

**PROGRAM REVIEW IMPLEMENTATION PLAN  
PROGRESS REPORT  
on IP approved 10-28-2019  
Retailing and Tourism Management  
2018 - 2019**

The departmental curriculum committee assessed the content of this report and provided input on how the requirements should be achieved (Vanessa Jackson, Jason Swanson, Scarlett Wesley, and RayeCarol Cavender).

**Recommendation 1.** Develop a strategy to build and communicate department and program brand identity. The combination of two former departments into one department with two different degree programs at both the undergraduate and graduate levels, and all three programs being described by three initials, leads to a confusing brand identity. The department might evaluate simplified program names, or develop ways to better brand the existing names in promotional materials. The department should be proactive in identifying and establishing a brand identity that expresses the distinctive characteristics of each major, while identifying the core that holds them together. That future brand identity should be incorporated into a communication strategy that communicates it to stakeholders.

**Assessment method:** The curriculum committee (Scarlett Wesley, Jason Swanson, RayeCarol Cavender, Vanessa Jackson) designed and implemented a qualitative assessment to determine commonalities between benchmark institutions.

A second committee was developed to assess the marketing and communication strategies needed to communicate with the stakeholders (RayeCarol Cavender, Tracy Lu, Scott Meuret, Mika Pryor).

**Results:** The curriculum committee's qualitative analysis of similar programs (HMT & MAT) has been conducted to determine what courses are similar and/or different from what is offered in both our programs, and the data is currently being analyzed.

**Analysis of results and reflection:** So far, the data has indicated similarities and/or differences among the institutions. It has also indicated similar courses that are taught at the University of Kentucky and the other institutions.

**Ongoing improvement actions:** Analysis of data from the program qualitative assessment is in process. The data will provide ideas for the development of a core that holds the two programs together. Before courses are identified as potential new courses for the department, faculty will be asked to indicate if the content is taught in one of their courses.

The marketing and communications committee will provide suggestions for industry-led courses to be taught under RTM 359. The results of the new brand strategies will also be used to create a marketing strategy that includes new marketing tools, posters, brochures, etc. These items will be useful when communicating to stakeholders.

**Recommendation 2.** Evaluate capacity and opportunities for undergraduate enrollment growth. With increased outreach and communication about the department's two undergraduate programs, enrollment growth is possible. The department should evaluate the instructional capacity of the faculty and the allocation of facilities as it contemplates potential enrollment growth. In addition, developing a more robust graduate program may affect the capacity of the faculty to teach additional undergraduate students.

**Assessment method:** An assessment of other institutions with similar programs to compare program requirements and recruiting materials/methods at the undergraduate and graduate levels has been completed. A committee of departmental faculty will be formed to assess current capacity across faculty FTE and facilities for teaching and research.

**Results:** Assessment of other institutions indicated that some do not require the GRE for graduate programs. Assessment of promotional materials do not reflect the content of the department and the programs. The department hired a graphic designer to help rebrand the department based on new assessments of other departments and programs at other institutions, as well as industry recommendations.

**Analysis of results and reflection:** Final reporting is not complete on the assessment of other institutions with similar programs. Some points identified early in the data analysis include the types of courses that are similar to our program offerings, and the presence of required diversity and sustainability components in course requirements. These are two requirements the department will consider as a recommendation to faculty.

**Ongoing improvement actions:** Review of other institutions and industry recommendations will be ongoing to keep the department up-to-date. Assessment of current capacity across faculty and facilities for teaching and research has not been completed.

**Recommendation 3.** Develop mechanisms to work collaboratively in Cooperative Extension programming. Hospitality and Tourism has a logical connection to the work of CEDIK. RTM faculty members with appropriate research interests could potentially work collaboratively on service or research projects with CEDIK faculty and staff as a preliminary move toward the possible later development of an extension appointment in RTM.

**Assessment method:** A survey has been developed and administered to all Extension Agents determine what they would expect a Senior Extension Associate assigned to RTM to provide to the department and the state. The team agreed that a faculty member should serve as a representative for the department with CEDIK.

**Results:** No results to report yet from the survey. An HMT faculty member has agreed to function as a representative for the RTM department to help create a working relationship with CEDIK. A discussion has been underway to determine next steps.

**Analysis of results and reflection:** Data from the survey is still being collected. A meeting has been scheduled with CEDIK faculty to discuss potential collaborations.

**Ongoing improvement actions:** Data will be used to create ongoing strategies for working with Cooperative extension, and the CEDIK representative will provide an ongoing relationship with CEDIK and our faculty.

**Recommendation 4.** Examine the undergraduate curricula and make appropriate enhancements. Curricular areas that may need review include industry specific topics and methods, the level of rigor of upper level undergraduate courses, and improvement of scheduling flexibility for students. Evaluating the curricula in view of potential accreditation may be a consideration for the department.

**Assessment method:** The curriculum committee (Scarlet Wesley, Jason Swanson, RayeCarol Cavender, Vanessa Jackson) designed and implemented a qualitative and quantitative assessment to determine commonalities between benchmark institutions.

**Results:** An analysis of similar programs has been conducted to determine what courses are similar and/or different from what is offered in both HMT and MAT programs. Data is being analyzed.

**Analysis of results and reflection:** This data will provide suggestions for industry-led courses to be taught under RTM 359.

**Ongoing improvement actions:** To be determined following review of the data.

**Recommendation 5.** Enhance Erikson facilities. Facilities improvement has a spatial/social aspect to provide adequate teaching and learning space and foster community for both undergraduate and graduate students. Facilities improvements also have an aesthetic/communications aspect to convey more vividly the fashion and tourism aspects of the department and its students' future careers.

**Assessment method:** Faculty were asked to make suggestions on how to improve and use the space allocated to RTM. Assessment of space and how it can be improved included examination of space and usage, and investigated opportunities to enhance the hallway to offer a more modern view of the programs.

**Results:** New bulletin boards have replaced the old ones and have uplifted the appearance of the floor. A new television will replace the smaller one to rotate important information and promote the programs. The program is visible on the first floor using posters.

**Analysis of results and reflection:** The third floor of Erikson has a fresh uplifting appearance. Faculty and students appreciate the change.

**Ongoing improvement actions:** Once the promotional materials are complete and printed, we will fill the boards with important information related to study abroad programs, faculty research, the advisory board, and student internship experiences. PPD has approved and will be replacing heating and cooling units in three classrooms (300,302, and 306) by December 31,

2019. Assessment of these spaces and how they can be improved has not been addressed yet. This will be addressed after the heating and cooling systems have been replaced.

**Recommendation 6.** Enhance faculty development and productivity. Faculty development could be enhanced with a program of collaborative faculty mentoring, clarifying research productivity expectations in the department, developing collaboration opportunities with faculty members in other departments, and increasing visibility of faculty research internally and externally. Encourage faculty to include information in their research statements that allows reviewers to understand research quantity and quality, such as length of time from submission to publication in journals in which the author publishes, the impact factor of the best journal in the field, average number of publications per year of people in the field, or other measures.

**Assessment method:** A meeting will be held early January 2020 to discuss with faculty how and what needs to be added to their CV's and research statements. Per the plan, this will allow reviewers to understand research quantity and quality, such as length of time from submission to publication in journals in which the author publishes, the impact factor of the best journal in the field, average number of publications per year of people in the field, or other measures. The discussion will also include faculty development, productivity, and mentoring.

**Results:** No action taken yet.

**Analysis of results and reflection:**

**Ongoing improvement actions:**

**Recommendation 7.** Formalize process for development of alumni relations and philanthropic efforts. The department's active Advisory Board, alumni, and industry connections support student enrichment activities and provide a valuable external network for faculty. The department could work more closely with CAFE philanthropy to translate the loyalty of these supporters and additional alumni into greater financial support for department initiatives.

**Assessment method:** Establish a representative on the CAFE Alumni Board of Directors, and establish connections between alumni, advisory board and industry.

**Results:** The department is working with a representative (Tressa Neal) in philanthropy. Work is incomplete at this time.

**Analysis of results and reflection:**

**Ongoing improvement actions:**

**Recommendation 8.** Continue to enhance the graduate program. Increasing onsite graduate enrollment would allow the development of more robust cohorts for graduate level courses. Other recommended enhancements include increasing graduate student research opportunities, increasing rigor of coursework, and developing diverse opportunities for professional

experiences. Greater interaction between online and onsite students could help overcome some of the limitations of the small onsite cohort size.

**Assessment method:** No action taken yet.

**Results:**

**Analysis of results and reflection:**

**Ongoing improvement actions:**