

**New Program Proposal
Doctor of Philosophy in
Hospitality Management
USC-Columbia**

Summary

USC-Columbia requests approval to offer a new program leading to the Doctor of Philosophy in Hospitality Management, to be implemented in Fall 2010. The program will be offered on the main campus.

The Program Planning Summary was submitted to the Commission on May 1, 2009, and reviewed and voted upon favorably without substantive comment by the Advisory Committee on Academic Programs (ACAP) on October 8, 2009. USC's Board of Trustees approved the final proposal on December 14, 2009. The final proposal was received by the Commission on December 22, 2009. The full proposal was reviewed and voted upon favorably without substantive comment by the Committee on Academic Affairs and Licensing (CAAL) on April 1, 2010.

According to the proposal, the purpose of the program is to address the growing need for highly educated academicians and researchers with hospitality and tourism management backgrounds. The program seeks to produce graduates who can demonstrate the capacity to function collaboratively in a globally diverse, expanding hospitality environment characterized by diversity, uncertainty, and rapid change. The program's goal is to produce graduates who are ethically aware, have an understanding of the global and technological advances that impact the hospitality and tourism field, and can use that understanding as managers and professors in the field.

The proposal states that the need for the proposed program is based upon the substantial national growth from 70 undergraduate hospitality and tourism programs in 1983 to 180 programs in 2009. The increased student enrollment in these programs has prompted a demand for more highly qualified faculty members and researchers in hospitality and tourism management. Moreover, the proposal states that publications such as the *Chronicle of Higher Education* and various other education and employment related websites and listservs demonstrate the employment need through numerous listings of available educator positions in the hospitality and tourism management field. The proposal notes that prior to the nation's dire economic crisis an average of thirteen hospitality management educator positions was listed in the various media sources.

USC-Columbia has recruited one of the world's top tourism experts, Dr. Simon Hudson, as the new SC CoEE endowed chair in Tourism and Economic Development. In a recent interview for the SC CoEE newsletter, Dr. Simon states that "The hospitality and tourism business remains South Carolina's number one industry, accounting for over \$17 billion dollars in spending and employing over 200,000 people. SC has an amazing tourism product but it is not fulfilling its potential. However, by leading cutting-edge tourism and hospitality research that is relevant and directly applicable to the tourism industry in South Carolina, we can ultimately improve the state's competitiveness as a tourism destination, thus securing sustainable employment in the tourism sector." The program's objective is to equip graduates to build foundations for future tourism industry research and creative solutions to tourism industry challenges.

Clemson University has a doctoral program in Parks, Recreation, and Tourism Management (PRTM) that focuses on the recreational aspect of tourism management. The proposed program differs from Clemson's program in that it will focus on the business and operational aspects of hospitality and tourism management with an emphasis in hospitality management. The proposal states that there are only thirteen programs leading to a Ph.D. degree in hospitality education within the U.S., and many of the programs concentrate more on food service, hotel management, or restaurant management.

Projected new enrollment for the program will be five new students (5.8 FTE) in the program's first year, increasing to 11 students (12.8 FTE) in the second year, increasing to 18 students (21.0 FTE) in the third year, increasing to 20 students (22.5 FTE) in the fourth year, and decreasing to 17 (19.2 FTE) in the fifth year of the program. The proposal states that the program anticipates recruiting an additional two to three government-sponsored foreign students per year. According to the proposal, the program will only admit new students in the fall of each year, and no more than a total of 20 students are anticipated to be enrolled in the program at any time. If enrollment and program completion projections are met, the proposed program will meet the Commission's productivity standards.

The proposed program will consist of 60 credit hours of academic coursework beyond the Master's degree. The coursework will include the core courses requirement (six credit hours); research core (12 credit hours); courses specific to the hospitality and tourism major (12 credit hours); cognates (12 credit hours); and dissertation (18 credit hours). Implementation of the program will require four new courses to be added to USC-Columbia's catalogue: Scientific Foundations of Hospitality Management, Advanced Research Seminar in Hospitality Management, Ph.D. Graduate Seminar in Hospitality Management, and Dissertation. All other courses in the program are already included in the University's catalog of approved courses. The cognate courses will consist of related courses offered through other academic units of USC-Columbia.

The proposal states that in the first five years of the program two new faculty members (.50 FTE) will be hired to meet the demands of the proposed program. The two faculty members will teach undergraduate courses to give support to the ten faculty members in the Hospitality and Tourism Management program who will teach graduate-level courses and supervise doctoral students. In addition, the new faculty will serve on doctoral students' committees as necessary. No administrative or staff members will be hired to support the program.

There is no specialized accrediting body for the proposed program. Licensure is not required for employment.

According to the proposal, the proposed program will be housed in the Carolina Coliseum, which has adequate classroom, office, and computer laboratory space for the proposed program. No new equipment is required for the program's implementation.

The proposal states that USC-Columbia has invested additional funds to improve the library collection to meet the need of both the Master's and doctoral programs. USC-Columbia's library provides print and electronic resources, including the statewide PASCAL databases, Interlibrary Loan, Internet access, bibliographic instruction, and a variety of class-specific user education programs. Therefore, no new library resources are required.

The proposal includes a letter of collaboration with Clemson University's Department of Parks, Recreation and Tourism Management to offer jointly a limited number of courses in the

doctoral program. In addition, the two universities are considering additional potential partnerships which could include the transfer of courses and the exchange of faculty.

The proposed program included external reviews from Dr. Muzzo S. Uysal, Professor, Virginia Polytechnic Institute and State University, Pamplin College of Business and Dr. Barbara A. Almanza, Professor and Graduate Program Director, Purdue University. The reviewers stated that USC's program is timely, has significant merit, and will fill the need that exists for doctorally prepared faculty members and researchers in the field of hospitality and tourism management. Both reviewers stressed the need for more advanced academic preparation of students which will lead to the advancement of research in theory and knowledge in the hospitality and tourism field.

USC-Columbia will receive \$465,457 in state funds over a five-year period from the SC Center of Economic Excellence in Tourism and Economic Development to help pay for tuition, fees, and stipends for graduate assistantships in the department. The proposal also notes that the College will have an estimated annual savings of \$128,000 in adjunct faculty salaries for courses to be taught by second-year doctoral students in the Hospitality Management program. The annual savings will be used to help cover the cost for graduate assistantships. In addition, reallocation of existing funds will occur to support the first five years of the program's implementation.

New costs and sources of financing identified by the institution for the proposed program are shown on the next page.

| ESTIMATED NEW COSTS BY YEAR | | | | | | |
|---|-------------------------|----------------------------|----------------------------|----------------------------|----------------------------|-----------------------------|
| CATEGORY | 1st | 2nd | 3rd | 4th | 5th | Totals |
| Program Administration | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Faculty Salaries | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$125,000 |
| Graduate Assistants | \$149,240 | \$304,100 | \$465,013 | \$474,314 | \$484,080 | \$1,876,747 |
| Clerical/Support Personnel | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies and Materials | \$850.00 | \$850.00 | \$850.00 | \$1,000.00 | \$1,000.00 | \$4,550.00 |
| Library Resources | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Equipment | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Facilities (graduate student lounge, offices) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other (Identify) | 0 | 0 | 0 | \$0 | \$0 | 0 |
| Totals | \$175,090 | \$329,950 | \$490,863 | \$500,314 | \$510,080 | \$2,006,297 |
| SOURCES OF FINANCING BY YEAR | | | | | | |
| Estimated FTE Revenue Generated from the State | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Tuition Funding New students only) | \$56,240 | \$118,100 | \$186,015 | \$195,300 | \$205,080 | \$760,735 |
| Other State Funding (Legislative Approp.) | \$89,544 (CoEE-Tourism) | \$91,231 (CoEE-Tourism) | \$93,003 (CoEE-Tourism) | \$94,863 (CoEE-Tourism) | \$96,816 (CoEE-Tourism) | \$465,457 |
| Reallocation of Existing Funds | \$29,306 | \$88,619 | \$179,845 | \$178,151 | \$176,184 | \$664,028 |
| Federal Funding | | | | | | |
| Other Funding (saving adjunct faculty salaries, endowment, Auxiliary, etc.) | \$0.00 | \$32,000 (Adjunct savings) | \$32,000 (Adjunct savings) | \$32,000 (Adjunct savings) | \$32,000 (Adjunct savings) | \$128,000 (Adjunct savings) |
| Totals | \$175,090 | \$329,950 | \$490,863 | \$500,314 | \$510,080 | \$2,006,297 |

These data demonstrate that if USC-Columbia can meet the projected student enrollments and contain costs as shown in the proposal, the proposed program will be able to cover costs in the first year of the program with revenues it generates.

In summary, USC is proposing a program leading to the Doctor of Philosophy degree in Hospitality Management. According to the proposal, opportunities in the hospitality and tourism field are expanding on a global level, and the need to provide students with advanced academic preparation has dictated an even greater need for higher quality educators and researchers to support the diverse and rapidly changing industry. USC-Columbia's recruitment of one of the world's top tourism experts, Dr. Simon Hudson, as the new SC CoEE endowed chair in Tourism and Economic Development will be a catalyst for conducting leading cutting-edge research on tourism and hospitality in South Carolina, which will improve the state's competitiveness as a tourist attraction and increase employment opportunities. The graduates attracted to the program will assist in significant future tourism industry research.

Recommendation

The Committee on Academic Affairs and Licensing commends favorably to the Commission approval of the program leading to a Doctor of Philosophy degree in Hospitality Management at USC-Columbia, to be implemented in Fall 2010, provided that no "unique cost" or other special state funding be required or requested.