

Proposal For A

Master of Science

in

Hospitality Information Management

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PROPOSAL FOR A MASTER OF SCIENCE IN HOSPITALITY INFORMATION MANAGEMENT

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INTRODUCTION

Today, as a result of mergers and acquisitions and growth through franchising, multi-unit corporations, rather than the independent operations that were the norm 30 to 40 years ago, dominate the hospitality industry. For example, some ten hotel companies control the majority of rooms in the lodging industry, and the 100 largest food service companies have about a 40% share of the foodservice market. To succeed in this environment, companies need graduates with expertise in corporate-level hospitality management and decision-making skills.

At the same time, the hospitality industry has seen the explosion of new technology and the advent of electronic commerce. New products and services, including wireless telecommunications and high-speed Internet access, have every major hotel company scrambling to be responsive to the needs of its customers. New ways of procuring supplies electronically, of collecting, warehousing, and mining relevant customer information, and of interfacing with web-based reservation systems are examples of the numerous e-commerce developments that will continue to challenge hospitality businesses for years to come. To respond to these technology issues, hospitality companies require professionals knowledgeable about managing information in the context of a hospitality business. This proposal presents a combination of hospitality and information management courses that address this need and are unique in the hospitality education marketplace.

In the past, the hospitality industry has hired master's level graduates from other disciplines to staff corporate and executive level positions. Frequently, these candidates possessed little or no exposure to hospitality management courses or the industry's work environment. This is due in part to the fact that, along the Interstate 95 corridor from New York City to Washington D.C, except for New York University and the George Washington University (in D.C), there is no credible program that offers graduate courses in a stand-alone hospitality program. This proposed graduate program in Hospitality Information Management satisfies an industry need and positions UD to compete in the graduate hospitality education market with a unique product. In addition, offering a graduate program will enhance the reputation of UD's HRIM Department regionally, nationally, and internationally. Finally, this program supports the State of Delaware Information Technology Economic Development Initiative, designed to raise Delaware's profile as a center for information technology practices in industry and a desirable location for information technology businesses.

In summary, the goal of the graduate program is first to develop students for successful careers as corporate hospitality information managers (for example, with Marriott), consultants, and hospitality technology system implementation professionals (for example, with Cyntergy Corporation), and second to offer high-quality, professional-level instruction for current hospitality managers seeking to further their education by applying technology solutions in operational settings. It is also designed to provide students interested in future doctoral work in hospitality and tourism management a sound foundation toward that goal.

I. PROGRAM DESCRIPTION

The proposed Hospitality Information Management master's degree at UD is designed to prepare professionals who can be effective corporate or executive-level hospitality managers, with a specialization in information technology, in organizations affiliated with the hospitality and tourism industries. Graduates will have the knowledge and skills associated with e-business, project management, technology feasibility studies, multi-unit/franchise management, and data management. The program is designed to meet the needs of both traditional graduate students and working professionals.

The program, which offers both a non-thesis option and a thesis option, requires 36-credit hours made up of the following:

- 15 required credits specific to information management
- 12 required credits focused on hospitality management issues and their relationship to technology
- 3 required credits in research design and methodology
- and**
- 3 required credits of internship in a information technology related position
- 3 required credits completing an industry project centered around technology
- or**
- 6 thesis credits

II. RATIONALE AND DEMAND

A. Institutional Factors

1. Mission Compatibility

The College of Human Services, Education and Public Policy is interdisciplinary, professional and service-oriented, emphasizing in its academic units a blend of theoretical and practical approaches to learning. One of its missions is to create knowledge and prepare professionals to assume leadership roles in organizations such as public institutions, schools, communities, and consumer and service institutions. UD has also become a leader among universities nationwide in its use and application of technology. The mission of the UD HRIM Department has been, since its inception, to be an innovative leader in hospitality education. Therefore, the proposed graduate degree program in Hospitality Information Management, which will be the only one in the country, leverages the capabilities of UD as a premier technology institution and is consistent with department, college, and university goals.

This proposed offering is unique in graduate hospitality management education. While some hospitality programs offer the opportunity to specialize in information technology, none focuses on information management in a corporate setting, nor has information management in the title of its degree name. Cornell University, for example, offers a concentration in information technology as part of their Master of Management in Hospitality. The University of Houston, the University of Nevada, Las Vegas, and New York University offer specializations in technology at the

graduate level, while Penn State University just recently (June 2000) proposed a Hospitality Information Technology emphasis in its professional master's degree program.

2. Description of Planning Process

The hospitality industry has had a reputation for being slow in adopting and responding to technological changes in the environment. This reputation has changed over the past 3-5 years, in part because of the presence of large multi-unit companies in the industry. Hotel and restaurant companies are now aggressively looking at new technology products and services that can improve productivity while providing customers with what they need. Because of the speed with which these industry changes have occurred, many hospitality education programs have been slow to respond to the need for trained professionals in this aspect of the hospitality industry.

The UD HRIM Department has considered a graduate program during each of its annual strategic planning meetings for the past 6 years. The department formed an Information Technology Management Advisory Board early in 2000. (See appendix for list of Board members.) The purpose of the Board is to provide the department with industry input regarding the viability of a graduate program in Hospitality Information Management, and to help chart a direction for the program while defining its components and playing an on-going advisory role. The Board met on March 27, 2000 to discuss, among other issues, the following questions related to the graduate program:

- For what kinds of jobs will graduates from a hospitality information management masters program be recruited?
- With what type of systems do graduates need to be familiar?
- What systems design knowledge must they possess?
- About what system implementation issues should they be aware?
- Which of the following three components will graduates spend most of their time doing: system analysis, system design, or systems implementation?
- Should the emphasis at the graduate level be on process management or technical skills?

The Board unanimously endorsed the graduate program in Hospitality Information Management and emphasized that the information technology professional has become critical to hotel and restaurant companies, as well as to vendors of hospitality-related hardware and software. They similarly agreed with the proposed set of courses and their sequencing for the student.

3. Impact on Other Programs

The HRIM Department is the only academic unit at the University offering hospitality-related courses, and due to the profession-specific nature of the curriculum, there is little likelihood that the M.S. in Hospitality Information Management (HIM) will compete with existing graduate programs at the University. The Masters in HIM is not a general management degree, but is focused clearly on the hospitality industry (including hotels, resorts, restaurants, etc.). It is not

intended to compete with the UD MBA or MPA programs, but will be unique to the hospitality sector. Furthermore, the program parallels the development of other mid-career graduate programs offered by CHEP, and the content will supplement other programs such as the MPA, Museum Studies, and the MBA where there is a growing interest in issues of economic development and tourism. We also expect significant international student interest. Therefore, the proposed graduate program will be complementary to, and not competitive with, other programs at UD.

4. Utilization of Existing Resources

Faculty with expertise and interest in graduate-level instruction currently exist in the HRIM Department. In addition, two faculty (George R. Conrade and Richard B. Fischer) have joined the department from other university units and currently teach undergraduate courses. This will permit current faculty the opportunity to teach one course per year in the graduate program. Also, the CHEP Dean's Office has approved the addition of two new faculty and authorized the filling of an existing open position. One of these new positions (in hospitality information management) has already been filled and a search is currently in progress for the second position (in hospitality marketing with a secondary interest in e-commerce). The search for the third position (with a focus on hospitality information management) will begin in fall 2001. Finally, the new program may enroll some full-time graduate students who can assist with undergraduate instruction. (The department plans to seek outside funding to support assistantships and scholarships.)

B. Student Demand

1. Enrollment Projections

Over the past five or more years, the HRIM Department has regularly received written and telephone inquiries and requests from Europe, Asia, and South America, as well as from within the United States, about the availability of a graduate program in HRIM. In addition, at the annual hospitality industry trade shows in New York and Chicago where the university has had a display booth, prospective candidates routinely make inquiries about graduate studies in hospitality management. Some of HRIM's own undergraduates with an interest in pursuing graduate studies continue to inquire about the department's plans to begin a graduate program. Also alumni, who after two or three years in the industry are contemplating graduate school, have called the department to ask about opportunities for graduate studies in hospitality management.

Therefore, based on student and industry interest expressed to date, we anticipate the program to begin with 8-10 part-time students and 3-5 full-time students. The number of new full-time students will grow to 8-10 in the first three years, while part-time admissions will remain the same or drop slightly. After three years, we expect total annual admissions to range between 12 and 15 new students. (Ideally, full-time students will complete the program in two years.) A survey of peer institutions (Virginia Tech, University of Houston, Purdue University, UNLV,

Penn State, and Cornell) showed average master's student enrollments higher than 15. The goal for this graduate program is to position it as a premier program in the nation, and the emphasis on information technology will allow us to be selective in recruiting highly qualified candidates to the program.

2. Specific Student Clienteles

The proposed graduate program in Hospitality Information Management is designed to meet the needs of traditional students, part-time students, and employed professionals. Courses will be offered in a variety of formats to avoid scheduling conflicts with undergraduate offerings as well as to help attract non-traditional students.

Target student populations will be students who graduate from UD's HRIM department with an interest in pursuing graduate studies. Also, CHEP's new undergraduate Human Services, Education and Public Policy major will present an opportunity to recruit one or two students annually into the graduate program. Students from peer institutions that offer undergraduate courses in hospitality information technology, such as Cornell, UNLV, Michigan State, University of Houston, Penn State and others, will be heavily recruited for the master's program.

Minority students will be actively recruited from schools in close proximity to UD. These include Delaware State University, Cheyney State, Temple, etc. Several HRIM faculty have ties to these programs. Recruiting will include mailings, invitations to students to attend our annual spring career fair, and visits by the Chair and Director of Graduate Studies in the HRM program.

Another target group will be international students. The UD HRIM Department currently has cooperative agreements with the Swiss School of Hotel and Tourism Management in Chur, Switzerland and with Dongbei University in China. In the 1999-2000 academic year, there were 10 students from the Swiss School enrolled at UD for a year to complete their BS degree in HRIM. Such students represent a target group from which to recruit for the master's program, and the majority will be traditional full-time students.

With respect to the part-time students, they will be predominantly professionals working in full-time positions in the Wilmington and Philadelphia areas as well as in other parts of Delaware. These professionals will come from such hospitality companies as ARAMARK (headquartered in Philadelphia). In addition, it is expected that a modest number of professionals seeking a career change into the hospitality industry will be attracted to this degree program.

C. Transferability

Currently, there are no institutions within the state that offer graduate studies in hospitality management.

Transfer of graduate courses from other institutions to UD will be evaluated by the Director of Graduate Studies based on a direct correspondence between the courses

involved, and recommendations forwarded to the Office of Graduate Studies for final approval.

D. Demand and Employment Factors

With the daily evolution and dynamic nature of the information technology arena, new business niches that present employment and career opportunities for qualified graduates are created daily. Graduates of the Hospitality Information Management master's program are expected to find, but are not limited to, employment in the following areas:

- Hotel Management Information Systems
- Restaurant Management Information Systems
- E-commerce
- Business-to-Business Procurement
- Electronic Travel Services
- Hotel and Restaurant Consultancy
- Corporate Hotel Operations
- Corporate Restaurant Operations
- Faculty Positions at Higher Educational Institutions (e.g. Community Colleges)

Data from a survey by FoodTRENDS™ 2000, sponsored by American Express and Thomas Food Industry Register, found that nearly 49% of restaurants now order supplies and inventory electronically. Food processors have also increased their electronic ordering from 21% to 40% in 2000. Restaurants, wholesalers/distributors, and food processors have all increased their use of web-based methods for locating products, with restaurants showing the greatest increase from 30% in 1999 to 56% in 2000. Moreover, this trend is expected to increase.

Hotel chains worldwide now make the availability of Internet access, video-conferencing and other technology a priority for their business guests. Internally, the electronic mining of customer data, as well as electronic applications for accounting and financial reporting, such as that provided by application service providers, are new methods of operating a hotel business more efficiently. For some hospitality companies this has emerged as their strategic, competitive edge over their rivals.

Hotels and restaurants today need executives who not only understand the hospitality business, but also have expertise in information technology management to advise on matters related to technology investment, employee training, database management, data warehousing, and the optimum use of computer hardware and software. The industry demand for such qualified graduates will grow exponentially in the next 2-3 years.

E. Regional, State and National Factors

There are no comparable graduate programs in the state or region that offer this mix of hospitality and information technology management courses. Nationally, Cornell University's MMH program is currently the closest competing program to what is proposed at UD. However, a few other institutions have taken steps to position themselves at the forefront of incorporating technology into the curriculum. For example, the University of Houston's College of Hotel and Restaurant Management is currently the only program in the nation that has integrated a restaurant operations management and on-line reservations system throughout its undergraduate curriculum to

provide students with an understanding of technology applications in the hospitality industry. This was the result of a partnership agreement signed in August 2000 that provides the University of Houston's students access to ReservationSource Inc.'s proprietary floor management, customer relationship management and Web-enabled reservations technology.

The following is a breakdown of master's degree programs available nationally in hospitality-related fields, according to Gradschools.com:

Master's Programs in Hospitality and Tourism Management

Eastern U.S.

MS in Hospitality and Tourism Management	14
MBA with concentration in Hospitality Management	5
MS in Parks, Recreation and Tourism Mgt	7
Other	4

Western U.S.

MS in Hospitality and Tourism Management	9
MBA with concentration in Hospitality Management.	0
MS in Parks, Recreation and Tourism Mgt	3
Other	2

Total	44
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None of the above degree programs has information management or information technology in its title, and Cornell University, UNLV, University of Houston and NYU are the only ones that currently offer an opportunity for specialization in this area. The University of Denver and Temple have proposed programs with a concentration in information technology to begin in September 2001.

F. Accrediting and Licensing Requirements

There are no national, regional or local accrediting agencies that govern this area of the industry at this time.

G. Other Strengths

The current strong reputation that UD enjoys as a technology leader among its peer institutions is an asset to this proposed graduate program in Hospitality Information Management and will facilitate recruitment of prospective candidates. In addition, several of the faculty who will be supporting the graduate courses have had prior graduate teaching and advisory experience at peer institutions such as Virginia Tech, Cornell, Texas Tech and Penn State.

Due to the growing need for this specialization in the hospitality industry and with the support of the Information Technology Advisory Board members, the HRIM department has established strong collaborations with both hospitality industry corporations and hospitality technology vendors. These collaborations will be in the form of internships, research projects and service learning collaborations.

III. ENROLLMENT, ADMISSIONS AND FINANCIAL AID

A. Enrollment

Candidates with baccalaureate degrees from accredited colleges and universities are eligible to apply for admission into the Hospitality Information Management graduate program. They will be required to follow the application procedures outlined in the UD graduate catalogue. The maximum number to be admitted annually will be 15. Enrollment in the thesis option will be limited based on the availability of faculty members to serve as thesis advisors. The program will begin in the fall semester 2001.

B. Admission Requirements

Prospective full-time candidates will be admitted for the fall semester only. Part-time candidates may begin in the fall or spring semester. Admission to the program will be selective and competitive based on the number of applicants and the limits of available faculty and facilities. Those who meet stated minimum academic requirements are not guaranteed admission, nor are those who fail to meet those requirements necessarily precluded from admission if they offer other appropriate strengths.

Candidates for admission need not have majored in HRIM previously, but they will be expected to possess:

- strong written and oral communications skills
- mathematical ability (a minimum level of math equivalent to MATH 114)
- an understanding of computer systems and basic applications, such as word processing and spreadsheets (equivalent to CISC 101, CISC 105 or ACCT 160)
- knowledge of network terminology and typology (equivalent to HRIM 144).

Appropriate credit and non-credit courses are available at UD to students with deficiency in any of these areas.

Specific admission requirements include:

- All minimum UD requirements
- A minimum combined verbal and quantitative score of 1050 on the GRE (GMAT scores also acceptable)
- A minimum overall undergraduate GPA of 3.0 (out of 4.0)
- Bachelor's degree from an accredited college or university
- Acceptable evaluation of three (3) letters of recommendation
- Students whose first language is not English must achieve a minimum score of 550 on the Test of English as a Foreign Language (TOEFL).

The graduate program in Hospitality Information Management will adhere to the policies on transfer and retention as described in the current UD Graduate Catalogue.

C. Student Expenses and Financial Aid

Costs for the program include tuition, books, and supplies. Qualified students will be eligible for scholarships as funding sources are identified and monies become available.

The Hospitality Financial and Technology Professionals Association will be approached to provide funds to support graduate scholarships and/or assistantships for students enrolled in this program.

V. CURRICULUM SPECIFICS

A. Degree Awarded

Students who graduate from this program will receive a Master of Science with a major in Hospitality Information Management.

B. Curriculum Requirements

The program, which offers both a non-thesis option and a thesis option, requires 36-credit hours. The following is a list of the courses required for the degree.

M.S. IN HOSPITALITY INFORMATION MANAGEMENT

HRIM REQUIREMENTS (24 CREDITS)

HRIM 601	Advanced Hospitality & Tourism Product Management
HRIM 602	International Hospitality and Service Management
HRIM 603	Strategic Management in the Hospitality Industry
HRIM 604	Issues in Hospitality Financial Management
HRIM 605	Issues in Hospitality Information Technology
HRIM 642	Hospitality Computer-Based Training
HRIM 648	Data-Mining Analysis in the Hospitality Industry
HRIM 687	Hospitality Systems

OTHER REQUIRED COURSES (6)

EDUC 685	Multimedia Literacy or equivalent
UAPP800	Research Design and Methodologies (or an equivalent statistics/research methods course)

RESEARCH AND INTERNSHIP (6)

HRIM 664	Hospitality Technology Internship (3) and
HRIM 668	Industry Project (3) – for the non-thesis option

Or

HRIM 869 Master's Thesis (6) for the thesis option
Sample Program of Study (Full-time Student)

TWO-YEAR PLANNING GUIDE

<u>First Year (Fall)</u>		<u>Credits</u>
HRIM 601	Advanced Hospitality & Tourism Product Management	3
HRIM 602	International Hospitality and Service Management	3
EDUC 685	Multimedia Literacy	<u>3</u>
Total Credits		9

<u>First Year (Spring)</u>		<u>Credits</u>
HRIM 603	Strategic Management in the Hospitality Industry	3
HRIM 604	Issues in Hospitality Financial Management	3
HRIM 642	Hospitality Computer-Based Training	<u>3</u>
Total Credits		9

<u>Second Year (Fall)</u>		<u>Credits</u>
HRIM 687	Management Systems in the Hospitality Industry	3
HRIM 648	Data-mining Analysis in the Hospitality Industry	3
UAPP800	Research Design and Methodologies	<u>3</u>
Total Credits		9

<u>Second Year (Spring)</u>		<u>Credits</u>
HRIM 605	Issues in Hospitality Information Technology Mgt.	3

Non-thesis option

HRIM 664	Hospitality Technology Internship	3
HRIM 668	Industry Project	3

OR 6

Thesis option

HRIM 869	Master's Thesis	6
Total Credits		<u>9</u>

As part of the Industry Project course, non-thesis candidates will be expected to compile a portfolio of their completed projects and make an oral presentation before a panel of two faculty and three – four members of the HRIM Information Technology Advisory Board or other hospitality technology professionals. The presentation is meant to serve as an assessment of the students' readiness to enter the industry and as a validation of the curriculum.

Those enrolled in the thesis option will be expected to undertake a traditional oral defense of their master's thesis.

V. RESOURCES AVAILABLE

A. Learning Resources

The UD Library affirms it is well able to support the proposed degree. See the attached memorandum of January 11, 2001 from Susan Brynteson, Director of Libraries.

B. Faculty and Administrative Resources

The following current full-time faculty in the HRIM Department have expressed desire and a commitment to support courses in the proposed graduate program:

Cihan Cobanoglu, (Ph.D. expected 2001)	Assistant Professor (beginning Sept. 2001)	Hospitality information technology
George R. Conrade, M.B.A.	Assoc. Policy Scientist	Hospitality information technology
Pamela Cummings, Ph.D.	Associate Professor	Travel and tourism, training, and human resource management
Fred DeMicco, Ph.D.	Professor	International hospitality management
Francis Kwansa, Ph.D.	Associate Professor	Financial management and accounting
Robert Nelson, Ph.D.	Assistant Professor	Tourism development, tourism policy
Ali Poorani, Ph.D.	Associate Professor	Human resource issues, leadership, training, and franchising

HRIM is also currently searching for a faculty person who has a primary focus in hospitality marketing and a secondary interest in e-commerce. A third faculty search is scheduled for the 2001-2002 academic year. This position is also designated for an information technology specialist. Both individuals will have the capability of teaching graduate courses.

In terms of graduate program experience, three of the faculty listed above (Cummings, DeMicco, and Kwansa) have supervised or served on graduate committees for Master's theses and Ph.D. dissertations.

Moreover, it is the intention of HRIM to collaborate with the College of Business & Economics where there is a significant IT opportunity, particularly in sharing faculty to teach similar courses in both programs (for example, perhaps "data mining"). This will allow efficiencies for both programs when and where appropriate. Therefore, the

heads of both programs will have ongoing communication to leverage class scheduling opportunities. HRIM and B&E currently collaborate on a joint 4 + 1 MBA degree.

There are faculty in other units of the College of Human Services, Education and Public Policy who have teaching and research experience in areas related to tourism policy and planning who will be invited to collaborate with HRIM faculty in teaching courses and advising students in the graduate program. Some of the faculty members are listed below:

Timothy Barnekov, Ph.D Professor, School of Urban Affairs and Public Policy

Eric Jacobson, MPA Assistant Professor, Institute for Public Administration

Edward Ratledge, MA Associate Professor, Center for Applied Demography and Survey Research.

The Dean of CHEP, in consultation with the HRIM department chair, will appoint a member of the faculty teaching graduate courses to serve as the Director of Graduate Studies. The Director of Graduate Studies will report directly to the chair and will have the following responsibilities:

- Administer the program
- Recruit graduate students
- Award and administer graduate assistantships
- Administer and approve the internship, independent study and special projects
- Advise student thesis/research projects

The HRIM faculty will select two faculty members to serve on a Departmental Graduate Committee (in addition to the Director of Graduate Studies). To be a member of the Graduate Committee, the HRIM faculty member:

- Must be a full-time faculty member at UD with a primary teaching appointment in the HRIM Department, and
- Teach a regularly scheduled graduate-level required course in the department, or
- Advise students in the graduate program.

The Departmental Graduate Committee will have the following responsibilities:

- Review the admission applications and make all matriculation decisions
- Review and approve proposed new courses and changes in courses
- Review and approve credentials of teaching faculty
- Develop policies regarding internships, special projects and independent study

The HRIM Information Technology Advisory Board will continue to provide industry insight and perspective to aid the Director in administering the program.

C. External Funding

There is no external funding available at this time. However, enrollment is not contingent upon external funding.

VI. RESOURCES REQUIRED

A. Learning Resources Required

No additional learning resources are required at this time.

B. Personnel Resources

No additional administrative support staff is required to start the program.

C. Budgetary Needs

The Dean's Office has already committed the faculty lines necessary to support this graduate program. Supplies and expenses related to program marketing, recruitment, administration, and evaluation will be necessary once the program is approved for operation.

VII. IMPLEMENTATION AND EVALUATION

A. Implementation Plan

The Hospitality Information Management master's degree proposal will be submitted to the CHEP Graduate Curriculum Committee for review and approval. Subsequently, the proposal will be submitted to the Graduate Studies Committee of the Faculty Senate for approval.

A new faculty member with a specialization in information technology has already been hired, and a search for an Assistant/Associate Professor of Hospitality Marketing is currently under way in the HRIM Department. That search will be completed by spring 2001. As a result, all of the core graduate teaching faculty will be in place to begin the program in fall 2001. Courses have already been developed to support the program. Therefore, enrollment will proceed once the university approves the program. It is anticipated that enrollment and recruitment activities will begin in spring 2001. The Chair and Director of Graduate Studies will initially share responsibilities for recruiting and marketing the program.

After admission to the program all students will meet with the Director to develop a program of study. Students will be expected to declare a thesis or non-thesis option no later than the start of their second year of matriculation. For students electing the thesis option, and based on their research interests, they will be assigned to a faculty advisor at that time. No comprehensive written examination is required for this program.

B. Evaluation Plan

In anticipation of the review by the Faculty Senate for permanent approval, the HRIM department will establish a Program Review Committee to conduct a self-study. The

self-study will include an assessment of the program's progress towards achieving its stated goals and an evaluation focusing on the degree to which students are receiving an educational experience that both meets UD's graduate standards and satisfies industry expectations. The information collected in the self-study will be provided to the Faculty Senate as an aid in its review process. (See guidelines in the *Academic Program Review* for a more complete list of program indicators and evaluation criteria.)

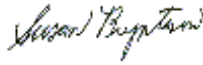
On-going assessments will be conducted to measure the quality of the program. These measures include, but are not limited to, exit interviews of graduating students, course evaluations, internship evaluations, alumni surveys and interviews, quality of research projects and theses, graduation rates, and collaborations with industry partners.

January 11, 2001

MEMORANDUM

TO: Fred J. DeMicco
Chair and Professor
Hotel, Restaurant and Institutional Management

FROM: Susan Brynteson
Director of Libraries



I am responding to your request to supply information about the capability of the University of Delaware Library to support the proposal for the new degree program for the Master of Science in Hospitality Information Technology Management.

The University of Delaware Library is well able to support the HRIM degree at the master's level. Enclosed is a description of collections, resources and services available.

I would be pleased to respond to any questions.

SB/jm

c: Roberta Golinkoff
Mary Martin
Enclosure

January 11, 2001

Report on Library Services and Collections in Support of the Master of Science in Hospitality Information Technology Management

General Description

The University of Delaware Library includes the Hugh M. Morris Library, where the main collection is housed; three branch libraries located on the Newark campus, the Agriculture Library, the Chemistry Library, and the Physics Library; and a fourth branch library, the Marine Studies Library, located in Lewes, Delaware. The library's collections parallel the University's academic interests and support all disciplines. In addition to collections which directly support the Hotel, Restaurant, and Institutional Management Program, the Library has strong collections in other areas that relate to the new program proposal, such as Accounting, Business, Computer Science, Consumer Studies, Economics, Food Science, Marketing, Nutrition and Dietetics, Sociology, and Urban Affairs and Public Policy.

Books, periodicals, microforms, government publications, computer databases and other electronic resources, maps, manuscripts, and media provide a major academic resource for the University of Delaware, the surrounding community, the state of Delaware, and the nation. Library staff members provide a wide range of services, including computerized literature searches, reference assistance, circulation, interlibrary loan, instructional programs, and assistance to the visually impaired.

The University of Delaware Library is a U.S. depository library and a U.S. patent depository library and contains a complete file of every patent the U.S. Office of Patents and Trademarks has issued.

The online catalog, called DELCAT, provides access to millions of items by author, title, subject, and keyword.

Library collections number over 2,400,000. In 1999/2000, the Library web site (<http://www.lib.udel.edu>) received over 17,000,000 hits.

The University of Delaware Library is a member of the Association of Research Libraries, OCLC, the Center for Research Libraries, PALINET, and CIRLA (The Chesapeake Information and Research Library Alliance).

Specific support for the HRIM master's degree program

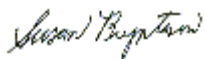
Funds are designated at the beginning of each fiscal year for the support and strengthening of the HRIM collections. Approximately \$8,000 is currently designated for the purchase of library materials for direct support of HRIM. Support for HRIM is supplemented by funds used to purchase materials in the related areas noted previously as well as funds for the purchase of electronic resources. Since the beginning of the HRIM program, the Library has made a special effort to purchase a broad range of materials related to the field of hospitality. This broad range of materials can be reviewed by using keyword searching in DELCAT under such headings as:

Food Service	454 titles
Hospitality	139 titles
Hotels	514 titles
Service Industries	366 titles
Cookery	2683 titles
Quantity Cookery	102 titles
Tourism	510 titles

The Library subscribes to approximately 30 print journals which specifically support the HRIM program. The Library also subscribes to a major print index, Lodging, Restaurant, and Tourism Index. The Library also makes available the electronic databases of International Hospitality and Tourism Database and Foods Intelligence which directly support HRIM. In addition to this the Library provides networked access to such important electronic databases as ABI/Inform; EconLit; General Business File ASAP (includes electronic full text of journal articles for many journals); PAIS: Public Affairs Information Service; LEXIS-NEXIS Academic Universe (includes electronic full text of journal articles for many journals; Sociological Abstracts; and Web of Science (includes electronic full text of journal articles for many journals and incorporates the Library's major new service, Article Express). Census information and other demographic data are available as is a wide range of printed and electronic reference sources.

The Library has a strong collection of videotapes and films which cover a wide range of subjects related to Hotel & Restaurant Management including: culinary arts, food safety, housekeeping, guest relations, communication skills, corporate finance, and international relations. The video collection is heavily used; is increasing in size; and there has been much consultation about it by Francis Poole, Librarian in the Media Services Department with associated HRIM faculty.

A professional librarian, Dianna McKellar, Assistant Librarian in the Reference Department, serves as liaison to the faculty of HRIM. Suggestions for purchases received by the Library in the HRIM field are directed to Ms. McKellar who also regularly consults the HRIM faculty about priorities and the direction the collections should take. Ms. McKellar is also available for instruction in the use of the Library for students and faculty. She maintains a subject Web site for HRIM which can be accessed from the Library Web page (<http://www.lib.udel.edu>) by clicking on "Subject Guides A to Z" or directly by the URL <http://www2.lib.udel.edu/subj/hotl/>



Susan Brynteson
Director of Libraries

APPENDICES

HOPITALITY INFORMATION TECHNOLOGY MANAGEMENT ADVISORY BOARD

John Alexander
President
CBORD

Scott Anderson
President
Cendant Travel Division

Robert S. Bennett
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Pegasus Solutions, Inc.

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Rosenbluth Interactive

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Chief Information Officer
Manhattan East Suite Hotels

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University of Delaware

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Professor
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Frank Wolfe
Executive Vice President/CEO
Hospitality Financial & Technology
Professionals

Addendum – Frequently Asked Questions

- Q.** You are proposing an M.S. with a major in Hospitality Information Management. With the focus on information technology, it appears that there is not enough emphasis on technology in the program.
- A.** The answer to this question is twofold. First, the proposed coursework is designed to provide a balance between hospitality and technology. When we discussed the program with our Technology Advisory Board last March, they stressed the need for this balance. In fact, what they particularly liked about the proposal was the strength of the hospitality courses. Their rationale was that they could already hire individuals with strong technology credentials. What these individuals lack, however, is an understanding of guest service and the hospitality business. The Advisory Board emphasized that these technology rich individuals don't know what it means to work in a guest-driven business and how technology can be used to enhance the guest experience and improve operational efficiency. Consequently, the members of the Advisory Board strongly recommended that we keep the need for a balance in mind.

Second, while there are courses specifically devoted to technology, most of the hospitality management courses will also include technology related information. For example, the marketing course will look at how technology can assist in better reaching a hotel's market segments; the finance course will consider the financial feasibility associated with technology investments; the strategic management course will examine how technology may be used as a strategic asset.

- Q.** The external reviewer indicated that "If you look at the present hiring patterns for IT staff in hospitality companies, the majority of hires have a strong IT background and frequently little to no hospitality." That seems to contradict your answer to the first question.
- A.** The reason why hospitality companies are hiring people with an IT background and little or no hospitality background is because they cannot find individuals who have knowledge of both technology and hospitality. That is the very reason why we are proposing this program, and why the members of the Technology Advisory Board are so supportive of it. Further, if you look at the educational background of the board members who are in hospitality companies (what we see as the primary market for our graduates), you would find that most did not major in technology-oriented programs. For example, Scott Anderson, Bob Bennett, Richard Brooks, Rob Grimes, and Jules Sieburgh are all hotel school graduates. John Cahill graduated with a degree in English. All of these individuals are in senior management positions not because of a strong technology background, but rather because of their understanding of how technology fits into hospitality.
- Q.** The proposal indicates that one of the career possibilities is that of hospitality technology system implementation professionals. It seems hard to believe that graduates of the program would have enough technology background to be effective in this position.
- A.** We think that some individuals will enter the HRIM M.S. program with a strong technology undergraduate background. These are the individuals who would be better prepared, and might prefer, to work in a systems implementation position. We believe that most of the graduates will work in a technology management position in a hospitality company.

- Q.** What role will your graduates play within a hospitality company?
- A.** The members of the Technology Advisory Board from hospitality companies indicated that they were looking for individuals who would be able to come into their organizations and fulfill several responsibilities. Graduates might find themselves looking at how a hotel could use a particular new technology or how the hotel can generate income if it installed new technology. A graduate might be asked to examine a hotel's processes and develop a proposal to implement some new form of technology, including the required specifications to bid the project. Another role could be to serve as the project manager for a new technology installation. Yet another position would involve managing or overseeing the various technology-oriented systems in a hotel.
- Q.** Some of these activities seem like the individual would need more specific technology information than you are offering in the program.
- A.** Our Technology Advisory Board felt that there were hundreds of seminars that address specific technology issues. If an individual needed to understand something specific to a hotel's systems, he or she could attend one of those seminars. Since there are so many different technology issues and they are constantly changing, the Advisory Board believed that, if an individual had a basic understanding of technology, it was much easier to send the person to a seminar for the latest technology information than to find a seminar that addressed a hotel's processes and guest service issues.
- Q.** In regard to the technology-related courses in the program, why do you propose two courses looking at the use of multimedia and training?
- A.** Employee turnover is one of the most serious problems that face hospitality operations. In light of this, hotels and restaurants spend considerable time providing training on the basic systems in an operation. In addition to working towards solutions that reduce turnover, hospitality businesses must become more efficient in training employees. Multimedia offers that opportunity. If you look at the two courses in the program, the focus of the computer-based training course is to develop an understanding of project management by applying the theory to an actual project. The project will be something that is training related. The reason we included the multimedia course is to make sure that everyone has a foundation in multimedia before trying to apply it.
- Q.** Couldn't you simply make that course a pre-requisite to the program?
- A.** We already have a number of pre-requisites. We believed that most applicants will have fulfilled several of the pre-requisites. Multimedia is not likely to be one of them. In the interests of keeping the number of additional credits beyond the required 36 to a minimum, we chose to include the multimedia course in the program.
- Q.** Speaking of courses in the program, how is HRIM going to be able to teach the courses that are part of the master's degree program?
- A.** The answer to this question also involves balance – in this case between faculty assignments in undergraduate and graduate courses. Achieving this balance includes

realigning the courses taught by existing faculty so that they may participate in the graduate program. Such realignment is possible because of the following:

- 1) The Dean's office has agreed to allow HRIM to hire additional staff. Two new positions were allocated and a third open position will be filled. Two of the positions have 2001 – 2002 academic year starting dates, and the third position will be filled beginning with the 2002 – 2003 academic year. Each of the new faculty members will be expected to teach one existing undergraduate and one new graduate course each semester.
- 2) Two additional faculty have joined HRIM from other university units. They will teach at least one course each semester currently offered by existing faculty. This will relieve the teaching load of existing faculty members so that they can participate in the graduate program as well.
- 3) The HRIM department currently offers all required courses every semester and all electives at least once a year. It is currently reviewing its undergraduate program, and the result may include dropping some consistently low enrolment electives and/or scheduling electives once every three semesters, instead of once every two semesters. Such a move would also permit faculty to teach a course in the graduate program.
- 4) We expect to be able to offer at least two or three assistantships to graduate students each year. Those receiving the assistantships will assist faculty teaching undergraduate classes, and may, if they have the appropriate knowledge and skills, actually teach an HRIM course.

The result of these actions is that both new and existing faculty will be involved in teaching undergraduate and graduate courses.