant Proposal to the CSU Commission
on Extended University

**Developing a Master of Science in Hospitality, Tourism,
and Meeting Management**

**Submitted by
San José State University**

1. Proposal Abstract

The Department of Hospitality, Tourism, and Event Management (HTEM) at San Jose State University (SJSU) would like to submit this grant proposal to develop a Master of Science in Hospitality, Tourism, and Meeting Management (MS HTMM) program. This MS HTMM will fulfill the needs for advanced training of mid-career professionals in hospitality and tourism businesses - mainly immigrants and underrepresented minorities - in northern California. The main goals of this project include: completing the development of the program plan, designing the curriculum, developing course outlines, and launching the program in Fall 2019.

The MS HTMM will utilize a hybrid delivery mode consisting of face-to-face and online courses. These provide accessibility and flexibility to working professionals in the field. Students need thirty units to graduate. The curriculum will be planned for students to complete their degree in three semesters to two years.

The total budget is projected at \$62,500 including \$12,500 in matching funds by SJSU. The grant, if awarded, will fund faculty release time for the project team to create the curriculum and effectively manage the project for a successful Fall 2019 implementation. The project team consists of three faculty in the HTEM Department with diverse experience in curriculum design, research, and project management. The team is confident that all necessary tasks will be completed and the program will be launched by the end the project term.

2. Evidence the Proposal Fulfills an Unmet Need

California attracts the **highest number of tourists in the U.S., generating \$1.3 billion in tax revenue** (Tourism Economics 2016). It has more than 78,500 accommodation and food services (NAICS=72) generating at least \$90 billion in sales revenue and 1.3 million paid employees (2012 Economic Census). Visit California, CA's nonprofit tourism agency, estimated that almost 10% of jobs in California are hospitality and tourism related and it is also the most diverse workforce in the U.S. and the world.

Significant growth in technology and medicine promises stronger demand for MS HTMM support in the Silicon Valley/Bay Area. San Francisco reported **record-breaking convention bookings** totaling 1,150 booked meetings, \$1.1 billion in direct spending, and 2 million booked room nights for 2015 (San Francisco Moscone Expansion District, 2015).

Recently, the hospitality and tourism industry has gone through drastic changes in operations and management due to **rapid development in information and communication technology**. Consequently, there is a **high demand among mid-level managers**, who are underrepresented immigrants and minorities, to be skilled in **business analytics and decision making** for career advancement. A growing shortage of qualified employees is identified as the hospitality industry's most pressing issue (ISHC, 2006; WTTC, 2015).

SJSU's proposed MS HTMM program will emphasize **tracks on hospitality, tourism destination management, convention/corporate event**, and marketing management. Besides meeting the current labor demand, the program tracks will prepare graduates for the **steadily growing influence that the global market** has on hospitality and meeting management. The curriculum designed for mid-career professionals will provide advanced knowledge and skills to prepare them for successful careers in the hospitality industry.

As a first step, SJSU conducted a market study through Hanover Research and its key finding indicated that the **demand for master's programs in hospitality management is growing at the national, regional, and state levels**. National degree completions experienced a steady, though moderate increase since 2011. Within California, especially, degree conferrals displayed more significant growth. General hospitality management programs represent the fastest growth in completions and the largest proportion of master's programs (**See Appendix A**).

In northern California, CSU East Bay offers an online MS in Recreation and Tourism program that focuses on recreation and leisure research. Therefore, the SJSU program uniquely helps fill the need in hospitality, tourism, and convention/corporate event management.

New Framework for Action

The program will fulfill at least five objectives of the New Framework for Action:

Meet California's economic and workforce development needs by providing an opportunity to a highly-motivated population of adults to become leading professionals in the hospitality and tourism industry.

Increase access to educational opportunities by serving broader constituencies through the recruitment of students who reflect northern California's remarkably diverse population.

Creatively develop a new program based on cutting-edge research and employ technology to deliver courses.

Provide personal and lifelong learning opportunities by attracting students committed to the growth and internationalization of hospitality and tourism industry.

Support international educational experience through collaboration with universities overseas, scholarship offerings and international conferences.

3. Proposal Description

The project goals are:

- Develop an MS HTMM program and a three-year business plan
- Design its curriculum and develop course outlines
- Launch in Fall 2019

Detailed Description of the Program

The MS HTMM program will have approximately 20% online courses, in addition to hybrid courses, to provide accessibility and flexibility to working students, as well as important industry networking through face-to-face class sessions. Additionally, it will educate future professionals and researchers through an innovative and collaborative curriculum in modern HTEM practices and critical thinking skills. Students will gain not only academic training, but also applied research and hands-on industry learning experiences.

Upon completion of this graduate program, students will be able to:

- Evaluate business functions of HTEM organizations
- Develop strategic marketing systems for HTEM organizations based on internal and external environment
- Design and conduct independent research for a hospitality organization
- Analyze data to extract findings and apply them in decision-making

Degree Requirements

Degree requirements include:

- 30 units of coursework
- Graduate writing requirement on Marketing Research
- Optional internship to gain hands-on experience
- Culminating experience in completing a special project or a thesis

Proposed Curriculum (tentative)

| Course Number | Course Name |
|---------------|--|
| HTEM XX | Contemporary issues in HTMM |
| HTEM XX | Marketing research in hospitality and tourism |
| HTEM XX | Social media applications in HTMM |
| HTEM XX | Analytics in HTMM |
| HTEM XX | Advanced revenue management |
| HTEM XX | Technology applications in HTMM |
| HTEM XX | Hospitality real estate development |
| HTEM XX | Financial analysis for HTMM |
| HTEM XX | Leadership and strategic management |
| HTEM XX | Graduate internship |
| HTEM XX | Special Studies, or Master’s Thesis (culminating experience) |

The MS HTMM program will use cohort-based model of implementation. Most students could complete degree requirements in approximately 2 years.

4. Development Grant

This MS HTMM aims to advance mid-career professionals in hospitality and tourism businesses, particularly immigrants and underrepresented minorities, in northern California. The program goals are listed in section 3. Two letters of support are attached in Appendix B.

5. Collaboration Grant

N/A.

6. Proposal Value and Viability Proposition

Benefits to Students

- Developing advanced knowledge of key functions of hospitality and tourism businesses
- Using analytical skills for improved decision-making
- Learning and demonstrating effective communication
- Understanding factors and skills in effective leadership/management
- Increasing potential for career advancement

Benefits to Partners/Community

- The MS HTMM responds to the local, regional, national and global needs for highly trained managers.
- It will provide educational opportunities to the industry, especially for mid-career managers.
- It will produce high quality employees to the hospitality and tourism industry globally.

Timeline, Roles, Responsibilities, Outcomes, and Accountability

| Tasks | Outcomes (O) and assessment (A) | Person in Charge and Timeline |
|---|---|-------------------------------|
| Goal #1: Design curriculum and course outcomes | | |
| <ul style="list-style-type: none"> • Meet with advisory board and faculty to discuss curriculum. | O: Matrix of program learning outcomes and courses. A: Submit assessment plan to SJSU curriculum committee for approval. | Huang Spring and Fall 2018 |
| <ul style="list-style-type: none"> • Develop curriculum and assessment plan. | | |

| | | |
|---|--|---|
| <ul style="list-style-type: none"> Develop course outlines. | <p>O: Complete course outlines and teaching materials. A: Submit course outlines to curriculum committee for approval.</p> | <p>Huang and faculty Spring and Fall 2018</p> |
| <p>Goal #2: Develop business plan</p> | | |
| <ul style="list-style-type: none"> Meet with advisory board to review program goals, objectives, and outcomes. | <p>O: Advisory board will be formed with industry leaders, faculty, and one CIES member.</p> | <p>Yen Spring 2018</p> |
| <ul style="list-style-type: none"> Develop program business plan with three years of financial projection. | <p>O: Program plan A: Submit plan to CIES for approval.</p> | <p>Yen Spring 2018</p> |
| <ul style="list-style-type: none"> Recruit core faculty. | | <p>Yen Fall 2018</p> |
| <p>Goal #3: Launch program in Fall 2019</p> | | |
| <ul style="list-style-type: none"> Design a website to disseminate program information. | <p>O: A website and printed brochures for the MS HTMM. A: CIES will assist to review the contents.</p> | <p>Cormany Fall 2018</p> |
| <ul style="list-style-type: none"> Design printed promotional materials. | | <p>Cormany Spring 2019</p> |
| <ul style="list-style-type: none"> Attend regional, national and international conferences to promote the program. | <p>O: Attend conferences to promote our program and share the project experience.</p> | <p>Team Spring and summer 2019</p> |
| <ul style="list-style-type: none"> Promote program to CSU campuses. | | |
| <ul style="list-style-type: none"> Launch first cohort. | <p>O and A: Recruit at least 15 students.</p> | <p>Yen Fall 2019</p> |

7. Budget

| Description | Commission Funding Request | Campus Match (25%) | Proposal Subtotal | Proposal Total |
|------------------------------|----------------------------|--------------------|-------------------|-----------------|
| Faculty & Staff Salaries (a) | \$40,000 | \$10,000 | \$50,000 | \$50,000 |
| Student Workers (b) | \$4,400 | \$1,100 | \$5,500 | \$5,500 |
| Supplies (b) | \$400 | \$100 | \$500 | \$500 |
| Travel to conferences (c) | \$5,200 | \$1,300 | \$6,500 | \$6,500 |
| TOTAL | \$50,000 | \$12,500 | \$62,500 | \$62,500 |

Narrative: a) Faculty & staff salaries include \$3000 per course for course development, staff support, and benefits. b) Student workers and supplies for the first year of the program development. c) Professional development funds for 1-2 faculty to promote program at relevant conferences.

8. Sustainability

The HTEM department has one tenured faculty, four tenure track faculty, and a pool of qualified lecturers who are committed to student excellence and have ample industry experience.

The program break-even enrollment is fifteen students. A market analysis from Hanover Research indicates that a demand for master’s programs in hospitality management is growing at the national, state, and regional level. We are confident that enough students can be recruited to maintain longevity of this uniquely designed program, while concurrently seeking collaborations with universities in other countries.

9. Project Administration and Qualifications of Key Personnel

- Dr. Tsu-Hong Yen, principal investigator (PI), professor and chair of the HTEM Department. He has more than 20 years of international teaching, research, and administrative experience. He has previously developed both undergraduate and graduate curriculum as well as supervised more than thirty master’s thesis research projects.

- Dr. Yinghua Huang, co-PI, is an assistant professor in the HTEM Department. Dr. Huang's research interests include customer service management, social media marketing, and sustainable tourism management.
- Dr. Dan Cormany, co-PI, is an assistant professor in the HTEM Department. He has more than thirty years of experience in college teaching, administration, and industry experience in hotels, events, and tradeshow management. He also has experience in developing curriculum for a bachelor's degree.