



**AREA 1: Submission Information**

College: \_\_\_\_\_

Department: \_\_\_\_\_

Degree: \_\_\_\_\_

Proposed Effective Term: \_\_\_\_\_

Person completing this application: \_\_\_\_\_

Title: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Date Submission Started: \_\_\_\_\_

The questions are designed to elicit brief, succinct, detailed information, rather than a narrative or references to extensive supporting documents. Do not attach other documents unless they are specifically requested. The total submission should be no more than 10-12 pages on a single classification of change. (The page limit excludes attachments.) Application will be for internal and external audiences. In addition, this application is compliant with New Mexico Higher Education Department (NM HED) Administrative Code, 5 NMAC 5.2 guidelines to develop graduate degree and certificate proposals. (<http://www.nmcpr.state.nm.us/nmac/parts/title05/05.005.0002.htm>)

**AREA 2: Checklist for Approvals**

- |   |  |
|---|--|
| <input type="checkbox"/> Departmental Faculty                 | <input type="checkbox"/> Faculty Senate                                    |
| <input type="checkbox"/> Department Head                      | <input type="checkbox"/> Provost   |
| <input type="checkbox"/> College Curriculum Committee         | <input type="checkbox"/> Chancellor  |
| <input type="checkbox"/> Academic Dean                        | <input type="checkbox"/> Board of Regents (BOR)                            |
| <input type="checkbox"/> CC Academic VP*                      | <input type="checkbox"/> NM Council of Graduate Deans**                    |
| <input type="checkbox"/> CC President*                        | <input type="checkbox"/> Academic Council for Higher Education**           |
| <input type="checkbox"/> Graduate Dean**                      | <input type="checkbox"/> NM Higher Education Dept. (HED)                   |
| <input type="checkbox"/> CC System Academic Committee*        | <input type="checkbox"/> NM State Board of Finance**                       |
| <input type="checkbox"/> Associate Deans Acad. Council (ADAC) | <input type="checkbox"/> Higher Learning Commission (HLC)                  |
| <input type="checkbox"/> Academic Deans Council (ADC)***      | <input type="checkbox"/> <b><u>Send to Registrar's Office (coding)</u></b> |

*\*For Associate Degrees/Certificates only.*

*\*\*For Masters/Doctoral Degrees and Graduate Level Certificates only.*

*\*\*\*ADC Approval is not needed for Associate Degrees/Certificates*



### AREA 3: General Questions

1. **New academic program(s):**

- Certificate\*+       Bachelor's       Diploma       Master's/specialist\*  
 Associate's       Doctorate\*       *Check if program is at a new degree level*

\*Graduate programs must submit a Letter of Intent to the Office of the Provost, the Graduate School and the Office of Accreditation **prior to this application process**. The Graduate School will submit the letter to the New Mexico Higher Education Department (HED).

+Graduate certificates must include at least 12 credit hours of course work that is interrelated and designed to develop a focused skill or area of expertise. Certificate programs cannot exceed 18 credit hours. Courses must be regular approved courses offered by NMSU.

#### **REQUIRED ATTACHMENTS**

- A. Catalog Description of the Program that includes (add at the end of the form)
  - o Name of the program
  - o Descriptive summary of the program
  - o Purpose of the program, including program-level learning outcomes
  - o Course requirements
  - o Admissions requirements

If the program is approved, catalog description will be published in the appropriate catalog and must be posted on the department website. Graduate programs will be forwarded to NM HED.
- B. If already accredited, a copy of the Letter of Accreditation/Affiliation from the granting accreditation agency
- C. Financial Summary Spreadsheet spanning a six (6) year period
- D. Library Resource Report, authored by Library staff
- E. Documentation of departmental faculty support and commitment by the offering department(s), including all departments that offer required courses (e.g. letters of support from the academic dean(s) and the department head(s) involved in course delivery\*, faculty meeting minutes/vote; curriculum meeting minutes/vote; department head signature(s))  
*\*required for graduate programs*
- F. Inventory of each faculty member employed to teach in the program including
  - o names of existing personnel



## New Degree Form

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- FTE
  - Course load and courses they will teach in the proposed program
  - Courses taught in other programs currently offered
  - description of academic qualifications
  - prior instructional responsibility and other experiences relevant to assigned courses
- For graduate programs* document scholarship and research capability  
*For doctoral programs*, document faculty experience in directing student research.

G. Memorandum of Understanding (MOU), Articulation Agreements, Transfer Guide and/or Pathway, *if applicable for*

- Joint, Dual or Cooperative degree applications
- Consortial/Contractual agreement applications
- Pathway articulation with NMSU-system campus
- Articulation with other institutions

H. Graduate Program applications

- Letter of Intent

I. Bachelor Degree program applications

- Alignment and inclusion in Meta-Major(s)

2. **Special conditions.** Do any of the conditions identified below fit to your college, department or program? (Yes or No.) If Yes, explain the situation.

a) Is your college, department or program, in its relations with other specialized accrediting agencies, currently under or recommended for a negative status or action (e.g., withdrawal, probation, sanction, warning, show-cause, etc.)?

b) Is your college, department or program now undergoing or facing substantial monitoring, special review, or financial restrictions from the U.S. Dept. of Education or other federal or state government agencies?



c) Has your college, department or program's leadership or board membership experienced substantial resignations or removals in the past year?

d) Is your department or program experiencing financial difficulty?

e) Is your college, department or program experiencing other pressures that might affect its ability to carry out the proposal (e.g., a collective bargaining dispute or a significant lawsuit)?

3. **Approvals.** Mark whether each type of approval is required prior to implementing the proposed change. If "Yes", **attach documentation** of the approval to the request. If "No", **attach evidence** that approval is not needed.

Internal (faculty, board) approvals  Yes  No

System approvals  Yes  No  Not Applicable

State approval  Yes  No

Foreign country(ies) approvals  Yes  No  Not Applicable

For Distance or Correspondence Education only: process in place to ascertain and secure state approval(s) as required  Yes  No



#### 4. Specialized Accreditation.

The college, department or program has already obtained the appropriate specialized accreditation. Is the accreditor CHEA recognized? ***Attach a copy of the letter from the agency granting accreditation.***

The college, department or program has begun the process of seeking or plans to seek specialized accreditation. Specify the name of the agency, whether the accreditor is CHEA recognized, and the timeline for completing the process in the space below. (If approval is a multi-stage process, your college, department or program should contact the NMSU Office of Accreditation to discuss the timeline before submitting this application.)

Your college, department or program does not plan to seek specialized accreditation. If specialized accreditation is required for licensure or practice in the program(s) included in this application, provide a rationale for not seeking this accreditation in the space below.

### AREA 4: Topic Specific Questions

#### Section A. Characteristics of the Change Requested

1. Identify the basic characteristics of the proposed educational program as indicated below:

a) the full name of the proposed program, the specific degree(s) (if applicable) or the instructional level (if not a degree program), and the six-digit CIP code XX.XXXX of the program [CIP codes, program name, and additional description]

b) program-level learning outcomes

c) list of academic departments/units and or institutions involved in the delivery of courses





## New Degree Form

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- j) whether the program will be part of a Joint, Dual or Cooperative arrangement (see definitions at the end of this document)
  
  
  
  
  
  
  
  
  
  
- k) name, title, degree and FTE status of faculty program coordinator/director or coordinator (if applicable). It is a requirement for all graduate certificate programs that the program coordinator be an NMSU full-time tenure track faculty member.

*For Joint Degree Programs (one degree awarded by two separate institutions) only:*

- l) rationale for the joint degree program

*For Dual Degree Programs (two degrees awarded by one institution) only:*

- m) rationale for the dual degree program
  
  
  
  
  
  
  
  
  
  
- n) admission requirements *for both degrees*
  
  
  
  
  
  
  
  
  
  
- o) For undergraduate/graduate dual degree programs only, indicate the six credits that will be used to meet both degree requirements



## New Degree Form

2. Will NMSU need to request new stipulations from the Higher Learning Commission (HLC) for the proposed program? (e.g. \_\_\_\_\_) If yes, provide rationale for this request.

3. Identify any planned program involvement by external organizations (other than programs in an accredited higher education institution) in key operations as identified below. Provide the requested information for each planned involvement. (Involvement by a parent company or by one of its subsidiaries external to your college, department or program in any of these operations should be reported.)

Type of Involvement	Name(s) of External Organization(s)	Percent of Involvement
A. Recruitment and admission of students		
B. Course placement and advising of students		
C. Design and oversight of curriculum		
D. Direct instruction and oversight		
E. Other support for delivery of instruction		





**Section B. Institution's and State's History with Programs**

4. Does the institution currently offer a program at the same instructional level and with the same 4-digit CIP code (XX.XX) as the proposed program? (If unknown, contact the Office of Institutional Analysis for this information.) If so, identify the program currently offered and whether it is a degree program. Will the proposed program replace the program currently offered?
  
5. Does the institution currently offer two or more programs at the same instructional level with the same 2-digit CIP code (XX.) as the proposed program? (If unknown, contact the Office of Institutional Analysis for this information.) If so, identify the two such programs with the highest numbers of graduates during the past year, along with their numbers of graduates.

**Section C. Institutional Planning for Program Change**

6. How does the proposed program align with the department, college and university mission?
  
7. What impact might the proposed program have on challenges identified as part of or subsequent to the last Higher Learning Commission (HLC) comprehensive visit or reaffirmation panel and how has the institution addressed the challenges?
  
8. If applicable, what impact might the proposed program have on challenges identified as part of or subsequent to the last specialized accreditation visit or reaffirmation panel and how has the college, department or program addressed the challenges?



9. Briefly describe the planning process for determining the need for this new program, including the role of faculty in the planning and approval process.
  
10. What is the evidence that a market for the new program(s) exists? What need does it meet within the state or region? (evidence could include employer surveys, current labor market analyses and projections, summaries of student interests, etc.) How has estimated program demand been factored into realistic enrollment projections? Please provide enrollment projections for the first 5 years. How has this evidence been used in planning and budgeting processes to develop a quality program that can be sustained? For graduate programs: What support is available for graduate assistants?
  
11. Graduate Programs: Provide evidence that the program does not duplicate an existing program in the state of NM. If it is similar to an existing program within the state, indicate how the demand for the proposed program cannot be met by the exiting program. If existing programs are present, how will this program work collaboratively with other institution(s) in NM to share resources?
  
12. If the program request is approved, what future growth do you anticipate (e.g., in the next six months, three years) and how do you plan to manage this growth?
  
13. What are the admission requirements for students?



14. What are the physical facilities and equipment needed to support the program? Indicate the impact that the proposed change will have on the physical resources and laboratories that currently accommodate existing programs and services, or identify new laboratory and preceptor needs.
  
  
  
  
  
  
  
  
  
  
15. Discuss how admissions criteria and strategies will recruit a diverse student body?
  
  
  
  
  
  
  
  
  
  
16. How does this program fit into the current and expected financial picture of your college, department or program? In particular, will the program be financially self-sufficient within three years? If not, when do you expect the program to be financially self-sufficient and how do you expect the program to operate until then? What is the institution/college's resource commitment to the program for the first 5 years?
  
  
  
  
  
  
  
  
  
  
17. Graduate Programs: Indicate state operational formula funding that will flow to the program, based on the projected student credit hours. Other support should also be included such as research grants, contracts or other sources.
  
  
  
  
  
  
  
  
  
  
18. What controls are in place to ensure that the information presented to all constituencies in advertising, brochures, and other communications will be accurate?



**Section D. Curriculum and Instructional Design**

19. List all the courses that comprise the program. Include course descriptions, learning outcomes, and number of credit hours for each.
  
20. Indicate how the courses will be delivered (distance learning, online, face-to-face, hybrid, etc.)
  
21. Provide a detailed discussion of the program of study and course sequencing (curriculum map). For certificate programs, indicate the number and which courses can be transferred into a degree program (required for graduate certificate programs).
  
22. What are the requirements students must fulfill to complete the program successfully (including specific courses, course options, thesis, and any other requirements)?
  
23. For programs using prior learning credit, compressed time frames, online delivery, accelerated formats, or other approaches to learning, explain how your college, department or program will ensure that student work and the levels of knowledge and competencies comparable to those required in traditional formats have been achieved.

**Section E. Institutional Staffing, Faculty, and Student Support**

24. How many and what types of faculty (full-time, part-time, temporary) will be employed in the program? Why is the number and type of faculty sufficient to support the program?



25. What will the impact of the new initiative be on faculty workload?

26. What library and information resources—general as well as specific to the program(s)—and staffing and services are in place to support the initiative? If the proposed new program is at the graduate level, document discipline-specific refereed journals and primary source materials.

#### **Section F. Evaluation**

27. Describe the ongoing process for monitoring, evaluating, and improving the overall effectiveness and quality of the program.

28. Describe the process for assessing and improving student persistence and completion, in the new program.

29. Describe the process for assessing and improving student learning, and particularly on using assessment results for continuous improvement (i.e. 'closing the loop').

30. When will the program undergo the first cycle of program review and/or accreditation review?



## Section G: Joint, Dual, and Cooperative Degree Programs

Joint, dual or cooperative degree program proposals must provide a Letter of Intent to the Graduate School, the Office of the Provost and the Office of Accreditation **prior** to this application process. In addition, a Memorandum of Understanding (MOU) must accompany all Joint, Dual and Cooperative Degree program proposals.

**Dual degree program:** A program of study in which two degree granting departments or institutions combine a program of study that reduces the required number of courses and degree requirements students would need to take if they were enrolled in two separate degree programs. Students must complete two separate applications, be admitted to both degree granting departments and institutions, and meet the requirements of the dual degree program. On graduation, they receive two separate diplomas, one from each institution offering one of the degree programs. **For dual degree programs with other universities, a duly executed MOU is required that includes:**

- name of partnering institution
- accreditation status of the institution and program
- purpose of the dual degree program
- course curriculum (articulation agreement) indicating which courses will be taught by which institution (as well as the delivery mode for each course)
- additional graduation requirements for program completion for each institution
- transfer of credit policies for each degree program
- name and type of approved degrees awarded by each institution
- obligations of the participating institutions, including financial arrangements and student support issues, keeping of student records, and assessment of student learning
- statement on who is responsible for advising students
- statement on faculty supervision of theses and dissertations
- signature sheet of approval by senior administration of participating institutions
- process of adding participating institutions
- other, as defined by the participating institutions
- graduate programs only: thesis/dissertation/project report requirement (including whether one thesis/dissertation/project can meet the requirement for both institutions)
- termination or renewal date

**Cooperative degree program:** Cooperative degree programs allow institutions to offer degrees and/or certificate programs on the campus of another institution within the state, the region, the country or outside of the United States. A cooperative degree program involves a lead institution that organizes, coordinates, and administers the delivery of a degree program on the campus of another institution that itself does not offer the degree. In some cases, several institutions are involved in a cooperative degree



program. The lead institution is responsible for ensuring course coverage, degree requirements, and outcome assessment efforts. While courses are taught by the lead and partnering institutions, the diploma is issued by the lead institution. NMSU might be the lead institution or a member of a partnership. **For all Cooperative degree programs, a duly executed MOU is required that includes the following:**

- The title of the degree or certificate program that will be offered
- The number of courses including days and time periods for each semester
- The number of expected students that would use the facilities of the host institution
- The number of faculty that will require office space, if any, at the host institution
- The number and types of rooms needed
- Financial arrangements to use the facilities, if any
- Requirements of the host institution(s), such as the provision of library services
- The role of the host institution faculty, if any
- Other requirements as defined by the institutions

**Joint degree program:** Two or more degree granting departments or institutions collaborate to create a single degree program. Students are admitted into one program, take courses in each participating department and/or institution but only receive one degree and diploma. All participating institutions are designated on the student's diploma. HLC does not allow for international joint degree programs. NMSU may enter into domestic Joint degree program arrangements with institutions/programs with accreditations recognized by the Council on Higher Education Association (CHEA). **For Joint degree programs that involve other institutions, a duly executed MOU is required that includes:**

- accreditation status of the cooperating programs and institution(s)
- name and type of approved degree to be awarded
- course curriculum indicating which courses will be taught by which department/institution
- any additional requirements for program completion
- transfer of credit policies
- financial arrangements, if applicable
- statement on who is responsible for advising students
- statement on faculty supervision of theses and dissertations
- signature sheet of approval by senior administration of participating institutions
- process of adding participating institutions



**AREA 5: Approval Signatures (in sequential order)**

Departmental Faculty:	Date:
Department Head:	Date:
College Curriculum Committee:	Date:
Academic Dean:	Date:
CC Academic VP*:	Date:
CC President*:	Date:
Graduate Dean**:	Date:
CC System Academic Committee*:	Date:
Associate Deans Academic Council (ADAC):	Date:
Academic Deans Council (ADC)***:	Date:
Faculty Senate:	Date:
Provost:	Date:
Chancellor:	Date:
Board of Regents (BOR):	Date:
NM Council of Graduate Deans**:	Date:
NM Higher Education Dept. (HED):	Date:
NM State Board of Finance**:	Date:
Higher Learning Commission:	Date:

***\*For Associate Degrees/Certificates only.***

***\*\*For Masters/Doctoral Degrees and Graduate Level Certificates only.***

***\*\*\*ADC Approval is not needed for Associate Degrees/Certificates***





## New Degree Form

### AREA 6: Internal Processing: (REGISTRAR'S OFFICE PROCESSING ONLY)

AREAS	BANNER CODING	DESCRIPTION
Campus		
College		
Level		
Banner Program		
Degree		
Major		
CIP Code		
Financial Aid		
Banner Rule #		
Term		
Credit Hours		
Note		



## AREA 1: Submission Information

College: \_\_\_\_\_

Department: \_\_\_\_\_

Degree: \_\_\_\_\_

Major: \_\_\_\_\_

Proposed Effective Term: \_\_\_\_\_

Person completing this application: \_\_\_\_\_

Title: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Date Submission Started: \_\_\_\_\_

## AREA 2: Checklist for Approvals

- |   |   |
|---|---|
| <input type="checkbox"/> Departmental Faculty                 | <input type="checkbox"/> Faculty Senate   |
| <input type="checkbox"/> Department Head                      | <input type="checkbox"/> Provost  |
| <input type="checkbox"/> College Curriculum Committee         | <input type="checkbox"/> Chancellor   |
| <input type="checkbox"/> Academic Dean                        | <input type="checkbox"/> Board of Regents (BOR)   |
| <input type="checkbox"/> CC Academic VP*                      | <input type="checkbox"/> NM Higher Education Dept. (HED)<br><i>(except Supplemental)</i>  |
| <input type="checkbox"/> CC President*                        | <input type="checkbox"/> NM Council of Graduate Deans**                                   |
| <input type="checkbox"/> Graduate Dean**                      | <input type="checkbox"/> Academic Council for Higher Education**                          |
| <input type="checkbox"/> CC System Academic Committee         | <input type="checkbox"/> Higher Learning Commission (HLC)<br><i>(except Supplemental)</i> |
| <input type="checkbox"/> Associate Deans Acad. Council (ADAC) | <input type="checkbox"/> <b>Send to Registrar's Office (coding)</b>                       |
| <input type="checkbox"/> Academic Deans Council (ADC)***      |   |

**\* For Associate Majors only**

**\*\*For Masters/Doctoral Majors only.**

**\*\*\* ADC not needed for Associate Majors.**



# New Major Form

Contact Information  
[debgiron@nmsu.edu](mailto:debgiron@nmsu.edu)  
[krkeyes@nmsu.edu](mailto:krkeyes@nmsu.edu)

## AREA 3: General Questions

1. **New academic program(s):**

- Associate Major
- Undergraduate Major
- Graduate Major
- Supplemental Major

### REQUIRED ATTACHMENTS

A. Catalog Description of the Program that includes (add at the end of the form)

- o Name of the program
- o Descriptive summary of the program
- o Course requirements
- o Admissions requirements (if any)

If the program is approved, catalog description will be published in the appropriate catalog and must be posted on the department website.

B. Bachelor Degree program applications

- o Alignment and inclusion in Meta-Major(s)

2. **Approvals.** Do any of the approvals identified below fit to your college, community college, department or program? (Yes or No.) If Yes, explain the situation

a. Is your proposed addition using courses from another department/college?

b. If yes to the above question, has the department already gotten the approval from those department(s)/college(s) prior to the submission of this program addition?

Departmental (faculty):  Yes  No  N/A      Signature: \_\_\_\_\_

College:  Yes  No  N/A      Signature: \_\_\_\_\_

Community College:  Yes  No  N/A      Signature: \_\_\_\_\_



## AREA 4: Topic Specific Questions

### Section A. Characteristics of the Change Requested

Identify the basic characteristics of the proposed educational program as indicated below:

- a) the full name of the proposed program, the specific degree(s) (if applicable) or the instructional level (if not a degree program), and the six-digit CIP code XX.XXXX of the program [CIP codes, program name, and additional description]
  
- b) program-level learning outcomes
  
- c) list of academic departments/units and or institutions involved in the delivery of courses
  
- d) total credit hours for completion of the program
  
- e) normal or typical length of time for students to complete the program
  
- f) proposed initial date for implementation of the program
  
- g) primary target audience for the program (e.g., full-time, part-time, traditional college age, working adults, transfer students, military personnel, or particular ethnic group)



- h) projected life of the program (single cohort or ongoing)
  
  
  
  
  
  
  
  
  
  
- i) name, title, degree and FTE status of faculty program coordinator/director or coordinator (if applicable).

### **Section F. Evaluation**

1. Describe the ongoing process for monitoring, evaluating, and improving the overall effectiveness and quality of the program.
  
  
  
  
  
  
  
  
  
  
2. Describe the process for assessing and improving student persistence and completion, in the new program.
  
  
  
  
  
  
  
  
  
  
3. Describe the process for assessing and improving student learning, and particularly on using assessment results for continuous improvement (i.e. 'closing the loop').
  
  
  
  
  
  
  
  
  
  
4. When will the program undergo the first cycle of program review and/or accreditation review?



## New Major Form

### AREA 5: Approval Signatures (in sequential order)

Departmental Faculty:	Date:
Department Head:	Date:
College Curriculum Committee:	Date:
Academic Dean:	Date:
CC Academic VP*	Date:
CC President*:	Date:
Graduate Dean**:	Date:
CC System Academic Committee:	Date:
Associate Deans Academic Council (ADAC):	Date:
Academic Deans Council (ADC)***:	Date:
Faculty Senate:	Date:
Provost:	Date:
Chancellor:	Date:
Board of Regents:	Date:
NM Higher Education Dept. (HED)(except Supplemental):	Date:
NM Council of Graduate Deans**:	Date:
Academic Council for Higher Education**:	Date:
Higher Learning Commission)(except Supplemental):	Date:

**\* For Associate Majors only**

**\*\*For Masters/Doctoral Majors only.**

**\*\*\* ADC not needed for Associate Majors.**



## New Major Form

### AREA 6: Internal Processing: (REGISTRAR'S OFFICE PROCESSING ONLY)

AREAS	BANNER CODING	DESCRIPTION
Campus		
College		
Level		
Banner Program		
Degree		
Major		
CIP Code		
Financial Aid		
Banner Rule #		
Term		
Credit Hours		
Note		

# Proposal for a Graduate Master of Hospitality Degree

to be offered by the

School of Hotel, Restaurant and Tourism Management in the  
College of Agricultural, Consumer and Environmental Sciences at  
New Mexico State University



All About Discovery!™

**College of Agricultural, Consumer  
and Environmental Sciences**

School of Hotel, Restaurant  
and Tourism Management



**Proposal for a Graduate Master of Hospitality Degree** to be offered by the School of Hotel, Restaurant and Tourism Management in the College of Agricultural, Consumer and Environmental Sciences at New Mexico State University.

## Background Information and Summary

It is proposed that a Graduate Master of Hospitality Degree be offered by the School of Hotel, Restaurant and Tourism Management in the College of Agricultural, Consumer and Environmental Sciences at New Mexico State University. The degree would have an advanced professional and managerial preparation focus rather than the traditional research focus of the Master of Science degree.

This degree will especially be useful to those who are working throughout the State of New Mexico, in the southwestern region, and potentially worldwide. Hospitality professionals will be able to earn a high-quality master's degree regardless of geographic location.

Hospitality is a continually evolving discipline. Jobs and careers in hospitality are widespread and available in almost every region of New Mexico and throughout the world. The hospitality industry is growing rapidly in the State of New Mexico and across the globe. Many adults working in the hospitality industry have college degrees in unrelated fields. Seeking better preparation and understanding of the industry, they find a need to gain a professional Master's degree in hospitality management. Many of these hospitality professionals are place bound and seek an online degree. Some students who have majored in the hospitality industry or a closely related field as an undergraduate will seek to earn this degree as a result of their need for continuing professional education.

The School of Hotel, Restaurant and Tourism Management is currently the only department within the College of Agriculture, Consumer and Environmental Education at New Mexico State University without a graduate degree of its own. Currently students wishing to pursue a post baccalaureate degree in HRTM at NMSU must complete a Masters in Family and Consumer Science with an emphasis in Hotel, Restaurant and Tourism Management.

The proposal does require funding for marketing, course development, and additional teaching and administrative loads. However, these costs will be recaptured through the additional revenues from the program.

Approval of the Master of Hospitality is requested to support the academic growth needs of the School of Hotel, Restaurant and Tourism Management and to meet the needs of the market. Approval of the budget strategy discussed in this proposal will result in growth opportunities for NMSU as we serve the needs of the hospitality industry and its professionals.

A. Purpose of the program and mission of the proposing institution. The proposed program must have a clear purpose that is consistent with the mission of the proposing institution.

(1) Primary Purpose

The Master of Hospitality is designed to develop leaders and educators for the global hospitality industry. The curricula and course activities prepare students for upper level lodging, restaurant, and tourism management positions, supervision of multi-unit operations, and consulting. In addition to developing hospitality leaders, the program provides education for academic careers in teaching hospitality and culinary management. The Master of Hospitality will also create a degree that may be offered through distance learning technologies thus serving working professionals who need access while continuing their careers.

(2) Consistency with Role of NMSU and College of ACES

The development of the Master of Hospitality degree is consistent with the land grant role and mission of New Mexico State University serving “the educational needs of New Mexico’s diverse population through comprehensive programs of education, research, extension education and public service.” The program will contribute to the Mission of the College of ACES by creating a mechanism for access for working professionals throughout the state, nation, and internationally.

(3) Institutional Priority

The Master of Hospitality program will create professional development opportunities for New Mexicans who work in the various hospitality fields that will be addressed by this program. The creation of this graduate offering will bring hospitality education to new audiences, and will be a priority and a relevant component of NMSU’s strategic plan Vision 2020 in Goals 1(Academics) and 4 (Economic Development). Additionally, an online Master of Hospitality helps the institution achieve the Distance Education Strategic Plan 2018-2021. Specifically, Goal 2: Increase the number of degree programs available through Distance Education (DE) to better serve the state and the nation.

(4) Curriculum

The core degree program will be 30 credits. The program will be offered as a cohort with students taking two full years to complete the degree. Recognizing that most of the students in the program will be working professionals in addition to pursuing a degree, students will take six credits in the fall and spring semesters, and three additional credits in the summer. Summer months tend to be high season or busier for most hospitality professionals, and therein initial projections are to have students take only three credits during the summer months.

The proposed curriculum is as follows:

**Hospitality Track: 30 Credits\***

**Education Track 30 Credits\***

\*Students with no relevant work experience in the hospitality industry may be required to complete an additional experiential work learning course HRTM 507 Hospitality and Tourism Internship (3 credits).

Core Courses (required for all students) (24-27 Credits)

**HOSP 501 The Hospitality Industry and Sustainable Competitive Strategy (3credits)**

An examination of the hospitality industry, and its contemporary strategic management principles and practices. Key components, industry organization, and competitive environment of the hospitality industry are analyzed. Strategic decision making principles are examined to create sustainable competitive advantages for hospitality and service industry leaders and organizations

**HOSP 502 Advanced Services Management (3credits)**

This course explores and applies the design and management of service quality in global hospitality organizations.

**HOSP 503 Hospitality Organizational Leadership and Human Resources (3credits)**

Application of organizational, leadership and human resource theories to global hospitality organizations. Analysis of key hospitality industry leaders, companies and systems.

**HOSP 504 Marketing Strategy for Global Hospitality (3credits)**

Application, analysis and evaluation of marketing theories, strategies and tactics for developing sustainable competitive advantage in the global hospitality industry.

**HOSP 505 Hospitality Research Methods & Analysis (3credits)**

Application of appropriate statistical procedures and research methodologies within the hospitality industry.

**HOSP 506 Contemporary Global Issues in Hospitality (3credits)**

Contemporary issues confronting the global hospitality industry.

**HOSP 511 Hospitality Financial Analysis (3credits)**

Financial and accounting decision processes as applied to the hospitality industry.

**HOSP 515 Applied Management Project (3credits)**

Students will develop a project scope based on problems presented within the hospitality industry. Projects incorporate concepts and skills developed in previous coursework.

OR **HOSP 599 Thesis (3-6 credits)**

Electives:

*Hospitality Track: Select 3-6 credits from:*

**HRTM 510 Hospitality Cost Control 3 Credits**

Familiarizes students with all aspects of cost control including financial data entry and hospitality accounting practices, financial report production, analysis and problem solving. Students will learn to understand the roles of the various stakeholders (owners, managers, employees and customers). Provides tools needed to communicate effectively about global financial issues affecting the hospitality business. Same as HRTM 410 with additional work for graduate credit. Consent of Instructor required.

**HRTM 512 Beverage Management 3 Credits**

Survey of all aspects of beverage management, including wine/beer/distilled spirits origins and trends, cost control, bar management, beverage purchasing, and wine appreciation. Same as HRTM 412 with additional work for graduate credit. Consent of Instructor required.

**HRTM 530 Facilities Management 3 Credits**

Exploration of the engineering and maintenance requirements specific to the hospitality industry. Emphasis on environmental issues, renovation and management of the physical plant. Same as HRTM 430 with additional work for graduate credit. Consent of Instructor required.

**HRTM 531 Hotel Operations II 3 Credits**

The duties and administration of a hotel front office, including housekeeping. Additional focus on the procedures of reservations and night audit. Students also gain exposure to property management systems. Same as HRTM 431 with additional work for graduate credit. Consent of Instructor required.

**HRTM 532 Hotel Revenue and Sales Management 3 Credits**

Examines methods used for profitably managing capacity, including dynamic pricing and allocation of the rooms inventory across market segments to maximize revenues. Focuses on the integration of revenue management principles with information technology, management, marketing and sales concerns at the property and market level. Same as HRTM 432 with additional work for graduate credit. Consent of Instructor required.

**HRTM 533 Resort Management 3 Credits**

The operation and management of full service resort properties, including the management of resort recreational amenities.

**HRTM 543 Meetings, Conventions and Special Events 3 Credits**

Examination of the role of the meeting/event planner, including setting objectives, site selection, negotiations, design, budgeting, marketing, registration, on-site logistics, and evaluation. Same as HRTM 443 with additional work for graduate credit. Consent of Instructor required.

**HRTM 507 Hospitality and Tourism Internship 3 Credits**

Supervised placement in a hospitality or tourism organization. An in-depth written report of the experience is required. \* May be required for students with no relevant hospitality work experience.

**HRTM 590 Special Topics 1-4 Credits**

Specific subjects and credits to be announced in the Schedule of Classes. Maximum of 4 credits per semester and a total of 9 credits toward a degree. Consent of instructor required

**HRTM 598 Special Research Programs 1-4 Credits**

Individual investigations, either analytical or experimental. Maximum of 4 credits per semester and no more than 6 credits toward a degree. Consent of instructor required

*Education Track: Select 3 – 6 credits from*

**HOSP 546 Methods for Teaching Hospitality and Culinary Education (3 credits)**

Methods of instruction and presentation, selection of teaching aids and support materials, classroom management, development of a complete educational program, and microteaching experiences.

**HOSP 550 The World of Hospitality Higher Education (3 credits)**

Survey of the history, organization, and administration of hospitality higher education programs. Explores differences between types of degree programs – associate, bachelor, graduate and sources of funding – public, private, proprietary. Investigates the role of the faculty member in non-instructional activities, such as working with administrative and support departments, accreditation, service, community outreach, fundraising, and industry relations.

**Students may also select from:**

AXED 525, AXED 543, AXED 545, EDLT 560, EDLT 561, EDLT 578, EDLT 581, EDLT 520, EDLT 575, EDLT 577, EDLT 579, EDLT 580, EDLT 590

## B. Justification for the program.

### (1) Need

#### Size and Growth of the Industry

Accommodations and Foodservices is the third largest industry in the State of New Mexico, and continues to grow.<sup>i</sup> When employment is projected to the year 2022 for New Mexico, Accommodation and Food Services is projected to have the third largest growth of all industries in the State at 20.9%.<sup>ii</sup> When examined by occupation, Food Preparation and Serving is expected to see the highest amount of growth in jobs in the State of NM at 19.8% or 15,030 jobs. Looking historically at growth, for the time period of February 2016-February 2017, Leisure and Hospitality saw the largest numeric and percentage gain in the state (3,100 jobs, or 3.3%).<sup>iii</sup> While not all of those jobs are management or need a degree, the Bureau of Labor Statistics projects that approximately 5% of those jobs to be management, and advises “Those with several years of work experience in food service and a degree in hospitality, restaurant, or food service management will have the best job opportunities.”<sup>iv</sup> Research has shown that 55% of graduate students enrolled in online programs come from in-state, with another 42% out-of-state.<sup>v</sup> If we look beyond New Mexico, and specifically at management positions, the U.S Bureau of Labor Statistics estimates a 6% growth in jobs for Lodging Managers, and a 9% growth in jobs for Food Service Managers for the time period of 2016-2026.<sup>vi</sup> The meeting and events industry (which is a subsector of the hospitality industry) is expected to grow 10% for that same time period (2016-2026).<sup>vii</sup>

The hospitality industry is considered to be a discovery industry. It is common for employees, supervisors and managers to have a background or degree in some other field yet find themselves working in the hospitality industry. As these professionals seek to improve their skills or advance their qualifications they often seek a graduate degree in Hospitality Management. Many of these professionals are place bound, unable to relocate to attend graduate school or to further their education.

#### Historically underrepresented groups

New Mexico has the opportunity of having 23 Native American Tribal communities, pueblos or nations within the state. For many of these communities, such as the Laguna and Mescalero Apache tribes, hospitality comprises a large portion of their economic stability. NMSU has the distinct advantage of also being a Hispanic-serving institution.

#### Contribution to Culinary and Hospitality Education

One track that students could pursue in the Master of Hospitality program would be for teachers of Culinary and Hospitality programs in secondary and post-secondary programs. New Mexico has approximately 342 High Schools. About 78 of those are currently teaching Culinary and or Hospitality classes. As that represents only 22.8% of New Mexico secondary schools, the need to train additional teachers to establish

programs in more schools is high. The New Mexico Restaurant Association reports that the majority of current secondary teachers in Culinary and Hospitality are trained and certified in Family and Consumer Sciences. These teachers are in need of additional hospitality focused education. These scenarios present an additional need for a Master of Hospitality program. Similar scenarios exist in other states and countries, especially our surrounding Borderplex Alliance cities of El Paso, TX and Juarez, Mexico. In addition, three community colleges in New Mexico and El Paso Community College have associate degree programs in culinary arts, baking, and hospitality management. Many of the faculty in these programs and similar colleges across the country need master's degrees to advance and be eligible for administrative positions.

#### Positioning the School for Future Growth

Through creating the Master of Hospitality degree, we position the School of Hotel, Restaurant and Tourism Management and the College of ACES to become a regional and global provider of our high-quality graduate education to working professionals who have need of advanced education while requiring to maintain their current employment. Such students have limited interest in research-oriented careers but can benefit from advanced education.

##### (a) Student Interest

There is an increasing interest in graduate education. Enrollments in graduate programs overall are still increasing while overall enrollments in higher education have been decreasing for the past 3+ years.<sup>viii</sup>

Student interest in distance-based offerings is significant. Enrollment in online classes and in online degree programs continues to increase nationwide while overall enrollment numbers are dropping.<sup>ix</sup>

Graduate students are twice as likely to take all of their courses via online or distance education as undergraduate students.<sup>x</sup> More than a third of current graduate students in the U.S. are taking online courses. Graduate enrollments in online courses at public four-year institutions increased more than 20% between 2012 and 2015.<sup>xi</sup> Furthermore, interest in graduate and online courses is accelerating.<sup>xii</sup>

There are currently 15 Master of Hospitality (or similarly named) online degree programs within the U.S. at accredited public and private universities. There are approximately another 12 related degree programs such as a Master in Tourism, or a Master in Parks and Recreation, or a Master in Leisure Studies. Early analysis of these programs found some to be at full capacity by six months prior to the beginning of the term. Discussions of the degree program with the Advisory board for the School of Hotel, Restaurant and Tourism Management yielded very positive comments of the need for the degree.

There are even several professionals serving on our advisory board who have indicated that they are currently in search of such a degree program for themselves or for those who work for and with them in the hospitality industry.

## (2) Duplication

### (a) New Mexico

There is currently no Master Degree in Hospitality, or Hotel, Restaurant and Tourism Management or any closely related degree in the State of New Mexico. Students enrolled in the Masters in Family and Consumer Sciences (FCS) can take an emphasis in Hotel, Restaurant and Tourism Management. However, there is not a separate degree. Upon commencement of the Master of Hospitality students will no longer enroll in the FCS degree. Enrollment in the FCS by HRTM students has been at the rate of 1-2 students per year. Therefore, this change is not expected to affect FCS. Please see the attached letter of support from FCS.

### (d) WICHE

New Mexico students have access to one other comparable degree program through the WICHE regional graduate program: a Master of Hotel Administration at the University of Nevada Las Vegas.

## C. Clientele and projected enrollment.

### (1) Clientele

We anticipate interest in the Master of Hospitality program from:

- working professionals with degrees in other fields, seeking additional knowledge and degree certification in hospitality,
- working professionals with hospitality degrees who seek to update their skills or obtain additional knowledge or degrees
- Undergraduates seeking advanced education.
- Culinary and hospitality teachers in K-12 and post-secondary education seeking additional knowledge and skills, and credentials to advance to administrative positions.
- Many food and hospitality professionals are place bound and have limited access to advanced degrees. Food and hospitality professionals include large numbers of women, Hispanics, Native Americans, and other underrepresented groups. The online Master of Hospitality will result in increased access to education as well as an increase in the number and diversity of students who will pursue and complete post-baccalaureate degrees in food and hospitality.



In the United States, leisure and hospitality as an industry has the third highest percentage of Hispanic workers, Data from February 2017 shows that Hispanic workers comprise 25.8% of the leisure and accommodations industries.<sup>xiii</sup> The restaurant industry is demanding more representation of Hispanics at all levels of management. Experts in the industry point out that to make that happen there is a need for more resources in hospitality education.<sup>xiv</sup> NMSU has the distinct position of also being a Hispanic-serving institution. Specifically, in the School of Hotel, Restaurant and Tourism Management at New Mexico State University, the majority of the undergraduate students in recent years have been Hispanic, and female. While an online degree is expected to bring some differences in student composition, we expect fairly similar clientele demographics. It is also one of our goals that the offering of the online degree will also attract more of the Native American population throughout New Mexico and the southwest U.S. who are employed in various hospitality positions related to casino gaming operations, but who are place-bound by the location of their employment.

HRTM Undergraduate Enrollment Data by Ethnicity for 2014-2016

	Hispanic	Native American	Asian	Black or African American	Race and/or Ethnicity Unknown	Caucasian	2 or more
<b>Fall 2016</b>	62.5%	3.3%	2.7%	2.7%	0.5%	27.7%	0.5%
<b>Spring 2016</b>	61.4%	1.9%	1.9%	2.9%	3.3%	32.4%	1.0%
<b>Fall 2015</b>	63.5%	2.6%	2.1%	2.6%	2.6%	29.6%	1.7%
<b>Spring 2015</b>	56.8%	1.6%	2.7%	2.3%	2.7%	35.8%	1.6%
<b>Fall 2014</b>	55.7%	2.9%	2.5%	2.5%	3.6%	35.4%	1.1%
<b>Spring 2014</b>	53.0%	3.2%	2.1%	3.2%	3.5%	34.3%	1.4%

HRTM Undergraduate Enrollment data by Gender 2011-2016

Semester	Male	Female
<b>Fall 2011</b>	32.7%	67.3%
<b>Fall 2012</b>	35.6%	64.4%
<b>Fall 2013</b>	37.7%	62.3%
<b>Fall 2014</b>	32.5%	67.5%
<b>Fall 2015</b>	32.7%	67.3%
<b>Fall 2016</b>	32.4%	67.6%

## (2) Projected Enrollments

The program is targeted to accept 20 students in a cohort. It is anticipated that the first cohort may have only half that number as the program first begins. We would market and accept up to the full 20 students; however, we recognize that we may not achieve

that enrollment in the first year. The degree program is currently projected at 2 years to complete. We project to offer overlapping cohorts beginning every year.

	Cohort 1	Cohort 2	Cohort 3	Cohort 4	Cohort 5	Total Students Per Semester	Cumulative Student Total	Student Credit Hours	New or Returning Students
Year 1 Fall	10 students, part time					10 students, part time	10 Students	60 credit hours	10 new students
Year 1 Spring	10 students, part time					10 students, part time		60 credit hours	
Year 1 Summer	10 students, part time					10 students, part time		30 credit hours	
Year 2 Fall	10 students, part time	20 students, part time				30 students, part time	30 Students	180 credit hours	20 new, 10 returning students
Year 2 Spring	10 students, part time	20 students, part time				30 students, part time		180 credit hours	
Year 2 Summer	10 students, part time	20 students, part time				30 students, part time		90 credit hours	
Year 3 Fall		20 students, part time	20 students, part time			40 students, part time	50 Students	240 credit hours	20 new, 20 returning students
Year 3 Spring		20 students, part time	20 students, part time			40 students, part time		240 credit hours	
Year 3 Summer		20 students, part time	20 students, part time			40 students, part time		120 credit hours	
Year 4 Fall			20 students, part time	20 students, part time		40 students, part time	70 Students	240 credit hours	20 new, 20 returning students
Year 4 Spring			20 students, part time	20 students, part time		40 students, part time		240 credit hours	
Year 4 Summer			20 students, part time	20 students, part time		40 students, part time		120 credit hours	
Year 5 Fall				20 students, part time	20 students, part time	40 students, part time	90 Students	240 credit hours	20 new, 20 returning students
Year 5 Spring				20 students, part time	20 students, part time	40 students, part time		240 credit hours	

Year 5 Summer				20 students, part time	20 students, part time	40 students, part time		120 credit hours	
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## D. Institutional readiness for the program.

### (1) Teaching faculty

The School of Hotel, Restaurant and Tourism management has the advantage that all of our faculty have experience teaching online. Most of our undergraduate courses are regularly offered online. In addition, several of our faculty are already trained in Quality Matters, and several undergraduate and graduate level courses have already received QM certification. Dr. Betsy Stringam is a certified Master Reviewer for Quality Matters and has extensive experience in the QM course development and review process, to also include several QM certified courses. Dr. Keith Mandabach has successfully completed the OCIP QM training and has had a course pass the internal QM review. Additional faculty are enrolled in OCIP QM training for this year or will do so for 2018. By 2019 all faculty teaching in the graduate program will have QM training.

The teaching faculty is adequate in number and qualifications to initiate the program. It is anticipated however that at full capacity of 40 graduate students per year that additional faculty would be required. Additionally, several of the HRTM faculty are nearing retirement age. It is imperative that as faculty retire they are replaced in a timely manner with people with interest in and ability to teaching online.

### (2) Library and Other Academic Support Resources

At the present time there are a limited number of hospitality journals included in the library holdings and subscriptions. It is anticipated that access to hospitality databases and journals will need to be increased.

Additional information regarding the Library resources and projected costs can be found below in Section D(1)(b) as well in the attached Library Report.

### (3) Physical Facilities

The program is offered online, requiring little of the physical facilities, as such it is anticipated that there will be no additional space or modifications required.

### (4) Equipment and Technological Resources

The equipment and technological resources for the university are adequate to support the program. Additionally, the program is included in the DE Strategic Plan 2018-2021.

Since 1997 New Mexico State University (NMSU) has offered online courses and programs, with Interactive Television (ITV), offsite, and weekend courses & programs being available since the 1980's. Growth of DE at NMSU has paralleled the national trend of increased online/hybrid programs, with currently 37 DE degree/credential

NMSU offerings, with many of them fully online (<http://distance.nmsu.edu>). As DE/online has increased so has the institutional capacity to support this growth with investments in personnel, infrastructure, and online student and academic support services. There continues to be strong demand by students and NM citizens for more online courses and programs. Plus, faculty, the administration and NMSU's Board of Regents also support increased DE/online programs to better meet the economic needs of NM and make NMSU's unique academic programs available to a global audience.

IIQ has committed to support the implementation of the online Master of Hospitality as follows:

- Partner with the HRTM department on planning the online course development and program implementation to coordinate resource usage.
  - Reserve slots as needed for Master of Hospitality faculty in OCIP professional development programs (<http://ocip.nmsu.edu>) - New2Online (\$1000 stipend), One Year Plus Fellowship (\$2,000 stipend), and Summer Institutes for Online Course Development (\$1,000 stipend).
  - Provide mentors to Master of Hospitality faculty developing online courses.
  - Pay stipends to Master of Hospitality faculty for successfully completing professional development programs and developing courses to meet a quality metric. See above.
  - Provide Applying the Quality Matters Rubric (APPQMR) workshops.
  - Pay for Master of Hospitality faculty to take advanced quality training (Peer and Master Reviewer) as self-selected.
  - Facilitate development of the Master of Hospitality branding and templating as needed.
  - Provide an online teaching course (12 – 20 hours online) to Master of Hospitality faculty.
  - Provide presentations, workshops, and resources as needed for Master of Hospitality faculty.
- (5) No additional operating resources are necessary.
- (6) No external facilities will be used.

#### E. Projected cost of the program.

We have projected costs and revenues for the program including start-up costs and instructional and operating costs. For many online graduate level programs additional

program or course fees (beyond the university online course fee) are standard (see below).

## (1) New Costs for Program Start-up

### (a) Additional Faculty Needed

#### *Course Development*

A comprehensive analysis and curriculum study has yielded a curriculum requiring eight new courses to be developed. In addition, courses currently taught at the graduate level would have to be modified for online instruction and to meet the Quality Matters (QM) Standards. Course development costs are estimated at a one course release or overload for one semester per each course developed or redeveloped for QM certification. Course development costs are estimated at \$60,300, with benefit costs of \$12,723 yielding a cost of \$73,023.

It is proposed that an instructional designer be employed on a part time basis at  $\frac{1}{4}$  FTE to help with online course development, and ensuring consistent course design for the degree program. It is estimated that .25 FTE for one year be utilized at a cost of \$25,430 (including benefits).

#### *Degree Program Administration*

Program administration for the degree can be carried in load, with the assistance of a graduate assistant. The adjustment of scheduling will allow for the equivalent of a one course release for advising and program administration of the degree program. It is proposed that an additional graduate assistantship be offered to assist with administration of the program.

#### *Course Instruction*

The program can be offered in-load with faculty members being replaced by adjuncts in the courses they otherwise would have taught. Alternatively, the courses could be taught, as overloads. Course instruction for the first year will require faculty overload or an adjunct replacement for two courses per semester. With the addition of the second year that will increase to four courses per semester. By the third cohort at a full 40 graduate students per year, an additional faculty member would be required, with some overloads or adjunct replacement processes still required.

Faculty costs have been projected at the maximum that could be expected assuming the forecasted number of students. Creative planning of faculty resources may provide opportunities for cost savings in this area.

### (b) Additional Library Resources

Based on the recommendations of the Library. It is proposed that access to the Hospitality & Tourism Complete database, as well as one additional tier one journal be purchased. Cost for access to the Hospitality and Tourism Complete database is

projected \$39,529 for six years. We have also identified one top tier journal for which there is currently no access, the International Journal of Hospitality Management. Access to this journal is estimated at a cost of \$11,907 for six years.

**Additional Equipment**

While the equipment and technological resources for the department are adequate to commence the degree program, it will be necessary to upgrade computers and other technology for delivery of online programs throughout the five year projected time period. Technology is changing and needs are evolving. It is anticipated that computer laptops/workstations will need to be upgraded and the purchase of additional cameras or audio/video capture devices will be needed in those five years. These costs are estimated at \$12,000. There may be other technology that is required as technology advances throughout that time period.

**(c) Additional Graduate Assistants**

The program will require one additional graduate assistantship to assist with administration of the program.

**Costs of the Program**

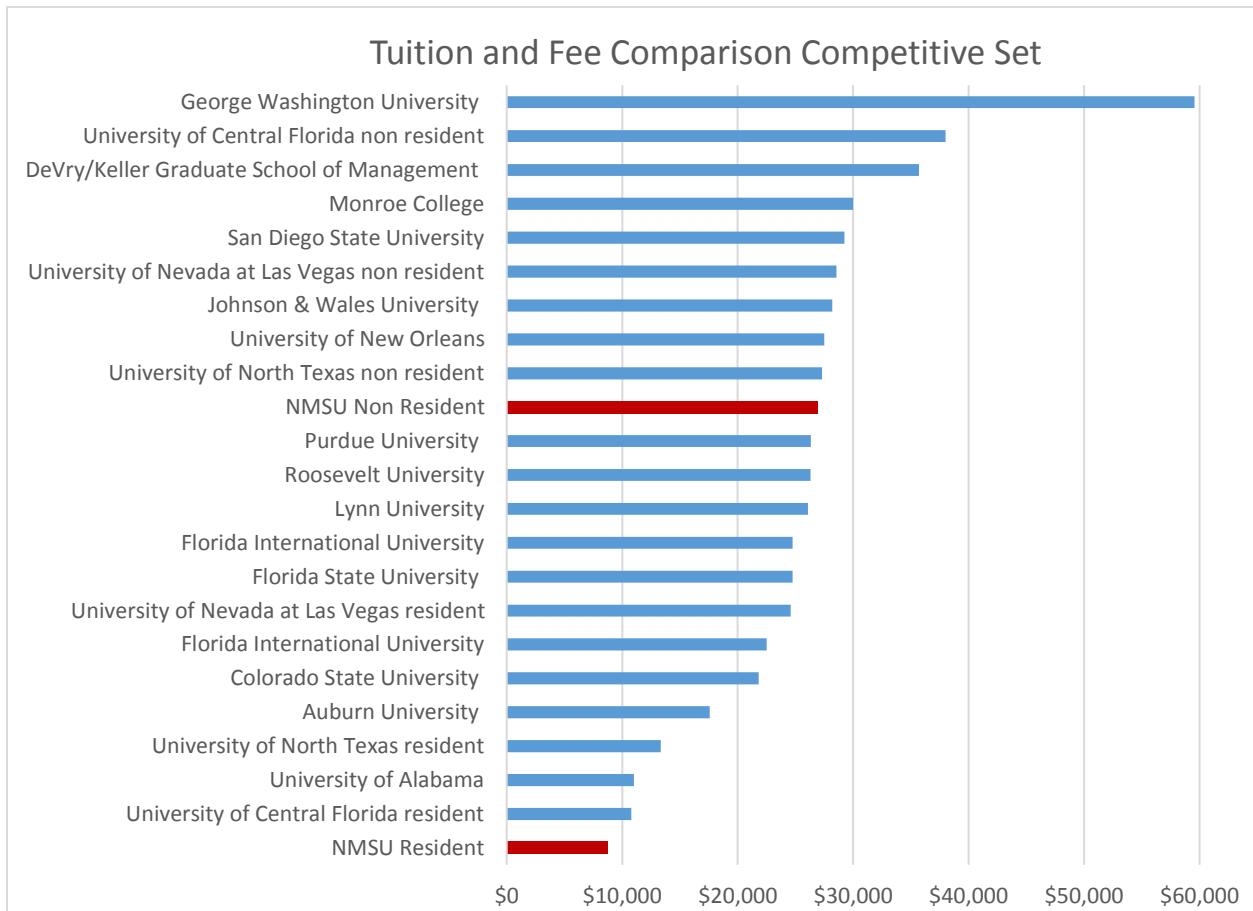
<b>Course Development Costs</b>			
	Salary	Benefits	Total
<b>Course Development Faculty Overload or Adjunct Replacement</b>	\$60,300.00	\$12,723.30	\$73,023.30
<b>Instructional Designer</b>	\$21,000.00	\$4,431.00	\$25,431.00
<b>Subtotal</b>			<b>\$98,454.30</b>
<b>Course Instruction Costs</b>			
	Salary	Benefits	Total
<b>First Year - 1 cohort, 10 students</b>	\$24,120.00	\$5,089.32	\$29,209.32
<b>Second Year - 2 cohorts, 30 students</b>	\$48,240.00	\$10,178.64	\$58,418.64
<b>Third Year - 2 cohorts, 40 students</b>	\$124,120.00	\$26,189.32	\$150,309.32
<b>Fourth Year - 2 cohorts, 40 students</b>	\$124,120.00	\$26,189.32	\$150,309.32
<b>Fifth Year - 2 cohorts, 40 students</b>	\$124,120.00	\$26,189.32	\$150,309.32
<b>Sixth Year - 2 cohorts, 40 students</b>	\$124,120.00	\$26,189.32	\$150,309.32
<b>Subtotal</b>			<b>\$688,865.24</b>
<b>Additional Library Resources</b>			<b>\$51,436.00</b>
<b>Additional Technology Resources</b>			<b>\$12,000.00</b>
<b>Additional Graduate Assistantships</b>	\$20,000/year		<b>\$120,000.00</b>
<b>Total</b>			<b>\$970,755.54</b>

(2) State support.

Other Support

Program Fees

**Additional Program Fees:** Many online programs charge additional fees per credit or course. For example, the College of Business at NMSU charges an additional \$250 fee per credit for their online MBA program. A comprehensive evaluation of other online hospitality program tuition and fees shows without an additional program fee that NMSU would have the lowest tuition and fee cost for an online Master of Hospitality degree program. Adding a moderate program fee of \$100 per credit would still place NMSU as one of the lowest cost programs. The program fee will be used to offset costs associated with additional technology, faculty development, course development, additional faculty resources and administration of the program.



### Tuition and Program Fees

	Students	Credit hours per year	Base Tuition & Fees	\$100 per credit additional program fee	Total Tuition & Fees
<b>Year 1</b>	10	150	\$48,945.00	\$15,000.00	\$63,945.00
<b>Year 2</b>	30	450	\$146,835.00	\$45,000.00	\$191,835.00
<b>Year 3</b>	40	600	\$195,780.00	\$60,000.00	\$255,780.00
<b>Year 4</b>	40	600	\$195,780.00	\$60,000.00	\$255,780.00
<b>Year 5</b>	40	600	\$195,780.00	\$60,000.00	\$255,780.00
<b>Year 6</b>	40	600	\$195,780.00	\$60,000.00	\$255,780.00
<b>Total</b>					<b>\$1,278,900.00</b>
<b>**estimated at in-state resident for all students</b>					

#### Revenue Sharing Program

Additionally, the Provost has implemented a revenue sharing program which allows for one new online graduate degree program in each college to take part in higher levels of tuition revenue sharing. It is possible that this program will be able to participate in the revenue sharing process. However the offering of the degree and its cost benefit analysis are not contingent upon revenue sharing. As such this proposal has been developed without additional revenues from revenue sharing processes.

#### F. Quality of the program.

- (1) This program will comply with the principles of academic quality delineated as part of the NMHED's regulation on instructional funding. The program will evaluate student performance, advise students regarding curricular matters, and monitor student's progress to foster their success in achieving degree requirements and program outcomes. The faculty will ensure that the program curriculum devotes adequate attention and time to each component, consistent with the outcomes and objectives of the program and institution.

Should the proposal be approved, the department will assure that the faculty will be of sufficient number and will have the competencies to cover all of the curricular areas of the program. Sufficient faculty are currently available to accommodate adequate levels of student-faculty interaction, student advising and counseling, faculty participation in university service activities, professional development, and interactions with industrial and professional practitioners, as well as employers of students. The program faculty will have appropriate qualifications and are typically full-time faculty who are members of the NMSU Graduate Faculty. As always, they will have sufficient authority to ensure the



proper guidance of the program and to develop and implement processes for the evaluation, assessment, and continuing improvement of the program.

Technologies will be in place to support distance delivery. Institutional support, financial resources, and constructive leadership will assure the quality and continuity of the program. Resources will be sufficient to attract, retain, and provide for the continued professional development of a well-qualified faculty. Resources will be sufficient to acquire, maintain, and operate equipment appropriate for the program. In addition, support personnel and institutional services will be adequate to meet program needs.

As an additional standard of quality, all courses in the program will be required to undergo an internal Quality Matters review process, through NMSU's Instructional Innovation and Quality Online Course Improvement Program. All faculty teaching in the program will be required to complete training through the Online Course Improvement Program.

Once the program is approved by the university and the state HED, it will be submitted for approval by HLC (Higher Learning Commission).

#### (c) Admission Standards

Admission standards are comparable to other programs in the college and university. Students must apply for admission to the New Mexico State University Graduate School, and to the Master of Hospitality program. Consistent with other programs in the college: admission to the Master of Hospitality program will be based on evaluation of a portfolio of materials submitted by the prospective student to the Graduate Faculty. These materials shall include:

- One page letter of interest, written in English, in which the candidate cites relevant background experiences and personal motives for seeking a Master's in the area of emphasis desired.
- Resume (consisting of relevant educational and work experiences)
- 3 letters of reference
- Undergraduate GPA
- Scores from the Graduate Record Examination (GRE) (verbal, analytical and quantitative sections); New Mexico Teachers Assessment (NMTA); or Graduate Management Admission Test (GMAT).
- International students must submit an official TOEFL score taken within the last two years. Each international student, who was required to submit a TOEFL score, must also take the NMSU Language Proficiency Examination administered by the Department of Communication Studies. Based on the recommendation of the department of Communication Studies, the graduate School may require the student to successfully complete one or more English as a foreign language course.

(e) Experiences relevant to work settings

The School of Hotel, Restaurant and Tourism Management has a prolific relationship with partners in the hotel, restaurant, foodservice, beverage and tourism industries. As a part of the undergraduate curriculum students must complete experiential learning in the hospitality industry through a paid internship. It is anticipated that the majority of the students in the Master of Hospitality program are employed in the hospitality industry. For those students with no relevant work experience in the hospitality industry, an additional course: HRTM 507 Hospitality and Tourism Internship will be a required part of their coursework.

Industry case studies and relevant applications of the hospitality industry will be the basis for much of the coursework in the program. Students will also complete an Applied Management Project (HOSP 515), wherein real world problems in the hospitality industry will be examined.

## G. Outcomes Assessment

- (1) On an annual basis beginning with the completion of the first year, the Director for the School or an appointed faculty member will evaluate outcomes assessment, program operations, progress of students and program completion rates, and make adjustments as necessary. Metrics to assure program quality will include graduate student course evaluations, and graduate outbound interviews as well as the placement of graduates into management and leadership positions within the private and public sectors, or as teachers in K-12 and post-secondary education.

## H. Program Administration

- (1) Administration of the Master of Hospitality program will be through the School of Hotel, Restaurant and Tourism Management and the College of Agricultural, Consumer and Environmental Sciences. The School will be responsible for implementing and administering the program based on the standards set forth above. The School will also be responsible for advising, assessment, curriculum development and quality, and all informational and marketing materials. The School of Hotel, Restaurant and Tourism Management will also work with the Departments of Agricultural and Extension Education and Curriculum and Instruction for elective courses for students in the Education track. However, the School of Hotel Restaurant & Tourism management remains responsible for the degree program.

The program has received overwhelmingly positive support from administration and related departments. Letters of support are attached. Signatures of approval from administration are further verified through the NMSU Form for New Degree (attached).

## References:

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<sup>i</sup> New Mexico (2017).

<sup>ii</sup> New Mexico (2016)

<sup>iii</sup> New Mexico (2017).

<sup>iv</sup> Bureau of Labor Statistics (2017).

<sup>v</sup> Pearson (2017).

<sup>vi</sup> Bureau of Labor Statistics (2017b).

<sup>vii</sup> Bureau of Labor Statistics (2017c).

<sup>viii</sup> Pearson (2017)

<sup>ix</sup> Pearson (2017).

<sup>x</sup> Pearson (2017).

<sup>xi</sup> Pearson (2017).

<sup>xii</sup> Pearson (2017).

<sup>xiii</sup> Bureau of Labor Statistics (2017).

<sup>xiv</sup> NRA (2012)



NEW MEXICO  
HOSPITALITY  
ASSOCIATION

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June 13, 2017

New Mexico State University Graduate College,

With this letter, the New Mexico Hospitality Association offers its full endorsement of the proposal for a Graduate Master of Hospitality Degree offered by the School of Hotel, Restaurant and Tourism Management in the college of Agricultural, Consumer and Environmental Sciences at New Mexico State University.

The travel and tourism industry in the state of New Mexico is one of our strongest, most reliable components of our economy, and this graduate-level program fills a pressing need for employers in hospitality and tourism. The industry currently employs over 90,000 professionals across the state, and is expected to grow by 20.9% by 2022. There are only 15 Master of Hospitality programs in the U.S., and this program would be the first of its kind in New Mexico. It fills a need for our in-state graduates and working professionals and could serve as a recruitment tool to bring talented hospitality professionals to the state of New Mexico.

Hotels and other tourism-related businesses need talented graduates and young professionals. As an association, we believe the emphasis on advanced professional and managerial preparations over the research-based format of a traditional Master of Science degree will better prepare graduates for the workforce in hospitality and tourism, and will ultimately benefit hotels and other New Mexico tourism companies succeed.

It's important to consider the other obligations working professionals might have with family, community and their current employer, and the proposal for this graduate program makes the appropriate accommodations for those realities. As an online program, it will allow hospitality professionals across the state to pursue a graduate degree in a format that complements their current lifestyle and career.

The New Mexico Hospitality Association believes the primary purpose of this graduate program will properly serve the New Mexico hospitality and tourism industry, and we endorse the proposal for this program.

Sincerely,

JEN SCHROER  
President/CEO  
New Mexico Hospitality Association



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**Shawn Murphy, La Fonda**



New Mexico  
Restaurant  
Association

June 14, 2017

TO: Dr. Loui Reyes, Dean, The Graduate College, New Mexico State University and The New Mexico Higher Education Commission

Since 1946, the New Mexico Restaurant Association (NMRA) has actively represented and promoted the foodservice industry in New Mexico. We represent all foodservice outlets in New Mexico with a membership of over 1000 locations statewide. Our mission is to empower the food and beverage industry by promoting and protecting common values and interests. Our vision is through the active participation of our members, NMRA will be the leading advocate and invaluable resource for education, political action, information and services for our industry.

On behalf of the board and members of NMRA we would like to express our support of the creation of an online Master of Hospitality degree program by the New Mexico State University (NMSU) School of Hotel, Restaurant and Tourism Management (HRTM). This would be a tremendous benefit to our members and the entire industry. In 2016, restaurants accounted for 90,300 jobs in New Mexico — 12% of employment in the state. By 2026, that number is projected to grow by 10.1% for a total of 99,400 jobs.

While not all of those jobs are management or require a degree, the Bureau of Labor Statistics projects that approximately 5% of those jobs will be management, and advises that a degree in hospitality, restaurant, or food service management will provide the best job opportunities. For those already working in the industry but who hold a degree in another subject, the master degree will enhance their skills and advance their qualifications.

The organization's Hospitality Industry Education Foundation (HIEF) supports foodservice education throughout the state. There is a continuous and growing need for educators to teach at the secondary and post-secondary level. A master degree provides the credentials for them to reach the highest levels for rank and be eligible for administrative positions in post-secondary programs. It is essential that we provide this education within the state. The online format of the proposed program will allow educators and industry employees to obtain the degree without relocating and while working in their current positions.

*At your service,*

**Carol Wight**  
**Chief Executive Officer**

9201 Montgomery Blvd. NE Suite 602, Albuquerque, NM 87111  
Phone: (505) 343-9848 | [www.nmrestaurants.org](http://www.nmrestaurants.org)

Date: November 6, 2017

To: New Mexico State University Provost's Office and Graduate College and the New Mexico Higher Education Commission

With this letter, Enterprise Holdings Inc. offers its full endorsement of the proposal for a Graduate Master of Hospitality Degree offered by the School of Hotel, Restaurant and Tourism Management in the college of Agricultural, Consumer and Environmental Sciences at New Mexico State University. Enterprise Holdings includes National Car Rental, Enterprise Rent-A-Car, Alamo Car Rental, Enterprise Rideshare, Enterprise CarShare, and Enterprise Commercial Trucks. We are a total transportation solution for companies, travelers, and commuters.

Enterprise values education and is one of the top recruiters of college graduates including those with Masters degrees. The Travel and Tourism Industry has many positions in this area that would benefit from having a Master of Hospitality program in New Mexico.

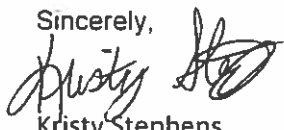
There are only 15 Master of Hospitality programs in the U.S., and this program would be the first of its kind in New Mexico. It fills a need for working professionals and could serve as a recruitment tool to bring talented hospitality professionals to the state of New Mexico.

Hotels and other tourism-related businesses need talented graduates and young professionals. The emphasis on advanced professional and managerial preparations over the research-based format of a traditional Master of Science degree will better prepare graduates for the workforce in hospitality and tourism, and will ultimately benefit hotels and other New Mexico tourism companies.

It's important to consider the other obligations working professionals might have with family, community and their current employer, and the proposal for this graduate program makes the appropriate accommodations for those realities. As an online program, it will allow hospitality professionals across the state to pursue a graduate degree in a format that complements their current lifestyle and career.

Enterprise believes the primary purpose of this graduate program will properly serve the New Mexico hospitality and tourism industry, and we endorse the proposal for this program.

Sincerely,



Kristy Stephens

Business Rental Sales Director

# Addendums to New Degree Form

## A. Catalog Description of the Program that includes (add at the end of the form)

### 1. Name of the program:

Master of Hospitality

### 2. Descriptive summary of the program

The Master of Hospitality is designed to develop leaders and educators for the global hospitality industry. The curricula and course activities prepare students for upper level lodging, restaurant, and tourism management positions, supervision of multi-unit operations, and consulting. In addition to developing hospitality leaders, the program provides education for academic careers in teaching hospitality and culinary management.

Candidates for the Master of Hospitality must successfully complete 30 graduate credits. The core degree program will be 30 credits. The program will be offered as a cohort with students taking two full years to complete the degree. Recognizing that most of the students in the program will be working professionals in addition to pursuing a degree, students will take six credits in the fall and spring semesters, and three additional credits in the summer.

### 3. Purpose of the program, including program-level learning outcomes

#### **Purpose of the Program**

The Master of Hospitality is designed to develop leaders and educators for the global hospitality industry. The curricula and course activities prepare students for upper level lodging, restaurant, and tourism management positions, supervision of multi-unit operations, and consulting. In addition to developing hospitality leaders, the program provides education for academic careers in teaching hospitality and culinary management.

While many of the competencies and skills appear to overlap with other disciplines, there are factors about the hospitality industry that make the content and competencies of the Master of Hospitality unique from other disciplines.

The hospitality product is part product and part service. The service element is often intangible, with the customer a key part of the service component. Hospitality products and processes are highly perishable, and often location-bound. The product and process generally cannot be outsourced. The hospitality industry is labor intensive with high levels of seasonality.

## Competencies for the Master of Hospitality

The Master of Hospitality will require students to:

- Analyze key components, industry organization, and competitive environment of the hospitality industry.
- Examine strategic decision making principles to create sustainable competitive advantages for hospitality and service industry leaders and organizations
- Design and manage service delivery systems to create authentic and memorable hospitality experiences.
- Apply organizational, leadership and human resource theories to global hospitality organizations.
- Analyze key hospitality industry leaders, companies and systems.
- Coordinate teams to provide effective management and maintain successful employee and guest relations.
- Explore and analyze global hospitality markets, including the values and expectations of global hospitality consumers
- Analyze and evaluate marketing theories, strategies and tactics for developing sustainable competitive advantage in the global hospitality industry.
- Implement appropriate statistical procedures and research methodologies for hospitality operations.
- Evaluate new developments in hotel and restaurant management and discuss contemporary issues confronting the global hospitality industry
- Use the Uniform Systems of Accounts for the Lodging and Restaurant industries, and accounting and financial reporting standards and procedures for the hospitality industry.
- Perform financial and accounting decision making as applied to the hospitality industry.
- Develop a project scope based on problems presented within the hospitality industry.
- Use collaborative problem solving to execute hospitality projects.

### 4. [Course requirements](#)

Students in the Master of Hospitality can select from two tracks: Hospitality Track (30 credits), or the Education Track (30 credits). All students in the Master of Hospitality program must complete the following core courses: HOSP 501, HOSP 502, HOSP 503, HOSP 504, HOSP 505, HOSP 506, and HOSP 511. Students will select between a thesis option HOSP 599 or an Applied Management Project HOSP 515. Students will take an additional 3-6 credits from HRTM, HOSP, AXED or EDLT courses to complete a minimum of 30 graduate credits.

The School of Hotel, Restaurant and Tourism Management has a prolific relationship with partners in the hotel, restaurant, foodservice, beverage and tourism industries. Students with no relevant work experience in the hospitality industry may be required to complete



an additional experiential work learning course HRTM 507 Hospitality and Tourism Internship (3 credits).

## 5. Admissions requirements

### **Copy of HED Proposal F (c) Admission Standards:**

Students must apply for admission to the New Mexico State University Graduate School, and to the Master of Hospitality program. Admission to the Master of Hospitality program will be based on evaluation of a portfolio of materials submitted by the prospective student to the Graduate Faculty. These materials shall include:

- One page letter of interest, written in English, in which the candidate cites relevant background experiences and personal motives for seeking a Master's in the area of emphasis desired.
- Resume (consisting of relevant educational and work experiences)
- 3 letters of reference
- Undergraduate GPA
- Scores from the Graduate Record Examination (GRE) (verbal, analytical and quantitative sections); New Mexico Teachers Assessment (NMTA); **or** Graduate Management Admission Test (GMAT).
- International students must submit an official TOEFL score taken within the last two years. Each international student, who was required to submit a TOEFL score, must also take the NMSU Language Proficiency Examination administered by the Department of Communication Studies. Based on the recommendation of the department of Communication Studies, the graduate School may require the student to successfully complete one or more English as a foreign language course.

B. If already accredited, a copy of the Letter of Accreditation/Affiliation from the granting accreditation agency

### C. Financial Summary Spreadsheet spanning a six (6) year period

<b>Online Master of Hospitality</b>					
<b>Course Development Costs</b>					
			Salary	Benefits	Total
Course Development Faculty Overload or Adjunct Replacement			\$60,300.00	\$12,723.30	\$73,023.30
Instructional Designer			\$21,000.00	\$4,431.00	\$25,431.00
<b>Subtotal</b>					<b>\$98,454.30</b>
<b>Course Instruction Costs</b>					
			Salary	Benefits	Total
First Year - 1 cohort, 10 students			\$24,120.00	\$5,089.32	\$29,209.32
Second Year - 2 cohorts, 30 students			\$48,240.00	\$10,178.64	\$58,418.64
Third Year - 2 cohorts, 40 students			\$124,120.00	\$26,189.32	\$150,309.32
Fourth Year - 2 cohorts, 40 students			\$124,120.00	\$26,189.32	\$150,309.32
Fifth Year - 2 cohorts, 40 students			\$124,120.00	\$26,189.32	\$150,309.32
Sixth Year - 2 cohorts, 40 students			\$124,120.00	\$26,189.32	\$150,309.32
<b>Subtotal</b>					<b>\$688,865.24</b>
<b>Additional Library Resources</b>					<b>\$51,436.00</b>
<b>Additional Technology Resources</b>					<b>\$12,000.00</b>
<b>Additional Graduate Assistantships</b>			\$20,000/year		<b>\$120,000.00</b>
<b>Total</b>					<b>\$970,755.54</b>
<b>Revenues</b>					
Current resident graduate tuition and fees			\$291.30	per credit	
Distance ed fee			\$35.00	per credit	
Subtotal			\$326.30		
	<b>Students</b>	<b>Credit hours per year</b>	<b>Base Tuition &amp; Fees</b>	<b>\$100 per credit program fee</b>	<b>Total Tuition &amp; Fees</b>
<b>Year 1</b>	10	150	\$48,945.00	\$15,000.00	\$63,945.00
<b>Year 2</b>	30	450	\$146,835.00	\$45,000.00	\$191,835.00
<b>Year 3</b>	40	600	\$195,780.00	\$60,000.00	\$255,780.00
<b>Year 4</b>	40	600	\$195,780.00	\$60,000.00	\$255,780.00
<b>Year 5</b>	40	600	\$195,780.00	\$60,000.00	\$255,780.00
<b>Year 6</b>	40	600	\$195,780.00	\$60,000.00	\$255,780.00
<b>Total</b>					<b>\$1,278,900.00</b>
**estimated at in-state resident for all students					

**MEMORANDUM**

**TO:** Betsy Stringam, Professor  
School of Hotel, and Restaurant & Tourism Management

**FROM:** Katherine <sup>KT</sup>Terpis, Associate Dean of Library and Info. Science

**CC:** Dr. Elizabeth Titus, Dean of the Library

**DATE:** December 1, 2017

**SUBJECT:** Library Report: New Program in Hospitality

NMSU Library has prepared a report in response to the College of Agricultural, Consumer and Environmental Sciences' proposal for a new M.S. program in Hospitality. This report assesses the Library's ability to support the proposed program. Please include a copy of this report in your proposal.

Attached: Hospitality Library Assessment

**MASTER OF HOSPITALITY DEGREE  
NEW PROGRAM PROPOSAL 2017**

**NMSU LIBRARY COLLECTIONS AND SERVICES Assessment**

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**LIBRARY STATEMENT**

NMSU Library's ongoing fiscal constraints present a challenge for providing resources to support scholarly and professional work. Nationwide, academic research libraries are struggling to offset annual inflation costs associated with the acquisition of library research materials. NMSU Library has experienced sustained budget compression over the past decade, a trend that shows no indication of slowing down or reversing. As a result, the Library is falling further and further behind in its ability to acquire research materials and is increasingly dependent upon other research libraries and content providers to meet users' needs. Every year NMSU Library reduces the number of resources available to support academic programs. Since 2005, the Library has had extremely limited funding to establish basic, core collections for established academic programs as well as new programs that have been formally approved.

Information on a broad range of NMSU Library resources including building hours and collections can be found online at <http://lib.nmsu.edu>.

**I. SCOPE OF ASSESSMENT**

This report provides an assessment of NMSU Library collections, services, and programs and an analysis of the Library's ability to support the information needs of a proposed Online Graduate Master of Hospitality Degree. This assessment examines library expenditures and use of collections and services from 2014 through 2017, when data is available.

## II. ASSESSMENT OF COLLECTIONS SUPPORTING HRTM

The new program proposed in the School of Hotel, Restaurant and Tourism Management (HRTM), is interdisciplinary. Materials that will be used by students and faculty in this new program fall into several different areas in the OCLC subject conspectus and in the Library of Congress classification system. NMSU Library holdings in subject areas relevant to HRTM are shown in the table below:

**Table 1**  
**NMSU Library Holdings for HRTM-Related Subjects**

Division	Category	*NMSU Holdings
<b>Business &amp; Economics</b>	Administration; History & Conditions; Theory; Industries, Land Use, Trades, Labor; Finance; Statistics; Transportation & Communication	73,162
<b>Engineering &amp; Technology</b>	Domestic Engineering	5,886
<b>Physical Education &amp; Recreation</b>	Games & Amusements; Recreation; Sports	6,167
<b>Plant Culture</b>	Classes of Plants; Horticulture; Lawns & Turf (golf courses); Viticulture	7,412
<b>Plant Physiology</b>	Fermentation; Germination; Nutrition; Respiration	971
<b>Decorative &amp; Applied Arts</b>	Decoration & Ornament, Design; Interior Decoration	2,855
<b>State &amp; Local History</b>	New Southwest, including New Mexico	4,906
<b>Performing Arts</b>	Amusement Parks, Parlor Magic & Tricks; Circuses, Carnivals	233
<b>Education</b>	Higher Education (research, and research methods)	3,674
<b>TOTAL</b>		<b>105,266</b>

Data Source: OCLC WorldShare

*\*Note: The OCLC WorldShare analysis above includes all cataloged NMSU Library holdings including e-books, DVDs, images, journals, kits, maps, etc.*

### **Comparisons of Hotel, Restaurant and Tourism Management (NMSU and Selected Peers)**

This assessment provides a comparison of NMSU Library collections to collections at selected peer institutions with degree programs similar to the HRTM online master's degree proposed at NMSU. The purpose of this assessment is to determine how existing NMSU Library monograph collections in related subject areas are comparable to other institutions. Dr. Betsy Stringam, Professor, School of Hotel, Restaurant & Tourism Management helped identify the comparison institutions utilized in this assessment.

The NMSU School of Hotel, Restaurant and Tourism Management currently offers an undergraduate major in Hotel, Restaurant, and Tourism Management and a minor in Culinary Science. At Kansas State University the Department of Hospitality Management offers interdisciplinary graduate program leading

to a Master of Science or a Doctor of Philosophy degree in Hospitality Administration. Oklahoma State University offers a Master’s of Science degree from the School of Hospitality and Tourism Management. Texas Tech University offers a Master of Science in Hospitality and Retail Management. The Purdue University program was chosen as a comparison because it offers a completely online program, which is a Master’s of Science in Hospitality and Tourism Management. The programs at Kansas State University, Texas Tech University and Purdue University are all accredited by the Accreditation Commission for Programs in Hospitality Administration.

**Table 2**  
**Monograph Collections Comparisons for Select Institutions**

<b>Institution</b>	<b>Total Holdings</b>	<b>Hospitality Related Holdings</b>	<b>Hospitality as Percent of Total Holdings</b>
<b>NMSU</b>	1,274,659	105,266	8.26 %
<b>Oklahoma State University (peer)</b>	4,163,135	313,041	7.52 %
<b>Purdue University (online)</b>	2,583,472	201,388	7.80 %
<b>Kansas State University (peer)</b>	2,597,889	216,817	8.35 %
<b>Texas Tech University (peer)</b>	3,010,013	337,016	11.20 %

Table 2 illustrates that NMSU is ranked the lowest of our chosen peers in the categories of Total Holdings, Hospitality Holdings, and NMSU Library does not own any Hospitality Related Materials Unique to the group of peers. Although, the NMSU Library has a higher percentage of our holdings designated to the subject areas relating to HRTM than two of our chosen peers.

### Research Databases

Students primarily access academic journals and research articles through interdisciplinary aggregator databases and subject-specific databases. Since the HRTM program is interdisciplinary, we identified the following relevant research databases that NMSU Library currently subscribes to:

**Table 3**  
**NMSU Library Database Usage**

Database Name	Uses Per Year			
	2014	2015	2016	3 YR Total
<i>Business Insights: Essentials</i>	*	*	4,980	<b>4,980</b>
<i>Business Source Premier</i>	30,687	28,242	20,060	<b>78,989</b>
<i>FSTA - Food Science and Technology Abstracts</i>	13,801	11,347	5,698	<b>30,846</b>
<i>Hospitality Tourism and Leisure</i>	*	*	98	<b>98</b>
<i>IBIS World</i>	*	6,639	8,040	<b>14,679</b>
<i>Regional Business News</i>	16,352	13,771	6,153	<b>36,276</b>

\*Note: Subscription not active.

Usage of *Business Source Premier*, *FSTA – Food Science and Technology Abstracts*, and *Regional Business News* has decreased significantly since 2014. This could be in part to the redesign of the NMSU Library website. Database usage may increase with the introduction of NMSU Library's new integrated library system (Alma/Primo) in December 2017.

The NMSU Library does have access to a HRTM discipline-specific database titled: *Hospitality Tourism and Leisure* although it is targeted to the “curious traveler” and does not support the curriculum for the baccalaureate program in the School of HRTM.

Below are key databases we do not subscribe to but suggest in order to fully support the information/research needs of the baccalaureate and the proposed graduate master of hospitality Degree program.

#### ***Hospitality & Tourism Complete***

Includes nearly 500 full-text publications, approximately 1.4 million records back to 1924 covering the subjects of:

- Culinary arts
- Demographics and statistics
- Development and investment
- Food and beverage management
- Hospitality law
- Hotel management and administrative practice
- Leisure and business travel
- Market trends
- Technology

**Food Science Source**

In addition to providing access to over 1000 food industry and market reports, includes Articles from 1400 publications including trade journals about restaurants, food service and safety, hospitality management, culinary innovation, etc. Most are full text.

The initial cost of acquiring these databases and two-year projected costs of inflation are provided in the table below. Purchase of these databases is cost prohibitive for the NMSU Library. Projected costs include adjustments for inflation.

**Table 4**  
**Cost of Acquiring New HRTM-Related Databases**

Databases for Consideration	Initial Cost	Year 2 Cost	Year 3 Cost	Three Year Total Cost
<i>Hospitality &amp; Tourism Complete</i>	\$5,760	\$5,990	\$6,350	<b>\$18,100</b>
<i>Food Science Source</i>	\$5,376	\$5,699	\$6,040	<b>\$17,115</b>

**Serial Holdings Assessment****SCImago Journal Rank Indicator**

SCImago Journal Rank Indicator is “a measure of a journal’s impact, influence or prestige. It expresses the average number of weighted citations received in the selected year by the documents published in the journal in the three previous years.”<sup>1</sup>

We looked at the highest ranked journals in these subject areas most relevant to HRTM. The journal titles are listed in the appendix with NMSU Library online access indicated. Usage data for the titles available at NMSU is included when available. (See Appendix.)

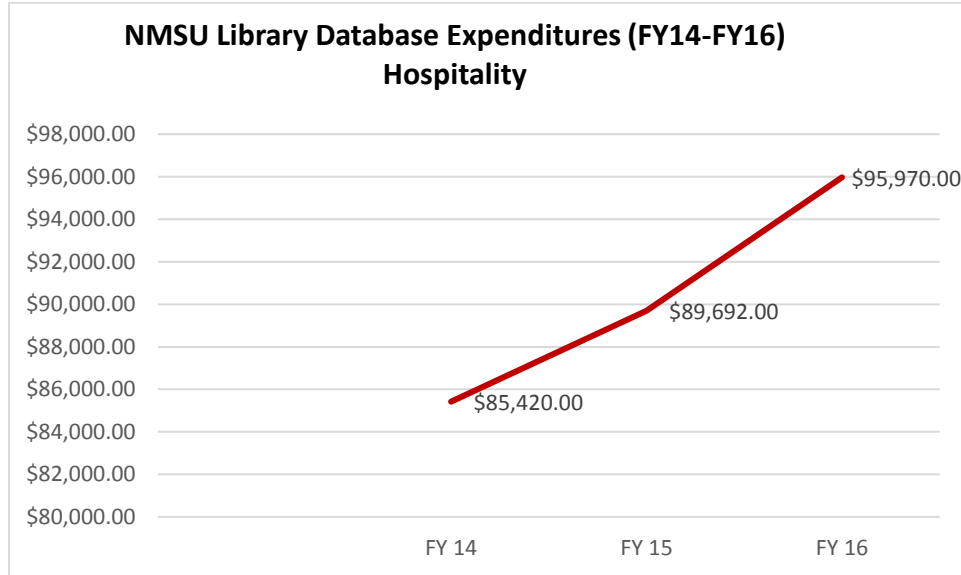
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<sup>1</sup> Description of SCImago Journal Rank available from <http://www.scimagojr.com/journalrank.php>.



**III. FISCAL TRENDS**

Since FY14 the NMSU Library has expended \$271,082.00 on databases related to Hospitality disciplines. This figure includes all databases in Table 3 except for *IBIS World*. Funding for databases has remained relatively flat even with inflation rates factored into the cost.



**IV. SERVICES**

**Information Delivery Services**

Information Delivery Services (IDS) provides access to needed research information whether owned by the University, another NMSU campus, or another library/organization. Specific services include Interlibrary Loan, Document Delivery, and courier services to and from faculty and doctoral candidates' offices. IDS also provides electronic or home delivery of materials to distance education students and faculty, including homebound and active military students.

For the period of this review, undergraduate students and faculty in the Department of Hotel, Restaurant & Tourism Management made an average of 39 requests for document delivery service and an average of 52 requests for interlibrary loan each year.

**Table 6**  
**Interlibrary Loan and Document Delivery Usage for**  
**the School of HOTEL, RESTAURANT**  
**& TOURISM MANAGEMENT**

Academic Year	Document Delivery		Interlibrary Loan		All Users Total
	Undergraduate	Faculty	Undergraduate	Faculty	
2014-2015	8	27	20	19	74
2015-2016	12	45	38	15	110
2016-2017	4	23	57	7	91
					<b>275</b>

**Research Assistance & Instruction.**

Specialized research assistance is available to all students and faculty at NMSU via visits to the reference desk, calls, chats or email. Students and faculty may consult with a librarian with subject expertise at any time. Librarians also provide course-related instruction sessions to discuss research methods, highlight discipline-specific resources, and to support course assignments. NMSU Library Reference & Research Services indicate instructional faculty in Hospitality have not taken advantage of this service in the past four years.

**NMSU Library  
Hospitality Instruction**

Academic Year	Instruction	Participants
2014	0	0
2015	0	0
2016	0	0
2017	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>

The subject specialist for Hospitality maintains a LibGuide at the subject level. LibGuides provide students an outline of specialized library resources available to them. A list of the primary guide and usage information is below:

Guide Name	FY 14-15	FY 15-16	FY 16-17	Total
Hotel, Restaurant and Tourism Management	82	226	1279	<b>1,587</b>

Currently, there is one LibGuide available for Hotel, Restaurant and Tourism Management use. Faculty in the School of Hotel, Restaurant and Tourism Management are encouraged to work with the library’s HRTM subject specialist to create a new guide for the new online Graduate Master of Hospitality Degree.

**V. RECOMMENDATIONS**

As this program develops, additional funding may be needed to support graduate level collections.

NMSU Library to conduct a more in depth analysis to determine the appropriate best fit for databases needed to support the new graduate program. The peer analysis indicates a possible need to add at least two databases.

If the degree proposal for an online Graduate Master of Hospitality Degree is accepted, the NMSU Library would recommend working with faculty in the School of Hotel, Restaurant and Tourism Management to optimize use of library services and collections to support their teaching and research.

Additionally, the NMSU Library recommends that faculty in the School of Hotel, Restaurant and Tourism Management encourage their students to utilize the Library's information delivery services, such as Document Delivery and Interlibrary Loan, when students cannot locate relevant materials in-house. NMSU Library has shifted its position from on delivery of information from an ownership model to a "just in time" access model.

**Report compiled by:**

Katherine J. Terpis, Associate Dean, Library & Info Sci.

Mariaelena de la Rosa, Collections Coordinator

Cynthia Watkins, HRTM Subject Specialist

**Submitted:**

December 1, 2017

## Appendix:

## SCIMAGO RANKINGS: Highly ranked journals in HRTM subject areas

Journal Title	NMSU Online Access	Scimago Rating	Price	3-Year Est. price	Use
<i>Journal of Travel Research</i>	Access current	1	\$886	\$2,324	82
<i>Annals of Tourism Research</i>	Access current	2	\$1,467	\$3,938	165
<i>Tourism Management</i>	No access	3	\$2,913	\$9,438	**
<i>Journal of Sustainable Tourism</i>	No access	4	\$1,868	\$6,052	**
<i>International Journal of Hospitality Management</i>	No access	5	\$1,707	\$5,531	**
<i>Cornell Hospitality Quarterly</i>	Access current	6	\$592.62	\$1,688	78
<i>Journal of Hospitality and Tourism Research</i>	No access	7	\$733	\$2,375	**
<i>Journal of Service Management</i>	Access current	8	\$122	\$346	152
<i>International Journal of Contemporary Hospitality Management</i>	Access current	10	\$109	\$346	169
<i>Journal of Travel and Tourism Marketing</i>	No access	12	\$1,498	\$4,854	**
<i>*Journal of Hospitality and Tourism Management</i>	Access current	13	*		6
<i>Journal of Vacation Marketing</i>	No access	14	\$1,223	\$3,963	**
<i>Tourism Management Perspectives</i>	No access	15	\$668	\$2,164	**

\*This title is not subscribed to directly as it is not an individual subscription.

\*\*Not currently subscribed.

## E. Documentation of departmental faculty support and commitment by the offering department(s),

### Documentation of departmental faculty support:

#### HRTM Faculty Minutes

School of Hotel, Restaurant & Tourism Management  
New Mexico State University  
Faculty & Staff Meeting, Monday, November 6, 2017 @ 11:30am

Present: Jean Hertzman, John Hartley, Irene Fierro, Julie Correa, Pete Mitchell, Betsy Stringam, Keith Mandabach, Katrinka Espinosa and Daren Bloomquist.

Meeting was called to order @11:35am.

1. Introduction of Katrinka Espinosa – Program Coordinator

Jean introduced Katrinka to the faculty and staff. She told the group a little about herself.

2. Dean Rolando Flores Presentation

Dean Flores challenged HRTM to focus and concentrate on the main goal, which is recruitment and asked everyone to get more involved with the task of how to bring in more students. He complimented the department on doing an outstanding job with the program but needed more visibility with donors and the outside community. The Board of Advisors was a great resource as well. Betsy asked him about the resources with the county extension agencies and he suggested that HRTM go out to visit these locations. Other marketing suggestions were discussed on how to get HRTM's name out there. He also commended on HRTM's progress with the Master's Program. Jean announced that Dean Flores was funding the purchase of a new projector and teaching station for GT 142.

3. Approval of minutes for October 16, 2017

Minutes were discussed and approved as read. Pete moved to approve and Daren seconded. All approved.

4. Faculty & Staff Reports

Irene –An email will go out asking faculty who would prefer paper course evaluations or to have students do them online.

John –Discussed having issues with p-card charges that are not allowed for lunches and the rules when a group from a department can use an index for their meals. He also announced students from Deming will be coming for a visit for a presentation and lunch in 100 West Café on Tuesday, November 7.

Keith –HRTM received a grant with NMDA from USDA which promotes New Mexico specialty products. A Diversity Council meeting will be held on Tuesday, November 7.

Pete –TAP had their two biggest events ever, which was Homecoming week and last Friday. The Italy Trip is slow going at this time with only one student signing up. He may do some presentations in some of the HRTM classes to let students know about the trip. HRTM 413 will have their last International Dinner on Thursday, November 16.

Betsy – Continues to work on forms for the Grad Program.

Daren –Ag Day was a success. The Houston Conference he attended was also a success. He will be doing more webinars. He also received building plans from Buffalo Wild Wings to use to teach his students on how to read constructions documents.

Julie –The beef steak dinner event on November 11 already has about 30 people who have RSVP'd.

Jean – Anyone can purchase Riedel glassware with a 20% discount, which is good through November 26. "Save the Date" sheets were passed out for everyone to review. Betsy suggested that the faculty participate more in most of these events. Jean also suggested that students be pushed into the Leadership course next Spring. And HRTM may need an extra HRTM 263 class in 2019. There are no funds for summer classes at this time.

5. Senior Reception

The Senior Reception will be on Thursday, December 7 at 5:30 pm. Katrinka will work on the invitations for this event. Jean asked faculty if any of their students could assist with the event.

6. Andres Padilla Event

The event, the HRTM dinner with a silent auction will take place on Tuesday, February 6. Chef Padilla is a 2003 alum and currently works at an award winning restaurant. Hill Farms Foods may be our sponsor for food for this event. This event is tied in with the Chile Pepper Institute Conference and reception at Hotel Encanto on Monday, February 5.

7. Vote on Graduate Program Proposal

A voting form was passed out to all faculty to vote for or against the proposal for the online Master of Hospitality degree program. All votes were counted by Irene for the

record and the results were given to Jean. There were 5 votes for the proposal, 1 abstention, and no opposing votes. Therefore, the proposal was approved.

8. Annual Report/Digital Measures/ Allocation of Effort

All these reports are due by 1/15/2018. An ACES Digital Measures Tip Sheet was passed out to faculty with information about how to prepare for review. Jean asked 12-month faculty to prepare a written list of what tasks they will be performing during summer 2018.

9. Undergraduate Curriculum Review

No Report at this time.

Meeting adjourned at 1:10pm. Next meeting will be on December 4 @11:30am

Departmental Graduate Committee documentation

**From:** Elizabeth Stringam

**Sent:** Thursday, August 24, 2017 2:17 PM

**To:** Peter Mitchell; Bloomquist, Daren (dbloomqu@nmsu.edu); john hartley (jhartley@nmsu.edu); Correa, Julie (jzumwalt@ad.nmsu.edu)

**Cc:** Jean Hertzman; Greg Blanch (gblanch@nmsu.edu); Keith Mandabach

**Subject:** Proposed Graduate Curriculum

**Attachments:** Proposed Graduate Curriculum 20170824.docx

The graduate curriculum committee met yesterday and outlined a proposed curriculum for the online Master of Hospitality degree. The curriculum was developed using comprehensive research of all current online hospitality graduate degrees and several research articles detailing graduate degree programs across the U.S. and the world. The committee considered other factors such as the needs of our prospective students, and strengths of our School. While the curriculum is not carved in stone, we are required to include the proposed curriculum early next month as a part of the degree approval process. We anticipate some changes as we go through an undergraduate curriculum review.

Because some of you have expertise (and may be part of the teaching team) for some of these courses, I am seeking your input.

I have attached a copy of the proposed curriculum. The new courses are on the first page. Then there are the HRTM 400 level courses which are cross listed as graduate courses. Students will take 1-2 of these courses. The 3<sup>rd</sup> page is courses currently taught by AXED for teacher licensure in NM. We will collaborate with AXED for this part of the degree, and existing AXED courses will be adapted for online delivery and to include hospitality and culinary.

Please let me know of any changes, questions or concerns.

Betsy Bender Stringam  
Professor of Hotels and Resorts  
School of Hotel, Restaurant & Tourism Management  
New Mexico State University  
[betsys@nmsu.edu](mailto:betsys@nmsu.edu)







College of Agricultural, Consumer and Environmental Sciences  
Office of the Associate Dean and Director of Academic Programs  
MSC 3AG  
New Mexico State University  
P.O. Box 30003  
Las Cruces, NM 88003-8003  
Phone: (575) 646-1807  
Fax: (575) 646-5975

November 29<sup>th</sup>, 2017

Dear Committee:

The College of Agricultural, Consumer and Environmental Sciences is fully supportive of the new degree program that is being developed by the School of Hotel, Restaurant and Tourism Management at New Mexico State University. This new degree program will provide an avenue for those students that are currently seeking a graduate degree in this field of study.

The demand for this program is estimated to be strong from the onset. The College of Agricultural, Consumer and Environmental Sciences is anticipating that this graduate program will provide not only additional students, but most importantly, deliver a value added educational opportunity for New Mexico citizens, the region and potentially international students.

Overall support for the program is strong throughout the leadership team of the college and university. Dr. Hertzman and her department have done an excellent job in preparing the proposal, estimating demand, and informing New Mexico State University at all levels of the new degree program. The College of Agricultural, Consumer and Environmental Sciences is confident that the graduate program will be successful in both the short and long-run.

Please contact me with any additional questions regarding this program. I may be reached at 575-646-1120 or [jhawkes@nmsu.edu](mailto:jhawkes@nmsu.edu).

Sincerely,

A handwritten signature in cursive script, appearing to read 'Jerry M. Hawkes', written in black ink.

Jerry M. Hawkes

Interim Associate Dean and Director of Academic Programs  
College of Agricultural, Consumer and Environmental Sciences  
New Mexico State University



**College of Agricultural, Consumer and  
Environmental Sciences**

Department of Family and Consumer Sciences  
MSC 3470  
New Mexico State University  
P.O. Box 30003  
Las Cruces, NM 88003-8003  
575-646-3936, fax: 575-646-1889

TO: Dan Howard, Provost

THROUGH: Loui Reyes, Dean  
The Graduate School

THROUGH: Rolando Flores, Dean  
College of Agricultural, Consumer, and Environmental Sciences

FROM: Esther Devall, Department Head *Esther Devall*  
Family and Consumer Sciences

RE: Graduate Program in Hotel, Restaurant, and Tourism Management

DATE: June 26, 2017

The master's program in the School of Hotel, Restaurant, and Tourism Management (HRTM) has remained under the umbrella of the master's program in Family and Consumer Sciences (FCSC) since the school left the department and became its own academic unit. The School of HRTM is now ready to move forward with forming their own master's program.

The graduate faculty in FCSC voted overwhelmingly in favor of the School of HRTM establishing their own master's program. The School plans to develop an online degree program for professionals in the hospitality field, which should meet a need in the industry and attract more graduate students to NMSU. We are supportive of their efforts and will continue to collaborate on a variety of projects.



**College of Agricultural, Consumer and Environmental Sciences**

**School of Hotel, Restaurant & Tourism Management**

MSC 3HRTM

P.O. BOX 30003

Las Cruces, NM 88003-8003

Tel: 575-646-5995

November 27, 2017

To all committee members, administrators, and New Mexico officials involved with graduate program approval:

As Director of the School of Hotel, Restaurant and Tourism Management (HRTM), I am fully committed to the development and implementation of the online Master of Hospitality degree program. I believe that the program is essential to fulfill the school's role in the land-grant mission of New Mexico State University. As described in the degree proposal, it supports economic and community development in the state of New Mexico. As shown by the letters of support from our industry partners, there is significant need for and interest in the program. It has the potential to be nationally and internationally recognized and bring new sources of students and revenues to the university.

The vote of approval for the program is evidence that the HRTM faculty are also dedicated to the new program. They are committed to developing the new courses required and ensuring they meet Quality Matters standards. Working with graduate students will enhance our research efforts. In addition, because the majority of the students will be working in the hospitality industry and/or teaching in secondary and post-secondary culinary and hospitality programs, the master degree will provide new sources of guest speakers, networking and employment contacts, and recruiting contacts for our undergraduate programs and students.

I am confident that the School of Hotel, Restaurant and Tourism Management will be able to provide a quality graduate education that will improve the lives of the students in the program and the hospitality and tourism industry in New Mexico and beyond.

Please contact me at [jhertzma@nmsu.edu](mailto:jhertzma@nmsu.edu) or 575-646-4786 if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads 'Jean Hertzman'.

Jean L. Hertzman, Ph.D., CCE  
Director and Professor



College of Agricultural, Consumer and Environmental Sciences  
Department of Agricultural and Extension Education  
MSC 3501  
New Mexico State University  
P.O. Box 30003  
Las Cruces, NM 88003-8003  
Phone: (575) 646-4511  
Fax: (575) 646-4082

December 11, 2017

To: NMSU

From: Frank Hodnett, Department Head 

Re: Support for HRTM Graduate Program

This is a letter of support for HRTM in their pursuit of an Online Master of Hospitality degree. The AXED department is willing to have HRTM students take classes in our department as electives to assist with their degree plan if they choose. The classes that would be most appropriate would be:

AXED 525 Graduate Teaching Methods – Online

AXED 543 Curriculum Development and Assessment – currently not online

AXED 545 Developing Excellent Programs in Career and Technical Education – currently not online

We are supportive of this move and will assist as requested in the development of this online program.



## College of Education

Department of Curriculum and Instruction  
MSC 3CUR  
New Mexico State University  
P.O. Box 30001  
Las Cruces, NM 88003-8001  
575-646-4820, fax: 575-646-5436

September 5, 2017

re: MOU - School of Hotel, Restaurant and Tourism Management and Department of Curriculum and Instruction

The School of Hotel, Restaurant and Tourism Management has requested the approval to offer an online Master of Hospitality degree program. The core requirements will be advanced hospitality management courses. For elective classes, they will offer several tracks, including a Hospitality Education track for students pursuing careers as post-secondary, secondary, and international hospitality educators and administrators.

As part of the program development the School of HRTM and the Department of C&I, have come to an agreement on courses that are offered in C&I that would be a benefit to the online Master of Hospitality degree. Below, the courses that most directly support the proposed HRTM program of study are:

**EDLT 560 Fostering Online Learning Communities (3 cr.)**

*Quality Matters recognized: 4/30/2014*

Examines theoretical and practical aspects of communication and collaboration and their impact on the formation of online learning communities.

**EDLT 561 Social Media in Blended and Online Learning Environments (3 cr.)**

Explores the role of social media in online and blended learning environments through practical hands-on activities, critical dialogue, and collaborative projects preparing learners to utilize social media personally and pedagogically.

**EDLT 578 Design and Delivery of Webconferences and Webinars**

Examines webconferencing and its impact on teaching and learning through theory, research, and hands-on experiences.

**EDLT 581 Emerging Technology Tools & Techniques (3 cr.) \***

*Quality Matters recognized: 6/30/2015*

Explores and examines emerging asynchronous/synchronous technologies and their impact on teaching and learning. Incorporate theory, research and hands-on experiences.

And, other possibilities: 520 (Critical Digital Literacy-new), 575, 577, 579, 580, and 590.

These courses and the potential to collaborate is exciting for the faculty in C&I and we look forward to working with MA students from HRTM.

Respectfully,

A handwritten signature in blue ink, appearing to read 'David Rutledge'.

David Rutledge, PhD  
New Mexico State University  
Interim Department Head  
Dept. of Curriculum and Instruction  
575-646-5411

## F. Inventory of each faculty member employed to teach in the program including:

Names of existing graduate faculty:

1. Dr. Jean Hertzman, Professor and Director of the School of HRTM
  - a) 1.0 FTE
  - b) For the new program 0/1
    - Applied Management Project
    - Advanced Services Management
    - Methods for Teaching Hospitality and Culinary Education
    - Contemporary Global Issues in Hospitality
  - c) HRTM 414 International Food & Wine
  - d) Professor, Member of Graduate Faculty.
  - e) Previous experience teaching online, graduate level courses in same and similar topics
  - f) See attached vitae in Addendum
2. Dr. Betsy Stringam, Professor
  - a) 1.0 FTE
  - b) For the new program 1/1
    - The Hospitality Industry and Sustainable Competitive Strategy
    - Hospitality Organizational Leadership and Human Resources
    - Applied Management Project
    - Contemporary Global Issues in Hospitality
    - Hospitality Research Methods & Analysis
    - Methods for Teaching Hospitality and Culinary Education
  - c) HRTM 331 Hotel Operations 1, HRTM 431/531 Hotel Operations II, HRTM 432/532 Hotel Sales and Revenue Management, Resort Management
  - d) Professor, member of graduate faculty.
  - e) Previous experience teaching online, graduate level courses in same and similar topics
  - f) See attached vitae in Addendum
3. Dr. Keith Mandabach, Professor
  - a) 1.0 FTE
  - b) For the new program 1/1
    - Hospitality Organizational Leadership and Human Resources
    - Marketing Strategy for Global Hospitality
    - Applied Management Project
    - Hospitality Financial Analysis
    - Contemporary Global Issues in Hospitality
    - Hospitality Research Methods & Analysis

- c) HRTM 410/510 Hospitality Cost Control, HRTM 412/512 Beverage Management, HRTM 409 Internship Seminar, HRTM 420/ 520 Club Management
  - d) Professor, member of graduate faculty
  - e) Previous experience teaching graduate research class, online, and same or similar topics
  - f) See attached vitae in Addendum
4. Dr. Greg Blanch, Associate Professor
- a) 1.0 FTE
  - b) For the new program 1/1
    - The Hospitality Industry and Sustainable Competitive Strategy
    - Hospitality Organizational Leadership and Human Resources
    - Advanced Services Management
  - c) HRTM 311 Hospitality Leadership Management, HRTM 434/534 Senior Capstone Experience
  - d) Associate Professor, Member of Graduate Faculty.
  - e) Previous experience teaching online, in same and similar topics
  - f) See attached vitae in Addendum
5. Dr. Priscilla Bloomquist, Professor
- a) 1.0 FTE (temporarily assigned to Family and Consumer Science)
  - b) For the new program 1/1
    - Advanced Services Management
    - Contemporary Global Issues in Hospitality
    - The World of Hospitality Higher Education
  - c) HRTM 201 Introduction to Tourism, HRTM 304 Hospitality and Travel Law
  - d) Professor, Member of Graduate Faculty
  - e) Previous experience teaching online, and extension work in same or similar topics
  - f) See attached vitae in Addendum

G. Memorandum of Understanding (MOU), Articulation Agreements, Transfer Guide and/or Pathway, if applicable.

## H. Graduate Program Applications

Letter of Intent (copy):



**College of Agricultural, Consumer and Environmental Sciences**

**School of Hotel, Restaurant & Tourism Management**

MSC 3HRTM

P.O. BOX 30003

August 21, 2017

To the New Mexico Higher Education Department:

This letter is to inform you that New Mexico State University will be requesting approval of a new graduate program. The degree proposed is a Master of Hospitality, fully online graduate degree. It will be submitted by the School of Hotel, Restaurant and Tourism Management (HRTM), a department of the College of Agricultural, Consumer and Environmental Sciences (ACES). The program will undergo the university review process in Fall 2017 and will be submitted to the New Mexico Higher Education Department in Spring 2018.

The primary objectives in establishing the Master of Hospitality degree are:

- To meet the needs of employers in New Mexico by providing advanced training for hospitality professionals.
- To train students for careers in the hospitality industry and hospitality education.
- To create a degree that may be offered through distance learning technologies thus serving working professionals who need access while continuing their careers.

There is direct evidence of the need for this program. HRTM has the only Bachelor of Science degree in hospitality in the state and there is no specific master degree in the subject area. We have only offered an emphasis under the Family and Consumer Science (FCS) master of science degree program. The College of ACES and specifically the FCS department support HRTM developing its own degree (see attached letters).

Accommodations and Foodservices is the third largest industry in the state of New Mexico, and continues to grow. When employment is projected to the year 2022 for New Mexico, Accommodation and Food Services is projected to have the third largest growth of all industries



at 20.9%. While not all of those jobs are management or need a degree, the Bureau of Labor Statistics projects that approximately 5% of those jobs to be management.

The hospitality industry is considered to be a discovery industry. It is common for employees, supervisors, and managers to have a background or degree in some other field yet find themselves working in the hospitality industry. As these professionals seek to improve their skills or advance their qualifications they often seek a graduate degree in Hospitality Management. Many of these professionals are place bound, unable to relocate to attend graduate school or to further their education.

New Mexico has the opportunity of having 23 Native American tribal communities, pueblos or nations within the state. For many of these communities, such as the Laguna and Mescalero Apache tribes, the hospitality industry comprises a large portion of their economic stability. NMSU also has the distinct scenario of being a Hispanic-serving institution.

One track that students could pursue in the Master of Hospitality program would be for teachers of Culinary and Hospitality programs in secondary and postsecondary institutions. In the State of New Mexico there are approximately 342 high schools. About 78 of those currently teach Culinary and/or Hospitality classes. As that represents only 22.8% of New Mexico secondary schools, the need to train additional teachers to establish programs in more schools is high. The New Mexico Restaurant Association reports that the majority of current secondary teachers in Culinary and Hospitality are trained and certified in Family and Consumer Sciences. The same is true for about half of the new Culinary and Hospitality teachers, with the other half coming from the hospitality industry. These scenarios present an additional need for a Master of Hospitality program. Similar scenarios exist in other states and countries, especially our surrounding Bordexplex Alliance cities of El Paso, TX and Juarez, Mexico.

Through creating the Master of Hospitality degree, we position the School of Hotel, Restaurant and Tourism Management and the College of ACES to become a regional provider of our high-quality graduate education to working professionals who require advanced education while needing to maintain their current employment. Such students have limited interest in research-oriented careers but can benefit from obtaining a graduate degree. HRTM has support for this program from both the New Mexico Restaurant Association and the New Mexico Hospitality Association (see attached letters).

I am the contact person for the proposed Master of Hospitality online graduate degree. Please email me at [jhertzma@nmsu.edu](mailto:jhertzma@nmsu.edu) or call me at 575-646-4786 for more information regarding this proposal. The School of HRTM appreciates your consideration of this request.

Sincerely,

Jean Hertzman, Ph.D., CCE  
Director and Professor  
School of Hotel, Restaurant & Tourism Management

## Addendum to Addendum: Curriculum Vitae of Graduate Faculty

JEAN L. HERTZMAN, Ph.D., CCE

Home Address: 4677 Nogal Canyon Rd., Las Cruces, NM 88011

Cell Phone: 702-334-3865 Business Phone: 575-646-4786

[jhertzma@nmsu.edu](mailto:jhertzma@nmsu.edu)

---

### EDUCATION

Doctor of Philosophy in Educational Leadership, May 2006, University of Nevada Las Vegas

Concentration – Higher Education Administration

Dissertation – *Identifying the Characteristics of and Quality Indicators for Associate Degree Culinary Arts Programs: A Survey of Educators and Industry*

**Master of Business Administration, May 1994, Tulane University, A.B. Freeman School of Business, New Orleans, LA.** Concentrations in General Management and Marketing.

**Bachelor of Science, May 1984, Cornell University, School of Hotel Administration, Ithaca, NY.** Concentrations in Food and Beverage and Human Resources Management.

**Professional Certification:** Certified Culinary Educator by the American Culinary Federation since January 1997

### ACADEMIC EXPERIENCE

#### **School of Hotel, Restaurant, and Tourism Management**

**New Mexico State University, Las Cruces, NM**

**Director and Professor, January 2016 – Present**

Duties – Provide vision and leadership for the school. Make administrative decisions relating to academics, facilities, fiscal matters, personnel, staffing and policies, program planning and development, which includes fundraising and outreach to the community and industry. Foster positive working relationships

among faculty, staff, students, and external stakeholders. Coordinate and evaluate activities related to undergraduate and graduate instruction, research, and outreach. Oversee management of the 100 West Café and Bobby Lee Lawrence Wine Academy. Gerald Thomas Chair program coordinator. Teach food, beverage, and event related upper-division courses. Chair the University Alcohol Review Committee. Member of the university Strategic Enrollment Planning Council.

**William F. Harrah College of Hotel Administration, University of Nevada Las Vegas**

#### Rank

July 2012 – Present

Associate Professor

July 2006 – June 2012

Assistant Professor

August 1994 – June 2012

Lecturer

#### Administrative Positions

**January 2015 – December 2015**

**Director of Enrollment Management**

Duties – Develop and manage the undergraduate curricular offering and activities that focus on retention, progression, and completion while optimizing enrollment. Chair college and serve on university enrollment related committees and minority serving initiatives. Coordinate PTI assignments and budgets

with the Senior Assistant Dean. Develop college and university reports related to RPC

**July 2012 – December 2014 Assistant Dean for Operations and Academics**

Duties – Worked with the faculty, student body, and hospitality community as necessary in planning and implementing the College’s mission. Provided leadership and supervision for the College’s educational lab facilities, food and beverage and events classes, and catering operations and associated budgets. Scheduled classes. Recruited, hired, and mentored part-time faculty. Coordinated student involvement in with community organizations, special events, and trade shows. Represented the college at university leadership forums and other activities.

**October 2006 – June 2012 Culinary Arts Management Degree Program Director**

**September 2004 – June 2012 Food Service Management Major Program Director**

Duties - Oversaw curriculum development, recruiting, scheduling, assessment, and academic and career advising for these programs. Organized all syllabi, assignments, menus, and food requisitions for 10 – 12 sections of Foodservice Operations Fundamentals class per semester. Managed Culinary Arts Management Program external advisory board. Coordinated student involvement in the community and trade shows.

**September 2004 – June 2006 Director of Operations**

Duties - Managed the staff and budgets for all academic kitchen and dining room laboratories and catering operations.

**Fundraising**

Spring 1997 – Spring 2013 Culinary Director for UNLVino™ - The College’s largest fundraising event which has evolved into a four day series of food and beverage tastings held at Las Vegas resorts.

August – December 2003 Ph.D. Internship with the UNLV Foundation

December 1999 – May 2008 Administrator for Banfi Research Fellowship

**Grants**

September 2007 – December 2012 U.S. Department of Agriculture - \$598,000  
Co-Principal Investigator with Dr. Mehmet Erdem, UNLV and Dr. Seonghee Cho, University of Missouri  
*Improving Food Safety through Systematic Need-Based Training: A Focus on the Hispanic Workforce in Restaurants.*

January 2009 – December 2009 Hotel College Seed Grant - \$3,000  
Co-principal Investigator with Dr. Carola Raab  
*The Effect of Ambient Noise Levels on Restaurant Guest Satisfaction*

Spring 2007 – Fall 2007 Hotel College Seed Grant - \$2,400  
Co-principal Investigator with Dr. John Stefanelli  
*The Food Safety Knowledge, Attitudes, and Practices of University Students*

September 2003 – August 2006 U.S. Department of Agriculture - \$75,000  
Co-Principal Investigator with Dr. Deborah Barrash  
*A Pilot Study of Knowledge & Practices of Safe Food Handling in the Catering*

**Courses Taught**

- Hospitality Services Management
- Culture and Cuisine - on-campus and as part of summer international travel programs
- Foodservice Operations Fundamentals
- UNLVino Management
- Quantity Food Management – capstone restaurant management lab
- Foodservice Sanitation
- Hospitality Purchasing
- Menu History and Design
- Seminar in Hospitality Education – graduate course, both on-campus and online
- Professional Paper – online for the Master of Science and Executive Master in Hospitality programs
- Serving Alcohol with Care - Alcohol awareness class required for all servers/sellers of alcohol in Nevada. Coordinate classes for over 500 student certifications each year.

### **Curriculum Development**

August 2010 – June 2012	College representative to the Faculty Senate General Education Committee
August 2009 – June 2012	College representative to the Faculty Senate Curriculum Committee
August 2001 – June 2012	Member of Hotel College Curriculum Committee, Chair, September 2006 to March 2011
August 2009 – June 2011 and August 2001 – June 2003	Member – College Ad-Hoc Curriculum Committee
August 2000 – June 2008	Developed and taught graduate workshops and a certificate program for professional development of Nevada ProStart and Career and Technical high school teachers
January 2012	Faculty Institute for Core Course Development Coordinating Committee
January 2011	Faculty Institute for Course Development Participant
Spring 2007	Teaching and Learning Center Fellow

### **Student Advising**

January 2000 – May 2005	Faculty Advisor in the Office of Student Advising
August 1995 – December 2015	Advisor for UNLV Beverage Management Club
September 2004 – April 2011	Competition Liaison and Student Advisor for S. Pellegrino Almost Famous Chef Competition

### **Other Teaching Duties**

- Chair of one master thesis, three master of science professional papers and eight executive master of hospitality professional papers.
- Served on two doctoral dissertation and three master thesis committees.
- Oversee an average of two undergraduate independent studies per semester and one graduate independent study per year.
- Administer an average of five undergraduate credit by examination processes per semester.

### **Other College and University Service**

- Member of numerous faculty and staff search committees
- Member of College Academic Standards/Reinstatement Committee, Fall 2000 to Fall 2009
- Consultant for University Library Special Collections menu digitization project

### **OTHER ACADEMIC EXPERIENCE**

**September 1993 - May 1994**

**Tulane University, A.B. Freeman  
School of Business, New Orleans**

**Teaching and Office Assistant**

- Assisted professors of marketing with course materials and grading tests and cases for undergraduate and graduate courses
- Tutored MBA students in marketing and operations management
- Assistant for the Offices of Admissions and Placement

**March 1988 – August 1992 The National Center for Hospitality Studies, Louisville, KY**

**Chef Instructor**

- Researched, designed, and taught the following Associate Degree level courses: *Culinary Skills and Theory, Menu Creation and Design, Cafeteria Production Lab, Management and Supervision, and Dining Room Service* for this nationally recognized program.
- Supervised students in preparation and service for on and off-premise catering functions.

**September 1983 – May 1984 Cornell University, School of Hotel Administration**

**Teaching Assistant**

- Taught food production techniques for multiple hot foods stations in a fine dining restaurant

**INDUSTRY MANAGEMENT EXPERIENCE**

**November 1985 – March 1988 The Crow's Nest Restaurant, Louisville, KY**

Executive Chef and Catering Manager

**July 1984 - April 1985 Cafe Tremont, The Parker House Hotel, Boston, MA**

Assistant Restaurant Management

**Other Industry Experience**

1992 **Arnaud's Restaurant**, New Orleans, LA - Rounds Cook

1992 **Captain's Quarters Restaurant**, Louisville, KY - Sauté Cook and Expediter

1988 **Hyatt Hotel**, Louisville, KY - Banquet Cook

1985 **Le Marquis Restaurant**, Boston, MA - Apprentice to Chef Jean Georges Vongerichten

1980 – 1984 **Statler Hotel**, Ithaca, NY – Various BOH and FOH positions

1981 **Sheraton Motor Lodge**, Louisville, KY – Front Desk Clerk

**RESEARCH ACTIVITIES**

**Refereed Journal Publications**

Hertzman, J. & Zhong, Y-Y. (2016). A model of hospitality students' attitude toward and willingness to work with older adults. *International Journal of Contemporary Hospitality Management*, 28(4), 681-699.

Hertzman, J., Moreo, A., & Wiener, P. (2015). Career planning strategies and skills of hospitality management students. *Journal of Human Resources in Hospitality & Tourism*, 14(4), 423-443. DOI:10.1080/15332845.2015.1002071

- Zhong, Y-Y. & Hertzman, J. (2014). Identifying factors that influence students' willingness to work with older employees. *Journal of Hospitality and Tourism Education*, 26(1), 21-28. DOI:10.1080/10963758.2014.880616
- Cho, S., Hertzman, J., Erdem, M., & Garriott, P. (2013). A food safety belief model for Latino(a) foodservice employees. *Journal of Hospitality and Tourism Research*, 37(3), 330-348. DOI: 10.1177/1096348012436378. **Winner of W. Bradford Wiley Best Research Paper of the Year Award, ICHRIE, August 2014.**
- Mejia, C., Phelan, K., & Hertzman, J. (2013). The industry experience gap: Hospitality students' and faculty perceptions of the importance of faculty industry experience. *Journal of Hospitality and Tourism Education*, 25(3), 123-130. DOI:10.1080/10963758.2013.826950
- Raab, C., Zemke, D., Hertzman, J., & Singh, D. (2013). Restaurant customers' perceptions of noise and their satisfaction and loyalty behaviors. *International Journal of Hospitality and Tourism Administration*, 14(4), 398-414. DOI:10.1080/15256480.2013.838090.
- Hertzman, J., & Maas, J. (2012). The value of culinary education: Evaluating educational costs, job placement outcomes, and satisfaction with the value of associate degree culinary and baking arts program graduates. *Journal of Culinary Science and Technology*, 10(1), 53-74.
- Ruetzler, T., Taylor, J., & Hertzman, J. (2012). Adaption and international students' perceptions of on-campus foodservice. *British Food Journal*, 114(11), 1599-1612.
- Tanford, S., Montgomery, R., & Hertzman, J. (2012). Toward a model of wine event loyalty. *Journal of Convention and Event Tourism*, 13(2), 77-99.
- Zemke, D., Hertzman, J., Raab, C., & Singh, D. (2011) A little more noise a little less conversation: Ambient noise in restaurants. *Journal of Foodservice Business Research*, 14(3), 256-271.
- Hertzman, J., Stefanelli, J., Farrish, J., & Kitterlin, M. (2011). Effect of work experience and education on knowledge, attitudes, and practices of university students. *Journal of Hospitality and Tourism Education*, 23(1), 18-27.
- Hertzman, J. & Ackerman, R. (2010). Evaluating quality in associate degree culinary arts programs. *Journal of Quality Assurance in Education*. 18(3), 209-226.
- Kim, Y.S., Hwang, J., & Hertzman, J. (2010). College students and quick service restaurants: How students perceive restaurant food and services. *Journal of Foodservice Business Research*, 13(4), 346-359.
- Erdem, M., Hertzman, J., Cho, S. & Kitterlin, M. (2009) Identifying training needs of Hispanic foodservice employees: A qualitative inquiry approach. *Journal of Business and Behavioral Sciences*, 21(1), 80-90.
- Kang, B., Twigg, N.W. & Hertzman, J. (2009). An examination of social support and social identity factors and their relationship to certified chefs' burnout. *International Journal of Hospitality Management*, 29 (1), 168-176.
- Ruetzler, T., Hertzman, J. & Taylor, J. (2009). A comparative study of the impact of culture on university

- foodservice satisfaction. *Journal of Foodservice*, 20, 200–208.
- Hertzman, J. (2009). Preparing students for the hospitality industry: A restaurant management capstone course. *UNLV Creative College Teaching Journal*, 5(1), 33-43.
- Hertzman, J. (2008). A suggested curriculum for associate degree culinary arts programs. *Journal of Culinary Science and Technology*, 6(4), 256-278.
- Hertzman, J. & Stefanelli, J. (2008). Developing quality indicators for associate degree culinary arts programs: A survey of educators and chefs. *Journal of Quality Assurance in Hospitality and Tourism*, 9(2), 135-158.
- Hertzman, J. & Barrash, D. (2007). An assessment of food safety knowledge and practices of catering employees. *British Food Journal*, 109(7), 562-576.
- Raab, C., Hertzman, J., Mayer, K., & Bell, D. (2007). Activity-based costing menu engineering: A new and more accurate way to maximize profits from your restaurant menu. *Journal of Foodservice Business Research*, 9(3).

### **Refereed Conference Proceedings**

- Zhong, Y., & Hertzman, J. (2013, July). Identifying factors that influence hospitality students' interactions with older adults. *Proceedings of the International CHRIE conference*, St. Louis.
- Mejia, C., Hertzman, J., & Phelan, K. (2012, August). Comparison of the perceptions of students and faculty regarding the importance of industry experience for hospitality educators. *Proceedings of the International CHRIE conference*, Providence, Rhode Island.
- Hertzman, J., & Wiener, P. (2012, August). Personal skills and career planning strategies of hospitality management students. *Proceedings of the International CHRIE conference*, Providence, Rhode Island
- Ruetzler, T., Taylor, J., & Hertzman, J. (2010, October). Time spent living in the United States: The impact on foodservice quality perceptions of international students. *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, 14 (2), 61-67.
- Cho, S., Hertzman, J, Erdem, M., & Garriott, P. (2010, July). Changing foodservice behaviors among Latino(a) food service employees. *Proceedings of the International CHRIE conference*, San Juan, Puerto Rico.
- Farrish, J., Kitterlin, M., Hertzman, J. & Stefanelli, J. (2009, July). Work experience and education: Effect on food safety practices. *Proceedings of the International CHRIE conference*, San Francisco. **Winner of Best Conference Paper Award.**
- Erdem, M., Hertzman, J. & Kitterlin, M. (2009, February). Identifying training needs of Hispanic foodservice workers: A qualitative approach. *Proceedings of the American Society of Business and Behavioral Sciences conference*, Las Vegas.
- McKeown, E.G. & Hertzman, J.L. (2009, January). A relationship analysis of restaurant inspection violations, employee behaviors, and inspection scores. *Proceedings of the Graduate Education*

*and Graduate Student Research Conference, Houston.*

Hertzman, J., Stefanelli, J., & Farrish, J. (2008, July). The effect of food safety education on the food safety knowledge, attitudes, and practices of university students. *Proceedings of the International CHRIE Conference, Atlanta*

Hertzman, J. & Stefanelli, J. (2007, July). Quality indicators for associate degree culinary arts programs: A survey of educators and Industry. *Proceedings of the International CHRIE Conference, Dallas. Winner of Best Conference Paper Award.*

Hertzman, J. & Stefanelli, J. (2006, January). A pilot study of educators' and chefs' perceptions of the importance of subjects taught in, and factors indicating the quality of, associate degree culinary arts programs. *Proceedings of the Hospitality Graduate Research Conference, Houston.*

Raab, C., Hertzman, J., & Mayer, K. (2005, July). Activity-based costing menu engineering: A new and more accurate way to maximize profits from your restaurant menu. *Proceedings of the International CHRIE Conference, Las Vegas*

Hertzman, J.L. & Barrash, D.I. (2005, January). A needs assessment for catering food safety education. In *Advances in Hospitality and Tourism Research. Proceedings of the Graduate Education and Graduate Research Conference, Myrtle Beach, SC.*

Hertzman, J. (2004, January). A proposed study of comparative outcome assessments of students graduating from public, private, and for-profit culinary arts associate degree programs. *Proceedings of the Graduate Education and Graduate Research Conference, Las Vegas.*

Hertzman, J. & Kincaid, C. (2003, January). Safety, liability, and risk management issues in culinary education. In *Advances in Hospitality and Tourism Research. Proceedings of the Graduate Education and Graduate Research Conference. Houston.*

### **Non- Refereed Publications**

Hertzman, J. & Barrash, D. (2005, January). An evaluation of food safety knowledge and practices of caterers. *Proceedings of the Catersource Conference, Las Vegas.*

Hertzman, J. (2004, June). Educating for Food Safety. In *Journal of the Foodservice Symposium University, Anaheim.*

### **Books or Chapters**

Feinstein, A.H., Hertzman, J.H., & Stefanelli, J.M. *Purchasing: Selection and Procurement for the Hospitality Industry, 9<sup>th</sup> Edition.* Hoboken, NJ: John Wiley & Sons, Inc. Copyright 2017.

Feinstein, A.H., & Stefanelli, J.M. *Purchasing: Selection and Procurement for the Hospitality Industry:* John Wiley & Sons, Inc.

Wrote Sidebar on purchasing from the chef's perspective for 8<sup>th</sup> Edition (2012), 7<sup>th</sup> Edition (2008) and 6<sup>th</sup> Edition (2004).

### **Refereed Presentations at Professional Meetings**

Castello, C., & Hertzman J. (2017, February). *Beverage education within hospitality management programs.* Roundtable presentation at the West Federation CHRIE conference, San Diego, CA.



- Moreo, P., Moreo, A., & Hertzman, J. (2016, July). *Best practices in hospitality program student operated restaurants*. Symposium presentation at the International CHRIE conference, Dallas, TX.
- Moreo, P., Moreo, A., & Hertzman, J. (2016, February). *Best practices in hospitality program student operated restaurants: A round table discussion*. Presentation at the West Federation CHRIE conference, Denver, CO.
- Hertzman, J., Mejia, C., & Monteiro, H. (2015, July). *Determining the demand for a hospitality graduate-level supply chain management curriculum*. Poster presentation at the International CHRIE Conference, Orlando, FL.
- Moreo, P., Hertzman, J., & Moreo, A. (2015, July). *The role of restaurant management lab courses in hospitality education: Where are we?* Roundtable presentation at the International CHRIE Conference, Orlando, FL.
- Hertzman, J. (2015, February). *How are we teaching the next generation of hospitality faculty? A review of hospitality Ph.D. programs*. Roundtable presentation at the West Federation CHRIE conference, San Francisco, CA.
- Moll, L. & Hertzman, J. (2014, February). *Me and my shadow: Does a semester of shadowing a seasoned professor positively affect a graduate student's teaching abilities*. Presentation at the West Federation CHRIE Conference, Long Beach, CA.
- McKeown, E.G., & Hertzman, J. (2013, July). *A relationship analysis of restaurant inspection violations, employee behaviors, and inspection grades*. Poster presentation at the National Environmental Health Association Annual Educational Conference, Washington, D.C.
- McKeig, M., Gormley, J., & Hertzman, J. (2012, January). *Trends in culinary tourism: A content analysis*. Poster presentation at the Hospitality Graduate Education and Research Conference, Auburn, AL.
- Tanford, S., Montgomery, R., & Hertzman, J. (2012, January) *Factors influencing attendance at a wine tasting event*. Poster presentation at the West Federation CHRIE Conference, Las Vegas.
- Zhong, Y.Y., and Hertzman, J. (2012, July). *Generations together: Integrating intergenerational service learning into the hospitality and tourism curriculum*. Poster presentation at for the International CHRIE Conference, Providence, Rhode Island.
- Hertzman, J., & Maas, J. (2011, July). *Determining the value of an associate degree in culinary arts*. Poster presentation at the International CHRIE Conference, Denver, CO.
- Prestridge, S., Erdem, M., & Hertzman, J. (2011, July). *Adult learners in hospitality and computer based training: An overview of existing research to identify new challenges and solutions*. Poster presentation at the International CHRIE Conference, Denver, CO.
- Hertzman, J. (2011, February). *Best practices in teaching menu history and design*. Presentation at the West Federation CHRIE Conference, Denver, CO.
- Leung, X.Y., Hertzman, J., & Erdem, M. (2011, January). *Food companies' corporate social responsibility regarding food safety: A content analysis of restaurant websites*. Poster poster

presentation at the Hospitality Graduate Education and Graduate Research Conference, Houston, TX.

Hertzman, J., Raab, C., Berezan, O., & Singh, D. (2010, July). *Evaluating restaurant guests' perceptions of ambient noise levels and its effect on guest satisfaction*. Poster presentation at the International CHRIE Conference, San Juan, Puerto Rico.

Hertzman, J., & Moreo, P. (2010, February). *Teaching culture and cuisine*. Presentation at the West Federation CHRIE Conference, Denver, CO.

Singh, D., Raab, C., & Hertzman, J. (January, 2010). *Will they be back? The impact of ambient noise levels in restaurants on customers intent to return*. Poster presentation at the Hospitality Graduate Student Research Conference, Houston.

Cho, S., Erdem, M., Flores, L.Y., Groves, J.L., Hertzman, J., Garriott, P., & Kanagui, M. (2009, July) *Food safety behavior change model among Latino restaurant employees: A qualitative study*. Poster presentation at the International CHRIE Conference, San Francisco.

Hertzman, J.L. & Kim, Y-S. (2009, February). *The impact of culinary technique training classes on the effectiveness of secondary foodservice instructors*. Poster presentation at the Foodservice Educators Network International (FENI) Conference, Las Vegas.

Zemke, D., Raab, C., & Hertzman, J. (2009, February). *A little more noise and a little less conversation: Ambient Noise in Restaurants*. Poster presentation at the Southeastern CHRIE Conference.

Hertzman, J. (2008, February). *Determining the appropriate associate degree culinary arts program curriculum: Views of educators and chefs*. Inaugural poster presentation at the Foodservice Educators Network International (FENI) Conference, Las Vegas. **Winner Best Poster Award**.

### **Invited Presentations**

Hertzman, Jean L (2014, November). Culinary Basics and Not-so Basics. Demonstration presented at the Nevada Pro-Start Teacher Development Workshop, Las Vegas.

Hertzman, Jean L (2014, October). Best Practices in Community Programs. Panel discussion participant at the Center for Advancement of Foodservice Education Health & Food Workshop, New Orleans.

Hertzman, J. (2012, June). *Integrated Course Design and Creating Significant Learning Experiences*. Presentation given at the CAFÉ Leadership Conference, San Antonio, TX.

Hertzman, J. (2011, July). *Forming and Managing Advisory Boards*. Presentation given at the Leadership Career Academy at the I-CHRIE Conference, Denver, CO.

Hertzman, J. (2010, July). *Physical Learning Styles and Social Learning Styles*. Presentation given at the Teaching Career Academy at the I-CHRIE Conference, San Juan, Puerto Rico.

Hertzman, J. (2009, February). *Master class: Culture and cuisine*. Seminar given at the Foodservice Educators Network International (FENI) Conference, Las Vegas, NV.

Hertzman, J. (2000, March). *Culinary power – Raising the bar on quality and safety*. Presentation at the

COEX Chain Operators Convention, Las Vegas, NV.  
Hertzman, J. (2004, July). *Costing and pricing catering menus*. Presentation at the National Association of College and University Foodservice Conference, Las Vegas, NV.

## **HONORS AND AWARDS**

### Professional

- W. Bradford Wiley Memorial Best Research Paper of the Year Award, International CHRIE - A food safety belief model for Latino(a) foodservice employees. *Journal of Hospitality and Tourism Research*, August 2014
- Chef Herman Breithaupt Award – International CHRIE, July 2013
- UNLV Alumni Association Outstanding Faculty Award, April 2013
- Honorable Mention - American Heart Association / Clean Eating Magazine recipe contest, August 2011
- ACF Chefs Las Vegas, entered into the chapter Hall of Fame, June 2010.
- Best Paper Award for International CHRIE conference paper – *The Effect of Food Safety Education on the Food Safety Knowledge, Attitudes, and Practices of University Students*, July 2008
- President's Award for Outstanding Commitment to the ACF Chefs Las Vegas, June 2008
- Opportunity Village Young Heroes Award, June 2008
- CSUN (UNLV Student Government) Faculty Excellence Award, April 2008
- Best Poster Award for Foodservice Educators Network International (FENI) Inaugural Poster Session – *Determining the Appropriate Associate Degree Culinary Arts Program Curriculum: Views of Educators and Chefs*, February 2008
- Best Paper Award for International CHRIE conference paper – *Quality Indicators for Associate Degree Culinary Arts Programs*, July 2007
- Sam and Mary Boyd Distinguished Professor Award for Teaching – April 2005 – William F. Harrah College of Hotel Administration, UNLV
- Friend of the Nevada Family and Consumer Science Association – October 2003
- Sam and Mary Boyd Distinguished Professor Award for Service – April 2002 – William F. Harrah College of Hotel Administration, UNLV
- Chef of the Year – June 1998 – Fraternity of Executive Chefs of Las Vegas
- Culinary Educator of the Year – 1990 – American Culinary Federation, Kentucky Chapter

### Academic

- Recognized as an Outstanding Graduate at UNLV Commencement Ceremonies – May 2006
- Dean's Service and Levy-Rosenblum Community Service Awards – Tulane University
- Beta Gamma Sigma Business Honorary Society – Tulane University
- Morton Aldrich Scholarship – Tulane University
- Ye Hosts Honorary Society – Cornell University

## **PROFESSIONAL AND COMMUNITY SERVICE ACTIVITIES**

International CHRIE	Member since 2005 Membership Committee – 2016 Nominating and Awards Committee Member – 2015 Strategic Planning Committee Member – 2015, 2013 Moderator for Conference Sessions – 2008, 2009, 2011, 2014 Conference Reviewer – 2012, 2013, 2014
West Federation CHRIE	Director of Membership – July 2016 to present President – July 2013 to July 2014 Vice-president – January 2013 – July 2013 Secretary – July 2012 – January 2013
American Culinary Federation	Certified Culinary Educator Video Reviewer – 2012 – Present Accrediting Commission Member – July 2004 to July 2011 Hosted Culinary Educators' Symposium – July 2001 and 2002 Baron Galand Knowledge Bowl Judge – 1999, 2001, 2003, 2009
ACF Chefs Las Vegas	Vice President – January 2007 – January 2010 Chefs for Kids Dinner Package Donor – 1996 to 2015 Secretary and Membership Chairperson - 1996 to 1999 Board of Directors - January 2000 to January 2002
Journal of Culinary Science and Technology	Editorial Board – January 2007 to present
<u>Journal and Conference Reviewer</u>	
Cornell Hospitality Quarterly	2013, 2014, 2015
Journal of Foodservice Management Education	2012
Journal of Hospitality and Tourism Education	2013, 2014, 2015
Journal of Hospitality and Tourism Research	2009, 2011, 2012, 2013, 2015
Journal of Quality Assurance in Education	2012, 2013
International Journal of Contemporary Hospitality Management	2012, 2014, 2015, 2016
Hospitality Graduate Research Conference	2007, 2008, 2009, 2010, 2012, 2013
New Mexico Restaurant Association	Ex-Officio Board Member – September 2016 - Present
Nevada Restaurant Association	Board Member - January 2013 to December 2015
Nevada Govt. Workforce Investment Board	Sector Council Member - July 2012 – September 2015
Clark County School to Work Program	Advisory Council Member – September 2000 to December 2015
Johnson & Wales University, Denver	External Program Review – April 2011

Intl. Foodservice Executives Association

Wrote Certified Food Manager Exam – 2003

Tulane University

Freeman Consulting Group Treasurer – 1993 to

1994

Freeman Reports - Published financial analysis of Piccadilly, Inc.

**Volunteer, Service and Catering Coordination**

Opportunity Village

Miss Kitty BBQ and Camelot Ball - 1996 to 2015

Cultural Diversity Foundation

Wine, Jazz, and Spirits Festival – 2008 to 2015

American Heart Association

Flavors of the Heart Multicultural Tasting – 2011 to 2015

IFSEA – Las Vegas Chapter

Jerry Berry Dinner – 1994 to 2011

Poverello House

Fundraising Dinner – 2003 to 2005

## ***Curriculum Vitae***

Dr. Betsy Stringam

Professor, New Mexico State University  
[betsys@nmsu.edu](mailto:betsys@nmsu.edu) (575) 520-0663

### **UNIVERSITY POSITIONS HELD:**

**PROFESSOR/ASSOCIATE/ASSISTANT, New Mexico State University, July 2008-present**

**ASSOCIATE PROFESSOR, University of South Carolina, July 2004 – July 2008**

**ASSOCIATE PROFESSOR, University of South Carolina, Beaufort Campus July 2003 – July 2004.**

**ASSISTANT PROFESSOR, Penn State University. July 1991 – May 1994.**

**ASSISTANT PROFESSOR, University of Nevada, Las Vegas. August 1987 – July 1991.**

**INSTRUCTOR, Division of Continuing Education, University of Nevada, Reno. September 1990 – December 1991.**

**LECTURER, University of Wisconsin - Stout, Menomonie WI. January 1987 - July 1987.**

### **EDUCATION:**

**BACHELOR OF SCIENCE, HOTEL ADMINISTRATION, Cornell University, Ithaca, NY. June 1983.**

**MASTER OF SCIENCE IN HOTEL AND FOODSERVICE MANAGEMENT, Florida International University, Miami, FL. December 1986.**

**DOCTORATE OF EDUCATION, Northern Arizona University, Flagstaff, AZ. May 1991.**

**GRADUATE CERTIFICATE IN ONLINE TEACHING AND LEARNING, New Mexico State University, Las Cruces, NM. December 2012.**

**MASTER OF EDUCATION IN EDUCATIONAL TECHNOLOGY, New Mexico State University, Las Cruces, NM. May 2016.**

### **AWARDS**

Leading the Way Award, November 2016 (for service, mentorship and leadership in online learning).

Best Reviewer, Lodging Track, Council on Hotel, Restaurant and Institutional Education, 2015.

Henry and Carmen Varney Distinguished Professor of the Year Award, March 2008.

### **CERTIFICATIONS AND RESEARCH AFFILIATIONS**

Registered Resort Professional (2011) from the American Resort Development Association.

Certified Hospitality Educator Designation (2008) from the Educational Institute of the American Hotel & Lodging Association

Alfred P. Sloan Foundation Industries Center Research Affiliate, 2005- present.

Certified Master Reviewer for Quality Matters for Higher Education (2014), Quality Matters National Benchmark for Online Course Design.

Certified Quality Matters Peer Reviewer for Higher Education (2013), Quality Matters National Benchmark for Online Course Design.

**OTHER ACADEMIC POSITIONS HELD:**

**Collection Editor for the Tourism and Hospitality Management Book Collection,**  
Business Expert Press.

**INDUSTRY POSITIONS HELD:**

**Systems Trainer for Operational Assistance,** Marriott Corporation International Headquarters, Bethesda MD.

**Systems Manager,** Marriott's Harbor Beach Resort, Ft. Lauderdale FL.

**Reservations Manager,** Marriott's Harbor Beach Resort, Ft. Lauderdale FL.

**Front Desk Manager,** Marriott's Harbor Beach Resort, Ft. Lauderdale FL. .

**Assistant Restaurant Manager,** Houlihans Restaurants, Philadelphia PA.

**Assistant Beverage Manager,** Statler Inn, Ithaca, NY.

**Assistant Restaurant Manager,** O'Leary's Restaurant, Peoria, IL.

**A.M. Food and Beverage Manager,** Whitehall Hotel and Club, Chicago, IL.

**COURSES TAUGHT (UNDERGRADUATE):**

Hotel Management/Operations

Resort Management

Advanced Lodging and Sales Management

Hotel Sales and Revenue Management

Hospitality Management Strategy

Senior Capstone Experience

Hotel Development in China

Organizational Theory for the Service Industries

International Lodging Management

Timeshare and Vacation Ownership Management

Hospitality Marketing and Sales

Convention Services Management

Conferences and Meeting Planning

Hotel Accounting I

Hospitality Legal Issues

Introduction to the Hospitality Industry

Hotel Front Office Management

Housekeeping Management

Club Management

Computer Applications for the Hospitality Industry

**COURSES TAUGHT (GRADUATE):**

Hospitality Management Strategy  
Hotel Development in China  
Advanced Lodging and Sales Management  
Timeshare and Vacation Ownership Management  
International Lodging Management  
Research Methods

**RESEARCH AND PUBLICATIONS:****GRANTS AND FUNDING**

Resale Inventory Analysis Study, \$86,371. Funding Source: American Resort and Development Association International Foundation. Co-Investigator: John Gerdes, University of South Carolina, 2014-2015.

Survey of HOA Controlled Timeshare Resorts in the United States, \$48,100. Funding Source: American Resort and Development Association International Foundation. Co-Investigators: Randy Upchurch, Florida International University; Catherine Curtis, Oklahoma State University, 2011-2013.

Corporate Strategy and Management Practice in Multinational Hospitality Firms, \$78,517. Funding Source: Alfred P. Sloan Foundation Travel and Tourism Industry Center. Co-Investigators: Marty Roth, David Schweiger, Charles Partlow

**BOOKS AND TEXTBOOKS**

Stringam, B., & Partlow, C. (2016). *A Profile of the Hospitality Industry*. New York: Business Expert Press.

**REFEREED ARTICLES**

*Stringam, B., Mandabach, K., & Van Leeuwen, D. (2015). Management Contracts and Home Owners Association Controlled Timeshare Resorts: Is There a Difference in Performance Metrics. Journal of Tourism & Hospitality, 4:151. doi: 10.4172/2167-0269.1000151*

*Mandabach, K., Stringam, B., Ma, X. Van Leeuwen, D. & Gerdes G. (2014). The impact of online traveler ratings with the willingness of the traveler to recommend hotels for five selected cities in China. Journal of Tourism & Hospitality, 3:134. doi: 10.4172/2167-0269.1000134.*

*Stringam, B., Gerdes, J. J. (2012). An Investigation of the Traveler Rating Lexicon Across Hotel Segments. Journal of Quality Assurance in Hospitality and Tourism, 13(3).*

*Bender-Stringam, B., Gerdes, J. (2010). An Analysis of Word of Mouse Ratings and Guest Comments of Online Hotel Distribution Sites, Journal of Hospitality Marketing & Management 19(7), 773-796.*

*Stringam-Bender, B. and Gerdes, J. (2010) Are Pictures Worth a Thousand Room Nights: Success Factors for Hotel Web Site Design. Journal of Hospitality and Tourism Technology 1(1), 30-49.*

*Stringam-Bender, B. (2010) Timeshare and Vacation Ownership Executives Analysis of the Industry and of the Future. Journal of Retail and Leisure Property, 9(1), 37-54.*



Stringam-Bender, B., Gerdes, J., Van Leeuwen, D., (2010) Assessing the Importance and Relationships of Ratings on User Generated Traveler Reviews. *Journal of Quality Assurance in Hospitality & Tourism*, 11(2), 73-92.

Bender-Stringam, B. (2008). A Comparison of Vacation Ownership Amenities with Hotel and Resort Hotel Amenities. *Journal of Retail and Leisure Property*, 7(3), 186–203.

Bender, B., Partlow, C., & Roth, M. (2008). An Examination of Strategic Drivers Impacting U.S. Multinational Lodging Corporations. *International Journal of Hospitality & Tourism Administration*. 9(3), 219-243.

Gerdes, J., Bender-Stringam, B., & Brookshire, B. (2008). An integrative approach to assess qualitative and quantitative consumer feedback. *Electronic Consumer Research*, 8(4), 217-234.

Harrill, R, & Bender, B. (2008). From Sales Tool to Site Development: The Evolution of Destination Marketing on the Web. *Tourism Analysis*, 13(3), 295-307.

Gerdes, J., & Bender-Stringam, B. (2008) Addressing Researchers' Quest for Hospitality Data: Mechanism for Collecting Data from Web Resources, *Tourism Analysis*, 13(3), 309-315.

Bender, B., Partlow, C., & Roth, M. (2007). An Examination of Strategic Drivers Impacting U.S. Multinational Lodging Corporations. *Sloan Industry Studies Working Papers*. Number WP – 2007-06. Alfred P. Sloan Industry Association.

Harrill, R., & B. Bender. (2007). State Tourism Funding: equity, consensus, and accountability models. *Tourism Analysis*, Volume 12, Number 4, pp. 287-298.

KP Brewer, JK Poffley, and EB Pederson (1995). Travel Interests among Special Seniors: Continuing Care Retirement Community Residents. *Journal of Travel and Tourism Marketing*, Volume 4, Number 2, pp. 93-98.

Pederson, B. (1994). Future Seniors and the Travel Industry. *FIU Hospitality Review*. 12(2), 59-70.

Pederson, B. (1993, February). Teaching Writing Skills Through Upper Division Hospitality Courses. *Hospitality & Tourism Educator*. 5(2), 64-65.

Pederson, B., & F. DeMicco (1993, Fall). Future Seniors: Restaurant Dining Strategies for the Nutrition Conscious Future Senior Market Segment. *FIU Hospitality Review*. 11(2), 7-17.

Pederson, B. (1992, Fall). Future Seniors, Is the Hospitality Industry Ready for them? *FIU Hospitality Review*. 10(2), 1-8.

Pederson, B. Improving the Use of Computer Simulations in the Hospitality Curricula. *Hospitality & Tourism Educator*. 5(3), 25-29.

#### **REFEREED PROCEEDINGS AND ABSTRACTS**

Stringam, B., Correa, J., Mitchell, P. & Mandabach, K. Extending your Academic Reach using the Internet. Proceedings of the International CHRIE Conference, 2016.

Stringam B. Beyond Standard 8: Universal Design in Online Courses. Quality Matters for Online Course Design, International Conference, September 2014, Baltimore, MD.

Stringam, E. C., Gerdes, J., Guillet, B. (2012). Does Customer Loyalty Translate into Long term Profitability within the Hotel Industry. Proceedings of the EURO CHRIE Conference, Lausanne Switzerland, October 24-27, 2012.

Stringam B. (2012). Students get involved in hotel recycling efforts. Proceedings of the EURO CHRIE Conference, Lausanne Switzerland, October 24-27, 2012.

Stringam, B., & Gerdes, J. (2010) Assessing Differences in Word Use in Online User Generated Travel Reviews across Hotel Segments, International CHRIE meeting 28-31 July 2010, San Juan, Puerto Rico.

Bender, B., and J. Gerdes. (2007). Web Site Characteristics' Impact on the Decision to Book on Hotel Sites. Proceedings of the Conference of the Council on Hotel, Restaurant and Institutional Educators. Dallas, Texas.

Bender, B., and J. Gerdes. (2007). To Book or Not to Book: The Role of Web Site Heuristics. Proceedings of the Hospitality Information Technology Association Conference, Orlando, Florida

Bender, B., C. Partlow, and M. Roth. (2007) Corporate Strategy of Multinational Hotel Companies. Proceedings of the Sloan Industry Studies Annual Conference, Cambridge, Massachusetts.

Bender, B., C. Partlow, and M. Roth. (2006) Corporate Strategy of Multinational Hotel Companies. Proceedings of the Conference of the Council on Hotel, Restaurant and Institutional Educators. Washington D.C.

Pederson, B., Calvert C. (2003) Where in the Web Have They Been: A Study to Determine Student Use and Satisfaction with University Internet Courseware. Frontiers in Southeast CHRIE Hospitality and Research, Vol. 7, No. 1. Research Proceedings of the Southeast Council on Hotel, Restaurant and Institutional Education.

Calvert C., Pederson, B, (2003) A Curriculum Assessment by Members of the Hospitality Association on Hilton Head Island, South Carolina. Frontiers in Southeast CHRIE Hospitality and Research, Vol. 7, No. 1. Research Proceedings of the Southeast Council on Hotel, Restaurant and Institutional Education.

Pederson, B. (1992) Improving the Use of Computer Simulations in the Hospitality Curricula. Proceedings of the Information Technology in Hospitality Education Conference. Cornell University, Ithaca, N.Y.

Moreo, P., Savage K., Sammons, G., & B. Pederson. (1992). Hotel Front Office Operational Audits, an Application Process. Proceedings of the Conference of the Council on Hotel, Restaurant and Institutional Educators. Orlando, Florida.

Brewer, K., Poffley, J. & B. Pederson (1992). The Continuing Care Retirement Community Market: Purchase Decisions and Product Implications. Proceedings of the Conference of the Council on Hotel, Restaurant and Institutional Educators. Orlando, Florida.

#### **PRESENTATIONS AT PROFESSIONAL CONFERENCES:**

Stringam, B., Correa, J., Mitchell, P. & Mandabach, K. Extending your Academic Reach using the Internet. International CHRIE Conference, July 22, 2016, Grapevine, TX.

Stringam B. Beyond Standard 8: Universal Design in Online Courses. Quality Matters for Online Course Design, International Conference, September 2014, Baltimore, MD.

Stringam B. Universal Design: Beyond Standard 8. Quality Matters for Online Course Design Southwest Regional Conference, April 2014, Santa Fe, NM.

Stringam, B. Industry Research Update. American Resort Development Association International Conference April 2013, Hollywood, FL.

Stringam, B. Industry Research Update. American Resort Development Association International Conference March 2012, Las Vegas, NV.

Stringam, B. Gerdes, J., Guillet, B. Does Customer Loyalty Translate into Long term Profitability within the Hotel Industry. EURO CHRIE Conference, Lausanne Switzerland, October 26, 2012.

Stringam B. Students get involved in hotel recycling efforts. EURO CHRIE Conference, Lausanne Switzerland, October 24-27, 2012 (Poster).

Stringam, B. HOA Controlled Resorts, American Resort Development Association International Convention, American Resort Development Association, Las Vegas, NV, April 3, 2012.

Stringam, B. American Resort Development Association Fall Legislative Meetings, American Resort Development Association, Washington DC, "HOA Controlled Resorts", November 2011.

Stringam, B. Industry Update Panel Presentation. American Resort Development Association International Conference March 2011, Orlando, FL.

Stringam, B., & Gerdes, J. Assessing Differences in Word Use in Online User Generated Travel Reviews across Hotel Segments, International CHRIE Conference 28-31 July 2010, San Juan, Puerto Rico.

Stringam, B. Industry Update Panel Presentation. American Resort Development Association International Conference 15-18 March 2010, Las Vegas NV.

Stringam, B. Words of Mouse and Other Changes to Hotel Reservation and Rating Systems, Rocky Mountain Regional CHRIE meeting, Feb 12-14, 2009. Denver, Colorado.

Stringam, B. Generational and Technological Market Segments, Tourism Association of New Mexico Research and Marketing Conference, Las Cruces, NM, November 6, 2008

Stringam, B. & Gerdes, J. Words of Mouse: Consumer Generated Feedback and Internet Strategies, Tourism Association of New Mexico Research and Marketing Conference, Las Cruces, NM, November 7, 2008

Stringam, B. Panel Presentation: Business and Solutions Panel, Workforce Summit, Las Cruces, NM, October 8, 2008.

Invited panelist "Vacation compression – what do leisure travelers need now?" 8<sup>th</sup> Annual Resort Conference, Hotel Sales and Marketing Association and the International Resort Management Association, San Diego, CA April 2008.

Bender, B. (2007) Amenities of Timeshare and Vacation Ownership Resorts. *American Resort Development Association Carolinas Region Annual Meeting*, Myrtle Beach, SC September 2007.

*Bender, B., Partlow, C, and D. Norris.* Corporate Strategies of the Future: National Tourism Research. Invited panelist. *Alfred P. Sloan Travel and Tourism Industry Center Conference*, September 2007, Columbia, South Carolina.

*Bender, B. and Gerdes, J.* To Book or Not to Book: The Role of Hotel Web Site Heuristics. *Hospitality Information Technology Association 2007 International Conference*, June 25, 2007, Orlando Florida.

*Bender, B., C. Partlow, and M. Roth.* Corporate Strategy of Multinational Hotel Companies. *Sloan Industry Studies Annual Conference*, April 26-27, 2007, Cambridge, Massachusetts.

*Bender, B., C. Partlow, and M. Roth.* Corporate Strategy of Multinational Hotel Companies. *International Council on Hotel, Restaurant and Institutional Education 2006 Annual Conference*, July 29, 2006 Washington D.C.

*Pederson, B., Calvert C.* (2003). Where in the Web Have They Been: A Study to Determine Student Use and Satisfaction with University Internet Courseware. *Southeast Council on Hotel, Restaurant and Institutional Education Conference*, November 14, 2003, Wilmington, NC.

*Calvert C., Pederson, B,* (2003) A Curriculum Assessment by Members of the Hospitality Association on Hilton Head Island, South Carolina. *Southeast Council on Hotel, Restaurant and Institutional Education Conference*, November 14, 2003, Wilmington, NC.

*Pederson, B.* (1992) Improving the Use of Computer Simulations in the Hospitality Curricula. *Information Technology in Hospitality Education Conference*. January 1992, Cornell University, Ithaca, N.Y.

#### **OTHER PUBLICATIONS:**

Stringam B., (November/December 2012). Notitur (magazine for AMDATUR). Tiempo Compartido y Propiedad Vacacional, Situación Actual de la Industria en los Estados Unidos.

Stringam, B., Upchurch, R., & Curtis, C. (March 2012). A Study of HOA Controlled Resorts. *American Resort Development Association Developments Magazine*, Survey of HOA Controlled Timeshare Resorts in the United States.

Stringam, B., Upchurch, R., & Curtis, C. (January 2012). American Resort Development Association, Survey of HOA Controlled Timeshare Resorts in the United States, 2012.

Stringam-Bender, B., & Gerdes, J. (2010, August) American Hotel & Lodging Association, Consumer Insight Newsletter, Words of Mouse: Examining Low ADR Hotel Segments.

Stringam-Bender, B., & Gerdes, J. (2009, December) American Hotel & Lodging Association, Consumer Insight Newsletter, Words of Mouse: Food & Beverage and Recreational Amenities.

Stringam-Bender, B., & Gerdes, J. (2009, April) American Hotel & Lodging Association, Consumer Insight Newsletter, Words of Mouse: Cleanliness and Maintenance Related words.

Stringam-Bender, B., & Gerdes, J. (2009, August) American Hotel & Lodging Association, Consumer Insight Newsletter, Words of Mouse: Service, Staff and Location.

Bender, B. (2007) Amenities of Timeshare and Vacation Ownership Resorts. American Resort Development Association International Foundation and the Alfred P. Sloan Center for International Travel and Tourism.

Bender, B., C. Partlow, and M. Roth. (2006) Multinational Hotel Corporate Strategy. Alfred P. Sloan Center for International Travel and Tourism.

*Front Office Management and Procedures*, Student and Instructors Manuals, Accelerated Training Module, Universidad Catolica Madre Y Maestro, Santiago, Dominican Republic (Dominican Republic University), Co-Author, 1988.

**MEMBERSHIPS HELD AND SERVICE TO THE ACADEMIC COMMUNITY:**

Collection Editor: Business Expert Press, Tourism & Hospitality Management Collection, 2014-present.

Faculty Leader Sustainability and Community Project, New Mexico State University, 2009–present.

Alfred P. Sloan Foundation Research Affiliate, 2005-present

Master Reviewer, Quality Matters for Online Instruction, 2014-present.

New Mexico 1<sup>st</sup>, Broadband Working Group, 2013-2014.

Member Research Committee for the American Resort and Development Association International Foundation, 2005 – present

Member Education Committee (University Task Force) for the American Resort and Development Association International Foundation, 2006 – present

Member (ex-officio) South Carolina Hospitality Association Board of Directors, 2004-2008

Member, Education Committee, South Carolina Hospitality Association, 2004-2008

Member, Women in Lodging, American Hotel and Lodging Association, 2004 – present.

Editorial Review Board, Journal of Hospitality & Tourism Education, 2006- present.

Regularly review journal article submissions for: Tourism Analysis Journal, Journal of Hospitality Marketing & Management, and The International Journal of Hospitality Management.

Review occasional article submissions for: The Bulletin of Geography, Electronic Commerce Research Journal, and SciTechnol.

Invited Faculty for the Faculty Internship Program with CHRIE and Marriott Vacation Club International, June 2007.

Judge, Student Invitational, Lodging Management Program of the American Hotel and Lodging Association, 2004, 2006, 2008

Member, American Resort and Development Association, Carolinas Chapter 2004-2008

Paper Referee for 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015., 2016, and 2017 International CHRIE Conference.

Paper Referee, Graduate Conference, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014.

Member of By-Laws Committee, CHRIE, 2003-2006.

Executive committee member and advisor to the South Carolina Hospitality Association Student Competition and Conference, 2003-2004.

Contributing Editor for the Hospitality and Tourism Educator, 1992-1994

Charter Executive Committee Member and Program Chair, Hospitality Information Technology Association, 1992-1994

Paper Chair, Hospitality Information Technology Association, 1992-1994.

Member of CHRIE (Council for Hotel Restaurant and Institution Educators) 1987 - present

Member of the Cornell Society of Hotelmen, 1983 - present.

# Vita

Keith H. Mandabach, CEC AAC Ed. D.  
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## Career Overview

I am an experienced hospitality educator at New Mexico State University with a Doctorate in Education committed to making a difference in my community. I have over twenty years experience as a practitioner in the industry as an award winning researcher and educator. I have a passion for teaching, research and community development. My students and university duties are my top priority. I speak regularly at academic meetings and industry conferences. I publish frequently in academic and industry journals, assist restaurant and bar owners as a consultant, write and administer grants, and serve as an editor, symposium and paper review chair for conferences and reviewer for a variety of publications and organizations. I am also a Certified Executive Chef who continues to use my creative skills by performing demonstrations at culinary conferences.

## Educational Background

- Ed.D. 1998, University of Houston
- Major: Educational Leadership and Cultural Studies
- Emphasis: Higher Education: History of Culinary Education in USA.
- M.H.M. 1991, University of Houston Major: Hospitality Management: Finance
- B.S. 1989, St. Edward's University Major: Hotel Restaurant Management
- A.G.S. 1988 Houston Community College Major: General Studies

## Present Position

- June 7, 1998 to Present: Professor (highest academic rank), School of Hotel, Restaurant, and Tourism Management, New Mexico State University. Teaching assignment is in the area of general hospitality management with an emphasis on food and beverage management. I have a wide range of research interests that focus on restaurant/beverage management, culinary tourism, culinary education, food service management, beverage management, purchasing, sanitation, food allergies, technology use, service learning, ethics, the history of culinary education, hotel operations and foodservice education.

## Previous Positions

- July 30, 1997 to June 1, 1998: Assistant Professor, Department of Hotel and Restaurant Management, University of Missouri: Columbia. Nine-month teaching appointment focused on finance, strategic management and hotel operations.

- August 20, 1996 to June 1, 1997: Visiting Assistant Professor, Department of Hotel and Restaurant Management, Purdue University North Central.
- April 1992- January 1994: Instructor Foodservice Management, School of Culinary Arts, the Art Institute of Houston.
- August 1989- May 1994: Instructor Houston Community College Houston, TX.

### Professional Experience

- September 1989- July 1997: Catering Service Manager, Memorial Healthcare Corp. Houston, Texas. Assignments including opening a senior living center and consulting on patient food service menus for a nine unit hospital system. I facilitated quality teams and instructed courses in service training at the Institute for Learning Center.
- November 1985 to August 1989: Executive Chef, Holiday Inn Crowne Plaza, Houston, Texas. Assignments included three periods of service as food and beverage manager. In addition to my Executive Chef Duties for a 500 room upscale hotel, I served as a regional corporate trainer
- 1984-1985: Executive Chef Holiday Inn Crowne Plaza Memphis, Memphis, TN.
- 1982-1984: Executive Chef, Holiday Inn Mills House, Charleston, SC.
- 1979-1982: Executive Chef, Kiawah Island Co., Charleston, SC.
- 1974-1979: Sous Chef, Summer Season, Jackson Lake Lodge, Rockresorts, Jackson, Wyoming
- 1977-1978: Sous Chef, Winter Season, Big Sky of Montana.
- 1973-1974: Sous Chef, Beef & Bottle Steakhouse Sargarbush Inn, Warren, VT.
- 1973: Cook, Rudy's Italian Restaurant, Honolulu, HI.
- 1972: Cook, Healy Hotel, Healy Alaska.
- 1971-1972: Cook, Clyde's: An American Bar, Washington, DC.

### Refereed Publications

Mandabach, K. H., (2015). "Publishing in Academic Journals and Conferences: How Reviewing Articles Improves Ones Writing and More." *Journal of Tourism and Hospitality*, 4:145. doi: 10.4172/2167-0269.1000145.

Stringam, B. B., Mandabach, K.H. and VanLeeuwen, D. M. (2015). "Management Contracts and Home Owners Association Controlled Timeshare Resorts: Is There a Difference in Performance Metrics?" *Journal of Tourism and Hospitality*, 4:151. doi: 10.4172/2167-0269.1000151

Mandabach, K. H., Stringam, B. B. Ma, X, VanLeeuwen, D.M, and Gerdes, J. J. (2014). "The Impact of Online Traveler Ratings with the Willingness of the Traveler to Recommend Hotels for Five Selected Cities in China," *Jouranl of Tourism & Hospitality*, 3 (3) 100014, (1-7), ISSN 2167-0269.

Valentine, S., Godkin, L, Mandabach, K.H. (2014). "Ethical Employment Ethical Employment Context and Ethical Decision Making in Hospitality Organizations Located in the United States and Mexico in print with the *Journal of Quality Assurance in Hospitality* 15 (3)227-252.



Mandabach, K. H. (2012). Structure and Philosophy in the Classroom Makes you a Better Teacher, *Journal of Tourism and Hospitality* 1:e108, Doi:10.4172/jtj.1000e108

Hubbard, K., Mandabach, K. H., McDowall, S., and VanLeeuwen, D. (2012). Perceptions of Quality, Satisfaction, Loyalty & Approximate Spending at an American Wine Festival,” *Journal of Culinary Science and Technology* V 10-(4).

Mandabach, K. H., Siddiqui, M, G. F. Blanch, VanLeeuwen, D. (2011). “Restaurant Viability: Operations Rating of Success Factors in New Mexico Restaurants,” *Journal of Culinary Science and Technology*. 9 (1), 71-84.

Müller, K.F., VanLeeuwen, D.L., Mandabach, K.H, Harrington, R. H. (2008), “Effectiveness of Culinary Curricula: A Case Study “, *International Journal of Hospitality Management*, 27-(1).

Mandabach, K. H., Blanch, G. F., VanLeeuwen, D. M., and H. L. Waters. (2006). Differences in the use, training and effect on careers of technology between independent and chain foodservice managers. *Journal of Culinary Science & Technology*, 5 (1), pp. 5-18.

Harrington, R.J., Mandabach, K., Thibodeaux, W. & VanLeeuwen, D. (2007). “The Institutionalization of Culinary Education: An Initial Assessment. *Journal of Culinary Science & Technology*, 4(4): 31-49 [2005 cover date].

Mandabach, K.H., Ellsworth, A, VanLeeuwen, D. M., Blanch, G.F. and Water, H.L. (2005) “Restaurant Managers’ Knowledge of Food Allergies: A Comparison of Differences by Chain or Independent Affiliation, Type of Service and Size”. *Journal of Culinary Science & Technology*, 4 (2-3), 63-77.

Harrington, R., Mandabach, K. H., VanLeeuwen, D. and Thibodeaux, W. (2005). “A multi-lens framework explaining structural differences across foodservice and culinary education,” *International Journal of Hospitality Management*, 24(2005) 195-218. (Cover 2004).

Mandabach, K. H., Cole, R. P., VanLeeuwen, D. and Revelas, D. (2005). “Reasons for Stopping on the Highway: A Comparison of Driver Preferences and Travel Center Perceptions.” *PRAXIS Journal of Applied Hospitality Education*, 7 (1) Spring 2005, 170-179.

Harrington, R.J., Mandabach, K., VanLeeuwen, D. & Rande, W. (2004) “A Survey of the Control Process in Foodservice Laboratory Classes.” *Journal of Hospitality & Tourism Education*, 16(2): 47-55.

### **Book Chapters and other refereed publications**

Mandabach, K. H. (2017), Chapter 37 “CUSTOMER ENGAGEMENT IN BUILDING CONSUMER LOYALTY”, *Handbook for Consumer Behaviour in Tourism*, S. B. Dixit Editor, Routledge.

Mandabach, K.H. (2012), “The Culinary World”, *Hospitality and Tourism, 14th edition*, Brymer, Robert Editor, Kendall Hunt, Dubuque

Mandabach, K.H. (2009), “The Culinary World”, *Hospitality and Tourism, 13th edition*, Brymer, Robert Editor, Kendall Hunt, Dubuque

Mandabach, K. H. (2005), "Technology in Food Service Purchasing", *Purchasing for Foodservice Managers 5th edition*, Werfel, M.C. and Cremer, M. L., McCutchan, Richmond, CA.

Mandabach, K. H. (2005). "From Volunteerism to Service-Learning: A Recipe for Success of Foodservice Education" refereed chapter in *Hospitality with a Heart: Concepts and Models for Service Learning in Lodging, Foodservice, and Tourism: The Association for Higher Education Service Learning Series: Hospitality Education, Stylus, Virginia. Cover 2004.*

Mandabach, K. H. (2005). "A review of service learning literature" refereed chapter in *Concepts and Models for Service Learning in Lodging, Foodservice, and Tourism: The Association for Higher Education Service Learning Series: Hospitality Education, Stylus, Virginia. Cover 2004.*

### **Creative Activity Presentations**

Mandabach, K...H. (2011). "Spice up Your Menu Green Chile Style", Culinary demonstration with the NMDA, Western Regional American Culinary Federation Conference 2011 Scottsdale, AZ.  
[http://www.acfchefs.org/download/documents/events/2011/we\\_handout\\_green\\_chiles.pdf](http://www.acfchefs.org/download/documents/events/2011/we_handout_green_chiles.pdf)

Mandabach, K...H. (2010). "California Rice 101", culinary demonstration with the California Rice Commission, Western Regional American Culinary Federation Conference, Albuquerque, NM.  
<http://www.calrice.org/pdf/ACF-Presentation.pdf>

Mandabach, K. H. (2005). "The Art of Culinary Competition", culinary demonstration and presentation, Food Educators Network International 2005, New Orleans, LA.

### **In Progress:**

Mandabach, K. H. (2017). "A Survey of Student Run Restaurants, Bakeries, Dinner Series and Catering Operations". To be submitted to the *Journal of Culinary Science and Technology*.

Mandabach, K.H. (2017) "Futuristic Perspectives of Gastronomic Festivals and Events" *Handbook for Gastronomic Tourism*, S. B. Dixit Editor, Routledge.

Mandabach, K. H., Chaunbaio, W. & Herztzman, J. (2017). "the future of Gastronomic Festivals and Events in New Mexico, Western CHRIE Poster Presentation for conference 02/18.

### **Refereed Proceedings and Abstracts related to Research**

Mandabach, K. H., Valentine, S and Godkin, L (2011). "Ethical Reasoning: An Examination of Hospitality Organizations Located in the United States and Mexico" EURO CHRIE Dubrovnik

Mandabach, K.H. (2011). "When Inmates are in Charge of the Asylum: Managing Student Run Restaurants and Dinners", Western CHRIE Conference Denver.

Müller, K.F. VanLeeuwen, D., Mandabach, K., & Harrington, R.J., (2007). "Effectiveness of Culinary Curricula: A Case Study" *2007 Proceedings*, EURO CHRIE Conference, Leeds, UK.

Mandabach, K. H., VanLeeuwen, D. M, Blanch G. and Waters, H. L. (2006). “Differences in the Use, Training and Effect on Careers of Technology between Independent and Chain Foodservice Managers EURO CHRIE Greece.

Mandabach, K. H., VanLeeuwen, D. M, Siddiqui, M., Blanch, G.F. and Lee, C. (2006). “Benchmarking Key Performance Indicators: Success and Expansion in Southern New Mexico US Restaurant Viability: Operators Rating Of Contributing Success Factors From Restaurants In Southern New Mexico”, EURO CHRIE Greece.

Van Dyke, T, Cumming, P., Koepfel, J. and Mandabach, K. H. (2006). “Solving Real World Problems with Service Learning,” ICHRIE Crystal City, VA, 2006

Rande, W., Mandabach, K., Harrington, R.J. & VanLeeuwen, D.M. (2005) “Culinary/Foodservice Instructor Classroom Policies and Behavior: Student, Faculty and Administrator Perceptions.” 2005 Proceedings, International CHRIE Conference Las Vegas, NV.

Harrington, R.J., Mandabach, K., VanLeeuwen, D. & Thibodeaux, W. (2004) . “The Institutionalization of Culinary Education: Public and Private Four-Year Culinary Degrees.” International CHRIE Conference Philadelphia, PA.

#### **Recent Papers and/or Posters Presented before professional societies.**

Mandabach, K. H. (2017). “The future of symposiums at ICHRIE”, ICHRIE Baltimore. .

Stringam, B.S., Correa, J. S., Mitchell, P. & Mandabach, K. H. (2016) “Extending your Academic Reach using the Internet”, ICHRIE, Dallas, TX.

Dormody, T.J., Mandabach, K.H., Cowley, D. E., Archara,R. & Goss, R.M. (2016). A College Wide Project to Improve Student Writing, 62<sup>nd</sup> annual NACTA Conference Honolulu.

Dormody, T., Mandabach, K.H., Goss, R., Acharya, Ram, Cowley, D. & VanLeeuwen, D.M. (2016) “Writing Assessment Workshop in the College of ACES”, NMHEAA Annual Conference Albuquerque.

Mandabach, K. H. & Miller, C. A. (2016). Foodservice Laboratory Student Performance Evaluation Methodology, Western Federation of CHRIE, Denver.

Mitchell, P & Mandabach, K. H. (2016) “Professional Development for Hospitality Management Faculty”, Western Federation of CHRIE, Denver.

Mandabach, K. H. (2015). “Symposium Submission Review Forum”, ICHRIE Orlando Conference.

Mandabach, K. H. (2014). “ Symposium Reviewer Forum”, ICHRIE San Diego Conference.

Mandabach, K. H. (2012). “Philosophy of Foodservice Education: Impact on Classroom Performance”, ICHRIE Providence Conference symposium presentation

Mandabach, K. H. (2012). “Culinary SIG presentation 2012” ICHRIE Providence Conference.

Mandabach, K.H. (2011). "Culinary SIG Mile High Chefs Panel" ICHRIE Denver Conference.

Mandabach, K. H., Ma, Xingya, Stringam, B and VanLeeuwen, D, (2011). "Analysis of Hotel Guest Comments to Investigate the Relationship Between Customer Satisfaction and Customer Loyalty in Five Selected Cities in China," ICHRIE Denver Conference.

Mandabach, K. H. (2011). Mandabach, K. H., Hubbard, K., McDowall, S and VanLeeuwen, D. (2011). "An Empirical Study of New Mexico Wine Festival Attendee Perceptions",

Hubbard, K., Mandabach K. H. (2011). New Mexico Wine Festival Attendees Perceptions of the Event", Western ICHRIE Denver Conference.

Mandabach, K.H. (2011). "When Inmates are in Charge of the Asylum: Managing Student Run Restaurants and Dinners", Western CHRIE Conference Denver.

Mandabach, K.H. (2009). Culinary Special Interest Group, ICHRIE San Francisco.

Van Dyke, T, Cumming, P., Koeppel, J. and Mandabach, K. H. (2006). "Solving Real World Problems with Service Learning," ICHRIE Crystal City, VA, 2006.

Mandabach, K., VanLeeuwen, D., Harrington, R.J., Rande, W., & Bruin, B. (2005). "Evaluation and Planning Student Assessment in Food Laboratory Classes in Student Restaurants." Symposium at the 2005 I-CHRIE Conference, July 28, Las Vegas, NV.

Mandabach, K.H., (2005), Chaos in Action: Common Challenges in Food Labs, ACF Western Conference Educators Forum, The Broadmoor, Colorado Springs, CO.

Mandabach, K., Harrington, R.J., Rande, W. & VanLeeuwen, D. "Planning Foodservice Laboratory Activities: A Survey of Educators." 2004 International CHRIE Conference, July 29, Philadelphia, PA.

### **Research Activity-Grants**

- HSIAC USDA Grantee with P. Bloomquist (2006).HSIAC HUD Office of Partnership Grant Reviewer (1999-2009).
- HSIAC HUD Office of University Partnership Doctoral Dissertation Reviewer 2000-2011.
- HSIAC Housing and Urban Development (HUD) University Partnership Grant (1999). "The Community Cocina". Primary investigator and administrator of \$400, 000 grant from application to completion

### **Invited Grant Review Panels, task forces etc.**

- Co-Chair of the ICHRIE Conference Scientific Paper Food and Beverage Track 2011-present.
- Chair of the ICHRIE Conference Symposium Track Committee 2013 to present
- Editor Journal of Tourism and Hospitality.
- HSIAC USDA Grantee with P. Bloomquist (2006).
- HSIAC HUD Office of Partnership Grant Reviewer (1999-2009).

- HSIAC HUD Office of University Partnership Doctoral Dissertation Reviewer 2000-2011.
- HSIAC Housing and Urban Development (HUD) University Partnership Grant (1999). “The Community Cocina”. Primary investigator and administrator of \$400, 000 grant from application to completion Prior to period under review
- Johnson and Wales Providence Hospitality College outside accreditation review team 2011.
- *Hosteur* 2011
- International Journal of Hospitality Management, 2010-Present
- Journal of Hospitality & Tourism Education – 2011
- Journal of Culinary Science and Technology 2007-Present
- International Journal of Hospitality and Tourism Administration 2004-Present
- HUD Office of University Partnerships Grant Reviewer 2000-Present
- International CHRIE Conference Refereed and Symposium Track member 1998-2011.
- Journal of Hospitality and Tourism Administration 2004- Present

**Awards:**

International Council of Hotel Restaurant and Institutional Educators The Chef Herman Breithaupt Outstanding Foodservice Educator Award 2005.

## Gregory Francesco Blanch

### Office:

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School of Hotel, Restaurant & Tourism Management  
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## EDUCATION

- |   |  |
|---|--|
| Ph.D. in Education                            | The Claremont Graduate School<br>Dissertation: <i>Connecting Public Policy and Educational Technology in the California State University System: A Study of Project DELTA Prototypes</i> |
| M.A. in Education                             | California State Polytechnic University, Pomona<br>Thesis: <i>Faculty Participation in Distance Learning: A Study of the Diffusion of Innovation Paradigm</i>                            |
| Graduate Program<br>in Administrative Studies | University of Miami Graduate School of Business  |
| B.A. in History                               | The Ohio State University  |

## TEACHING AND ACADEMIC ADMINISTRATIVE EXPERIENCE

- |                         |  |
|-------------------------|--|
| 1999 to Present         | <b>New Mexico State University</b><br><u>Associate Professor</u> , School of Hotel, Restaurant & Tourism Management<br>Courses: Leadership and Management; Senior Capstone Seminar; Hotel Operations Management; Hotel Sales and Advertising; Festival and Event Planning; Quality Services Management   |
| July 2014-December 2015 | <b>New Mexico State University</b><br><u>Interim Director</u> , School of Hotel, Restaurant & Tourism Management<br>Administrative Responsibilities: In addition to teaching a full class load administrative responsibilities included the day-to-day management of the school and its twelve faculty and staff, submission of the annual operating budget, program development for recruiting and retention, and representation of the school on various college-wide and university-wide committees.<br>Courses: Leadership and Management; Senior Capstone Seminar; Hotel Operations Management; Hotel Sales and Advertising; Festival and Event Planning. |

- 1997 to 1999                   **Nanyang Technological University, Singapore**  
Deputy Program Director, MBA—Hospitality and Tourism Management and Senior Lecturer, School of Accountancy and Business, Division of Marketing and Tourism Management  
Courses: Human Resource Management in the Hospitality Industry; Research Methods; Travel and Tourism; Food and Beverage Management; Lodging Management.
- 1990 to 1997                   **California State Polytechnic University, Pomona**  
Lecturer<sup>1</sup>, School of Hotel and Restaurant Management  
Courses: Hospitality Marketing; Theories and Models of Leadership in Hospitality Management; Food and Beverage Practicum; Restaurant Management Seminar; Hotel Operations.
- 1990 to 1997  
(continued)                   *Special International Teaching Assignment: Lecturer, Business Operations in Vietnam for joint Cal Poly Pomona, Georgetown University, Dalat University Business Training Program, summer 1995.*
- 1985 - 1986                   **Loyola Marymount University, Los Angeles, CA**  
Adjunct Faculty  
Courses: Hotel Sales and Marketing; Human Resource Management.
- 1984 - 1985                   **Central Piedmont Community College, Charlotte, NC**  
Adjunct Faculty  
Courses: Introduction to Hotel Management; Legal Aspects of Hotel Management.

## **Books, Articles, and Other Publications**

### **Books**

- Blanch, G. "Origins of Democracy," in *Champion of IDEAS Reader – Yellow Level*. Brea, CA: Ballard & Tighe, Publishers, 2009
- Blanch, G. (in press). *Fifty centuries of food: Context, and consequences*. Ruidoso, NM: Teacher Writing Center.
- Blanch, G., & Stathis, R. (2005). *People and stories in ancient world history: A historical anthology*. Brea, CA: Ballard & Tighe, Publishers.
- Stathis, R., & Blanch, G. (2005). *Daring explorers who sailed the oceans*. Brea, CA: Ballard & Tighe, Publishers.
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Blanch, G., & Stathis, R. (2004). *Leaders who changed the world*. Brea, CA: Ballard & Tighe, Publishers.

Blanch, G., & Stathis, R. (2004). *Renaissance artists who inspired the world*. Brea, CA: Ballard & Tighe, Publishers.

Stathis, R., & Blanch, G. (2004). *Writers who inspired the world*. Brea, CA: Ballard & Tighe, Publishers.

Stathis, R., & Blanch, G. (2004). *Women who ruled*. Brea, CA: Ballard & Tighe, Publishers.

Blanch, G., & Stathis, R. (2003). *People and stories in world history: A historical anthology*. Brea, CA: Ballard & Tighe, Publishers.

Stathis, R., & Blanch, G. (2003). *Explore world history* (2<sup>nd</sup> ed.). Brea, CA: Ballard & Tighe, Publishers. (Textbook also published as a CD audio book.)

Stathis, R., & Blanch, G. (2003). *Explore world history: Teacher's guide* (2<sup>nd</sup>ed.). Brea, CA: Ballard & Tighe, Publishers.

Stathis, R., & Blanch, G. (2003). *Explore world history: Content support resources*. Brea, CA: Ballard & Tighe, Publishers.

Stathis, R., & Blanch, G. (2003). *Explore world history: Assessment tools* (2<sup>nd</sup> ed.). Brea, CA: Ballard & Tighe, Publishers.

### **Book Chapters**

Blanch, G. (2015). The natural world. In Michelini, A. & Massari, S. (Eds.). *Alimentazione, la sfida del nuovo milenio*. Gangemi Editore spa.

### **Articles Published in Refereed Journals**

Mandabach, K., Siddiqui, M., Blanch, G., and VanLeeuwen, D. (2011). Restaurant viability: Operations rating of contributing success factors. *Journal of Culinary Science & Technology*.9

Mandabach, K., Ellsworth, A., VanLeeuwen, D., Blanch, G., and Waters, H. (2005). Restaurant managers' knowledge of food allergies: A comparison of chain or independent affiliation, type of service and size. *Journal of Culinary Science & Technology*. 4.

Mandabach, K., Revalas, D., Blanch, G., and Cole, R. (2004). Who's in charge: Restaurant managers or POS systems? *Journal of Foodservice Business Research: New Frontiers in Foodservice Management Research*, 6.

Washer, K., & Blanch, G. (2003). Actual share repurchases and capital gains in the hospitality industry. *Journal of Business Administration Online*, 2.

Blanch, G. (Fall 1999). Conflicting concepts of education: The crucible of the curriculum. *Journal of Hospitality & Tourism Education*.

Blanch, G. (Fall 1998). When the topic turns to leadership...Educators mostly miss the mark. *Journal of Hospitality & Tourism Education*.



Blanch, G. (Spring 1994). Making the hospitality curriculum more accessible to non-native English speakers. *Hospitality & Tourism Educator*. Also cited in *Computerized Touriscope*, the bibliographic collection of the Centre des Hautes Etudes Touristiques, Université de Droit, D'Économie et des Sciences D'Aix-Marseille, France.

Blanch, G. (January 1994). Don't all faculty want their own talk show? Barriers to faculty participation in distance education. *DEOSNews/American Journal of Distance Education*. (Translated into Portuguese and published in the *Brazilian Journal of Distance Education*, 1998.)

### **Industry Publications**

Blanch, G. (Spring 2001). Riding the Rio. *Trails and Treasures*, 9, 4.

Blanch, G., & Tan, B. (February 1998). Business assessment and marketing plan. Invited Report for ENDEC Research Center, Singapore.

### **Conference Proceedings**

Blanch, G. (2017). Mario Savio: Guelph or Ghibelline? *Proceedings from the 2017 Florence University of the Arts/Stonybrook: Where have all the flowers gone? Reflections on the 1960s revolution*. Florence, Italy.

Blanch, G. (2016). Teaching leadership: New perspectives in hospitality management using classic literature and film. *Proceedings from the 2016 Florence University of the Arts: Teaching Traditions: No legal age for drinking culture*. Florence, Italy.

Blanch, G. (2006). Some business principles are sacred: How Benedict's rule may guide 21<sup>st</sup> century management. *Proceedings of the 2006 Hawaii International Conference on Business*. Honolulu, HI.

Mandabach, K., Blanch, G., VanLeeuwen, D., Revalas, D., and Cole, R. (July 2004) Putting the customer before the computer: A comparison of point of sale systems influence on chain and independent restaurant management. *Proceedings of the 2004 International CHRIE Conference*, Philadelphia, PA.

Blanch, G. (June 2004). Speaking pictures – reading prose: Teaching leadership with classic literature and film [Abstract]. *Proceedings of the 2004 Hawaii International Conference on Business*, Honolulu, HI.

Blanch, G. (June 2004). Learning leadership lessons: Pictures and prose in the hospitality management classroom. *Proceedings of the 2004 Las Vegas International Hospitality and Convention Summit*, Las Vegas, NV.

### **Other Publications**

Stathis, R., Vonnahme, P., Gotsch, P., Blanch, G., VanLeeuwen, D., & Williams, C. (2010) *Carousel of IDEAS: Customer Research Report*. Brea, CA: Ballard & Tighe, Publishers.

Stathis, R., Montanez, M., VanLeeuwen, D., Gotsch, P., and Blanch, G. (2009). *Customer Satisfaction Survey*. DELTA Resources, Inc.: Crystal City, VA.

Blanch, G., & Stathis, R. (Fall 2002). Using primary sources: History's raw material in today's social studies classroom. *IDEAS for Excellence*. Brea, CA.: Ballard & Tighe, Publishers.

Blanch, G. (Fall 2002). [Review of the book *Dante*]. Exile in literature/The literature of exile. *Annali d'Italianistica*, 20.

Blanch, G. (1996). *Connecting public policy and educational technology in the California State University System: A study of project DELTA prototypes*. Unpublished doctoral dissertation. Claremont, CA.

Blanch, G. (May 1995). Freeze frame: An examination of Cal Poly Pomona's distance education initiatives. Unpublished Research Report, California State Polytechnic University, Pomona.

### **Presentations before Professional Societies**

#### **Refereed Papers:**

Blanch, G. (2006). Some business principles are sacred: How Benedict's rule may guide 21<sup>st</sup> Century management. Refereed paper, 2006 Hawaii International Conference on Business, Honolulu, HI

Blanch, G. (May 2005). The role of virtue in the business management classroom. Refereed paper presented at the 2005 Hawaii International Conference on Business, Honolulu, HI.

Mandabach, K., Blanch, G., VanLeeuwen, D., Revalas, D., and Cole, R. (July 2004) Putting the customer before the computer: A comparison of point of sale systems influence on chain and independent restaurant management. Refereed paper presented at the 2004 International CHRIE Conference, Philadelphia, PA.

Blanch, G. (June 2004). Learning leadership lessons: Pictures and prose in the hospitality management classroom. Refereed paper presented at the 2004 Las Vegas International Hospitality and Convention Summit, Las Vegas, NV.

Blanch, G. (June 2004). Speaking pictures – reading prose: Teaching leadership with classic literature and film. Refereed paper presented at the 2004 Hawaii International Conference on Business, Honolulu, HI.

Mandabach, K., VanLeeuwen, D., Revalas, D., Blanch, G., and Cole, R. (August 2003). Who's in charge here? Restaurant managers or point of sale systems? Refereed poster session presented at the 2003 international CHRIE conference, Palm Springs, CA.

Washer, K., & Blanch, G. (2002). Actual share repurchases and capital gains in the hospitality industry. Refereed paper presented at the 2002 annual American Academy of Accounting and Finance, New Orleans, LA.

Blanch, G. (November 2001). Games, problem-solving, pictures! Helping English learners access the content. Refereed paper accepted for presentation at the 81<sup>st</sup> annual conference of the National Council for the Social Studies, Washington, D.C.

Blanch, G., & Stathis, R. (November 2000). Before students open the textbooks: Strategies for English language learners. Referred paper presented at the 80<sup>th</sup> annual conference of the National Council for the Social Studies, San Antonio, TX.

Blanch, G. (August 1999). Conflicting concepts of education: The crucible of the curriculum. Refereed paper presented at the 1999 international CHRIE conference, Albuquerque, NM. Nominated for "best paper" in education/curriculum.

Blanch, G. (July/August 1998). When the topic turns to leadership. . Educators mostly miss the mark. Refereed paper presented at the 1998 international CHRIE conference, Miami, FL. Designated "best paper" in education/curriculum.

Blanch, G. (August 1994). Gimme shelter! Sheltered instruction: A teaching approach to foster success in the multicultural hospitality management classroom. Refereed paper presented at the 1994 international CHRIE conference, Palm Springs, CA.

### **Other Presentations**

Blanch, G. (June 2004). Careers in the largest industry in the world. Opportunities Offered by Departments in the College of Agriculture and Home Economics, Las Cruces, NM.

Mandabach, K., VanLeeuwen, D., Revalas, D., Blanch, G., and Cole, R. (January 2003). Restaurant manager perceptions of restaurant technology systems. All College Conference Poster Presentation, Las Cruces, NM.

Mandabach, K., VanLeeuwen, D., Revalas, D., Blanch, G., and Cole, R. (2003). Comparing chain and independent restaurant manager perceptions of restaurant technology systems. All College Conference Poster Presentation, Las Cruces, NM.

Blanch, G. (September 2002). Explore new markets. Invited presentation at the annual meeting of Ballard & Tighe, Publishers, Brea, CA.

Blanch, G. (February 2001). Customer service: It's good business...It's everybody's business. Invited presentation (two sessions) at the Division of Student Affairs annual staff development workshop. New Mexico State University.

Blanch, G., & Stathis, R. (January 2000). Heroes of history: A way to teach content, character, and language in the SDAIE classroom. Paper presented at the 2000 Arizona Association for Bilingual Education Conference, Arizona State University, Tempe, AZ.

Blanch, G. (February 1997). Using specially designed academic instruction in English (SDAIE) for minority language students. Presentation at the California Association for Bilingual Education Conference, San Diego, CA.

Blanch, G. (March 1995). Powerful pedagogy: Sheltered instruction's promise to make the curriculum more accessible to all students. Refereed paper accepted for presentation at the Lilly Conference on College Teaching-West, Lake Arrowhead, CA.

Blanch, G. (February 1994). Helping language-minority and English-only students excel: Is 'sheltered instruction' one answer? Presentation at the National Association for Bilingual Education (NABE), Los Angeles, CA.

Blanch, G. (December 1995). The current use of educational technology in the California State University. Invited presentation to the California State Legislature, Assembly Committee On Higher Education.

Blanch, G. (April 1993). Live, interactive telecommunicated instruction. Presentation at Cal Poly Pomona conference, The Electronic Classroom: Supporting Interactive Learning with Technology.

## **HONORS, AWARDS, AND GRANTS**

- ◆ NMSU Nominee, American Council on Education (ACE) Fellowship, 2006
- ◆ Who's Who Among America's Teachers, 2002, 2004
- ◆ Best Paper Award (Education and Curriculum), Council on Hotel, Restaurant and Institutional Education Annual Conference, 1998
- ◆ Aubrey A. Douglass Memorial Scholar, Claremont Graduate School, 1995
- ◆ Award for Excellence in Education, Claremont Graduate School, 1996
- ◆ Cal Poly Pomona President's Fund for Faculty Research and Scholarship: Enhancing Teaching Skills Grant Award, 1992-93

## **PROFESSIONAL ASSOCIATIONS, APPOINTMENTS, AND FACULTY SERVICE**

Member, International Ombudsman Association (IOA)

Member, Council on Hotel, Restaurant and Institutional Education (CHRIE)

Member, American Association for Higher Education (AAHE)

Member, Association for the Study of Higher Education (ASHE)

Member, National Council for the Social Studies (NCSS)

Member, Dante Society of America



HRTM Study Abroad Program (established program, 2010)

Ombudsman, College of Agriculture and Home Economics (established office, 2006)

Consulting Editor, Editorial Board, *Hospitality & Tourism Educator*, 1993-98

External Examiner, Temasek Polytechnic College, Singapore, 1998

Text Reviewer, Simon & Schuster, 1997

Educational Consultant/Text Reviewer, Ballard & Tighe, Publishers, 1995-present



Domenici Conference Planning Committee: Chair, Student Panels 2009

New Mexico State University Graduate School Faculty, 1999-present

New Mexico State University Faculty Senate, 2000-2006

Faculty Senate Committee Chair on Scholastic Affairs, 2001-2003

Faculty Senate Committee on Committees, 2003-2006

Pan American Center/University Marketing Committee

All-College Conference Planning Committee

Various Departmental Committees

## **RECENT CONSULTING ACTIVITIES**

- ◆ Green Chile Concepts LLC. Minneapolis, MN, 2015-2016
- ◆ Develop food safety handling procedures in compliance with federal regulations  
Develop a quality service management process for internal and external relationships
- ◆ Sonoma State University, Rohnert Park, CA, 2001

Review and analysis of the university's quality management systems; recommendations regarding organizational structure of the university's new Green Music Center.

- ◆ Wellhead Restaurant Group, Artesia, NM, 2002, 2003, 2004  
Review of financial data, human resource planning, and implementation of quality control system.
- ◆ Forbes & Forbes, Attorneys at Law, El Paso, TX, 2003, 2004  
Expert testimony on hotel liability and guest safety.
- ◆ Artesia Country Club, Artesia, NM 2004, 2005  
Conducted operations audit
- ◆ SG Consulting, Inc. 2006, 2007, 2009, 2010, 2011  
Educational and business management consulting

PRISCILLA BLOOMQUIST, Ph.D.  
**New Mexico State University**  
**School of Hotel, Restaurant and Tourism Management**  
**575-646-2877**  
**pbloomqu@nmsu.edu**

**EDUCATION**

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New Mexico State University, Las Cruces, NM  
Doctor of Philosophy, May 1995  
Major: Educational Management and Development  
Minor: Counseling and Educational Psychology  
Dissertation: "The Use of Importance-Performance Analysis to Evaluate the Accreditation Commission for Programs in Hospitality Administration"

University of Wisconsin-Stout, Menomonie, WI  
Master of Science, December 1987  
Major: Hospitality and Tourism  
Thesis: "Agri-tourism: Vacation Farms in Wisconsin"

University of Wisconsin-Madison, Madison, WI  
Bachelor of Arts, May 1984  
Major: Economics

**ACADEMIC EXPERIENCE**

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August 1988 to Present      New Mexico State University, Las Cruces, NM  
School of Hotel, Restaurant & Tourism Management  
Professor & Graduate Faculty Member (2007 - Present)  
Associate Professor (Tenured) & Graduate School Faculty Member (2000 - 2007)  
Assistant Professor & Graduate School Faculty Member (1995 - 2000)  
College Assistant Professor (1991 - 1995)  
College Instructor (1988 - 1991)  
Founding faculty member. Work closely with industry. Assist with placement activities.  
Responsible for teaching and student advisement. Serve on numerous committees at the college and university level.

August 1987 to August 1988      University of Wisconsin-Stout, Menomonie, WI  
Hotel/Restaurant and Tourism Program  
Lecturer  
Taught the introductory hospitality management and labor relations courses. Developed and taught a new course: Principles of Meeting and Convention Planning. Proficiently instructed classes of 30-120 students. Demonstrated the ability to maintain a high level of student participation in freshman through senior level classes.

January 1987 University of Wisconsin-Stout, Menomonie, WI  
to August 1987 Lecturer and Assistant to Program Director  
Responsible for preparation of lectures, class instruction, and evaluation of students. Also responsible for the evaluation of student Cooperative Education presentations.

August 1985 to University of Wisconsin-Stout, Menomonie, WI  
January 1987 Graduate Assistant  
Conducted library research and literature reviews. Assisted with development, administration and grading of exams, maintained records and guest lectured in the Hospitality Law and Liability, Hospitality Employee and Labor Relations, Hospitality Organizational Management courses.

## **HONORS AND RECOGNITIONS**

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- 2017 Charles Tharp Farms Distinguished Service Award, ACES, NMSU
- 2007 Donald C. Roush Award for Teaching Excellence, NMSU
- 2007 Marriott Leadership Summit Delegate, San Diego, CA, January 3 - 6
- 2007 New Mexico Hospitality Educator of the Year, The Hospitality Industry Education Foundation
- 2006 Professor of the Year, NMSU Greek Community
- 2005 Marriott International Corporate Faculty Internship Program, Washington, D.C./Scottsdale, AZ
- 2003 Red Lobster Faculty Internship Program, Orlando, FL
- 2003 – 2004 Appointed by Tourism Cabinet Secretary to the New Mexico Tourism Department Committee on Research
- 2000 – 2002 Walt Disney World College Program, Charter Member National Advisory Board (One of 16 original members nationwide.)
- 2000 Outstanding Faculty Member Award, Fiestas Latinas, Chicano Programs Awards Banquet
- 1998 Professor of the Year, NMSU Greek Community
- Phi Kappa Phi Honor Society, New Mexico State University Chapter  
Public Relations, April 2000 -2003, Past-President, April 1998 - 1999  
President, April 1997 – 1998, Secretary, April 1993 – 1995, Inducted, April, 1992
- 1996 Patricia Christmore Teaching Award, New Mexico State University
- 1993 Donald C. Roush Award for Teaching Excellence, New Mexico State University
- 1992 Distinguished Teaching Award, College of Agriculture and Home Economic, NMSU
- 1990, 1991, 1992 College Relations Award, Harvey's Resort Hotel & Casino, Lake Tahoe, NV

## **LICENSURES and CERTIFICATIONS**

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Las Cruces Visitor A2D Champion, Customer Service Online Certification, April 2016

Visit Maine, WelcoME Customer Service Certification, December 2015

NM Alcohol Server Permit, ServSafe, November 2015 – November 2018

## **CONSULTING**

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MountainView Regional Medical Center, Las Cruces, NM, February – March 2016  
Customer Service Audit for Telemetry Unit

University of Georgia, Athens, GA, November – December 2015  
Academic Program Development in Hospitality Management

## **RESEARCH & CREATIVE PROJECTS**

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Title: "TRUE Hospitality" Customer Service Train-the-Trainer Program  
Source: NMSU Cooperative Extension Service  
**Funded: \$5,000 (January 2017 – August 2017)**  
Function: Project Director

Title: "Hospitality and Tourism Related Associations Merger Study"  
Source: New Mexico Restaurant Association, New Mexico Lodgers Association and the Tourism Association of New Mexico  
**Program Donation: \$3000 (October, 2012 – June, 2013)**  
Function: Project Director

Title: "Chef-Scientists: A Collaborative Cross-Disciplinary Program"  
Source: USDA, Hispanic Serving Institutions Education Programs  
**Funded: \$240,000 (August 2007 - 2012)**  
Function: Co-Director

Title: "Pathways to Success: A Collaborative Initiative to Transition Outstanding Hispanic Students into a Bachelor's Degree Program in Foodservice"  
Source: USDA, Hispanic Serving Institutions Education Programs  
**Funded: \$289,000 (August 2006 – 2009)**  
Function: Project Co-Director

Title: "SAVOR: Student Access via Online Resources"  
Source: USDA, Hispanic Serving Institutions Education Programs  
**Funded: \$300,000 (August 2005 – 2008)**  
Function: Co-Project Director (Project Director - Dr. C. Gonzalez)

Title: "Sowing the Seeds: Strengthening Local Economies"  
Source: USDA- Hatch Project  
**Funded: 25% Appointment (December 2003 – 2008)**  
Function: Principal Investigator

Title: "The Hospitality Technology Laboratory"  
Source: ARAMARK Corporation  
**Requested, Unfunded: \$100,000 (Spring 2003)**  
Function: Principal Contact

Title: "Hospitality Food Production and Service Laboratory"  
Source: The J. Willard and Alice S. Marriott Foundation  
**Funded: \$150,000 (April, 2002)**  
Function: Principal Contact



Title: "Promoting Environmental Protection through Ecotourism Ventures in the Border Region"  
Source: Southwest Center for Environmental Research and Policy  
**Funded: \$92,300** (June 2000 - June 2002)  
Function: Key Personnel (P.D., Dr. S. Gray, College of Business Administration and Economics)

Title: "Agricultural Tourism in New Mexico"  
Source: USDA - Hatch Project  
**Funded: 25% AES Appointment** (January 1998 - 2002)  
Function: Principal Investigator

Title: "Navajo Training Manuals"  
Source: New Mexico Department of Tourism  
**Funded: \$2,200** (October 1997 - February 1998)  
Function: Co-project Director

Title: "Exit Survey of Visitors to the New Mexico State Fair"  
Source: New Mexico State Fair  
**Funded at \$1,000** (May - October 1996)  
Function: Principal Investigator

Title: "Economic Impact Model for New Mexico State Parks"  
Source: New Mexico State Parks and Recreation Division  
**Funded at \$13,150** (November 1995 - April 1996).  
Function: Principal Investigator

Title: "New Mexico Welcome Center Research Program"  
Source: New Mexico Department of Tourism, Continuation  
**Funded at \$10,050** (December 1995 - June 1996).  
Function: Principal Investigator

Title: "New Mexico Welcome Center Research Program"  
Source: New Mexico Department of Tourism  
**Funded at \$11,395** (March - June 1995).  
Function: Principal Investigator

Title: "Gaming Attitudes and Behaviors of RV Travelers"  
Source: College of Agriculture and Home Economics  
**Funded at \$500** (March 1995 - August 1995)  
Function: Co-Principal Investigator

Title: "New Mexico Welcome Center Research Program Development and Implementation"  
Source: New Mexico Department of Tourism  
**Funded at \$9,950** (May-June 1994).  
Function: Principal Investigator

Title: "Cloudcroft Sustainable Development Program"  
Source: The U.S. Forest Service  
**Funded at \$19,000** (Nov. 1994 – October 1996).  
Function: Co-Principal Investigator

Title: "New Mexico Welcome Center Hospitality Training"  
Source: New Mexico Department of Tourism  
**Funded at \$22,000** (May-July 1993).  
Function: Project Director

Title: "The Harvest Trail"  
Source: New Mexico Department of Economic Development  
**Funded at \$25,000** (March-August 1993).  
Function: Project Director

Title: "Welcome Center Master Plan Development"  
Source: New Mexico Department of Tourism  
**Funded at \$30,000** (May-September 1992).  
Function: Principal Investigator. Assumed primary responsibility for completion of the project, including hiring project staff, data collection and evaluation of centers and preparation of final report.

Title: "Diversified and Integrated Rural Economic Development Through Tourism: A Pilot Project to Source: Increase Tourism to New Mexico Through Training, Capacity Building and the Implementation of a Comprehensive Tourism Marketing Plan"  
Extension Service of the U.S. Department of Agriculture  
**Funded: \$610,000 project (1992 – 1994)**  
Function: Project Staff (1992 and 1993)

## **PUBLICATIONS**

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### **In-Progress**

"Policy Implications for Short-term Rentals: The Case of New Mexico" (Writing).  
The "sharing economy" businesses such as Airbnb have become increasingly popular. Residents use these business to rent out their homes or apartments, often as an extra source of income. However, many areas have experienced rapid and substantive changes including a shift from locally-owned homes to investment, rental properties. Other concerns include; noise/parking issues, lodger's tax and the belief that those that benefit from tourism promotion should contribute towards it and that visitors deserve quality, safety and consumer protection.

"The Efficacy of Customer Service Training Programs: A Case Study" (Planning).

Many states and communities across the country invest substantial resources in the development and implementation of customer service/hospitality training programs in an effort to enhance the tourist experience, but little is known about their efficacy. A pre and post- test model will be utilized in determining the efficacy of a new community customer service training program in the southwestern United States.

"Hospitality Campus Recruiters: Key Determinants of Candidate Success" (Planning).

A sample of national recruiters which currently recruit at a mid-sized hospitality program located in the southwestern United States will participate in a focus group to discuss key determinants of applicant success. This information will be used to develop specific recommendations for the competencies which should be addressed in hospitality professional development courses.

## Refereed Publications

Josiam, B., Reynolds, S., Bloomquist, P. and Crutsinger, C. (2006) An Empirical Analysis of Determinant Factors in the Selection of a Hospitality Management Program on an American Campus. The Proceedings of the Joint Conference of the Asia Pacific Tourism Association and Asia Pacific CHRIE, June, 2006

Bloomquist, P. and Clark, B. (2005) The Role of Special Event Planners and Special Events in Fundraising for Nonprofit Organizations. The Proceedings of the International Council on Hotel, Restaurant and Institutional Education Annual Conference.

Mandabach, K., Bloomquist, P., Rande, W. and Vanleeuwen, D. (2002) Food allergies in hospitality management curricula: One bite can be deadly. Journal of Hospitality and Tourism Education, Vol. 14, Number 1, pp.33-39. \*Article resulted in 2003 Member of Emerald's Hall of Fame recognizing the world's best management authors for "Readability" and "Practical Implications." (Only 10% of the papers published in the Emerald Management Reviews Accredited Journal Coverage List receive a citation of excellence.)

Mandabach, K., VanLeeuwen, D. and Bloomquist, P. (2001). Hospitality technology education: student successes in mastering the hidden curriculum. Journal of Hospitality and Tourism Education(12) 3.

Breiter, D. and Bloomquist, P. (1998). TQM in American hotels: An analysis of application. Cornell Hotel and Restaurant Administration Quarterly (39) 1. 26-33.

Bloomquist, P., Clements, C. and Josiam, B. (1998). Hospitality and tourism student recruitment: strategies based on the decision-making process. Journal of Hospitality & Tourism Education (10) 1. 18-22.

Bloomquist, P., Clements, C. & Josiam, B. (1997). Student recruitment: marketing strategies based on the decision-making process. The International Society of Travel & Tourism Educators, Proceedings of Refereed Research and Academic Papers Vol. IX.

Sem, J., Clements, C. & Bloomquist, P. (1997). Tourism and recreation management: strategies for public lands. Journal of Travel Research, 35(4) 83.

Bloomquist, P. and Moreo, P., (1997). What's in a name: An exploration of program names in the field of hospitality education. Journal of Hospitality & Tourism Education, 9(2), 10-15.

Clements, C., Sem, J. and Bloomquist, P. (1996). Tourism and recreation management: strategies for public lands. Parks and Recreation (National Recreation and Parks Association), p. 93-101.

Bloomquist, P. (1995). An evaluation of the Accreditation Commission for Programs in Hospitality Administration. The Proceedings of the International Council on Hotel, Restaurant and Institutional Education Annual Conference.

### **Chapters in Books/Manuals**

Bloomquist, P., Jones, T. and Breiter, D. (2002). Hospitality franchising. R. Brymer (Ed.), Hospitality management, an introduction to the industry tenth edition, Kendall-Hunt: Dubuque.

Bloomquist, P. and Breiter, D. (2000). Hospitality franchising. R. Brymer (Ed.), Hospitality management, an introduction to the industry ninth edition, Kendall-Hunt: Dubuque.

Bloomquist, P. and Breiter, D. (1998). Hospitality franchising. R. Brymer (Ed.), Hospitality management, an introduction to the industry eighth edition, Kendall-Hunt: Dubuque.

Bloomquist, P. and Sem, J. (1996). Effective festival management in Western Tourism Management Guide, edited by J. Sem.

Bloomquist, P. and Sem, J. (1996). Practical tourism research techniques in Western Tourism Management Guide, edited by J. Sem.

Bloomquist, P. and Sem, J. (1996). Packaging: an effective tourism marketing tool in Western Tourism Management Guide, edited by J. Sem.

Bloomquist, P. and Sem, J. (1996). Stimulating community involvement in Western Tourism Management Guide, edited by J. Sem.

### **Extension Publications**

Bloomquist, P. and J. Sem, "Packaging: A Tourism Marketing Tool," Cooperative Extension Service Bulletin, New Mexico State University, March 1994.

Dimitroff, C., R. Coppedge, R. Cox and P. Bloomquist, "Developing an Effective Tourism Marketing Program," Cooperative Extension Service Bulletin, New Mexico State University, March 1991.

### **Technical and Other Reports**

Bloomquist, P. "Hospitality and Tourism Related Associations Merger Study," June, 2013.

Bloomquist, P. "Ecotourism: A Review of the Literature," deliverable for "Promoting Environmental Protection through Entrepreneurial Ecotourism Ventures in the U.S. - Mexico Border Region." January, 2003.

Bloomquist, P. "Las Cruces Lodger's Association Lodging Operations Monthly Business Reports, December 1998 - August 2001.

Bloomquist, P. "New Mexico State Fair Exit Survey Report," Prepared for the New Mexico State Fair, November 1996.

Bloomquist, P., "New Mexico Welcome Center Visitor Profile 1994/5 Annual Report," For the New Mexico Department of Tourism, June, 1996.

Clements, C., Ness, E. and Bloomquist, P. "1995 New Mexico Outdoor Recreation Study," Prepared for Energy, Minerals and Natural Resources Department, New Mexico State Park and Recreation Division, August, 1995.

Clements, C., Ness, E. and Bloomquist, P. "New Mexico Recreation Manager Perception Study," Prepared for Energy, Minerals and Natural Resources Department, New Mexico State Park and Recreation Division, September, 1995.

Bloomquist, P., "New Mexico Welcome Center Visitor Profile Report", New Mexico Department of Tourism Technical Report, June 1995.

Bloomquist, P., "New Mexico Welcome Center Visitor Profile Project Report", New Mexico Department of Tourism Technical Report, June 1994.

Bloomquist, P., "New Mexico Welcome Centers Operations Manual", Prepared for the New Mexico Department of Tourism, April 1994.

Bloomquist, P., "State of New Mexico Visitor Information Center Master Plan", June 1993.

## **Training Manuals**

Bloomquist, P. and Yazzie, V. "Starting a Bed & Breakfast." Trainer/trainee manuals prepared for the Navajo Nation with funding through the New Mexico Department of Tourism, December 1997.

Bloomquist, P. and Yazzie, V. "Visitor Center Development Manual." Prepared for the Navajo Nation with funding through the New Mexico Department of Tourism, December 1997.

## **PRESENTATIONS**

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### **Professional Presentations**

Bloomquist, P. (2016) New Mexico Governor's Conference on Hospitality and Tourism, "Measuring the Impact Your Event Has on the Local Economy," Las Cruces NM. May. **Invited Panel Moderator**

Josiam, B., Reynolds, S., Bloomquist, P. and Crutsinger, C. (2006) "An Empirical Analysis of Determinant Factors in the Selection of a Hospitality Management Program on an American Campus."

Joint Conference of the Asia Pacific Tourism Association and Asia Pacific CHRIE, June  
**Refereed Presentation.**

Bloomquist, P. and Clark, B. (2005) "The Role of Special Event Planners and Special Events in Fundraising for Nonprofit Organizations," International Council on Hotel, Restaurant and Institutional Education Annual Conference, Las Vegas, NV, July 30, **Refereed Presentation.**

Bloomquist, P. (2005) "Recreation and Tourism: The Power of Partnerships." 15<sup>th</sup> International Executive Development School of the National Recreation and Park Association, January 13, **Invited Presentation.**

Bloomquist, P. (2005) "The Changing Face of Tourism in New Mexico." The 1<sup>st</sup> International Symposium for Personal Space Flight, Las Cruces, NM, October 6. **Invited Presentation.**

Bloomquist, P. (2004) "Using New Mexico State Visitor Centers to Market Your Destination," Tourism Association of New Mexico Marketing and Research Conference, Albuquerque, **Invited Presentation.**

Bloomquist, P. (2004) "Recreation and Tourism: Management Strategies and Techniques for Public Lands." 14<sup>th</sup> International Executive Development School of the National Recreation and Park Association, January 16, 2004, **Invited Presentation.**

Bloomquist, P. (2003) "Ecotourism and Recreation Management: Strategies and Techniques for Public Lands." 13<sup>th</sup> International Executive Development School of the National Recreation and Park Association, January 17, 2003, **Invited Presentation.**

Bloomquist, P. (2003) "Agriculture and Tourism: Working Vacation Ranches in New Mexico," International Council on Hotel, Restaurant and Institutional Education, Palm Springs, CA, August 3, 2003. **Refereed Poster Presentation.**

Bloomquist, P. (2003) "Agriculture and Tourism in New Mexico," NMSU Research and Creative Activities Fair, Las Cruces, NM, September 26. **Invited Poster.**

Bloomquist, P. (2001) "The Hospitality Business Alliance: Passport to the Future," Western Region Teaching Symposium, Honolulu, Hawaii, September 28, 2001. **Refereed Poster Presentation.**

Bloomquist, P. (1999) "Ecotourism: Guiding Principles of Development," Joint meeting of Tourism and Public Land Management Professionals from the U.S. and Mexico, Nueva Casas Grandes, MX, August 26, 1999. **Invited Presentation.**

Bloomquist, P. (1999) "Developing a Model Internship Program," International CHRIE Convention and Expo, Albuquerque, NM, August 6, 1999. **Refereed Poster.**

Mandabach, K., Bloomquist, P. and Hoart, H. (1999) "Hospitality Technology Education," International CHRIE Convention and Expo, Albuquerque, NM, August 6, 1999. **Refereed Presentation.**

Bloomquist, P. (1999) "Assessing Student Perceptions of an Internship Program," NMSU College of Agriculture and Home Economics All College Conference, Las Cruces, NM, January 4, 1999. **Invited Poster Presentation.**

Bloomquist, P. (1998). "Agricultural Tourism in New Mexico." Rural Economic Development Through Tourism Annual Meeting, Truth or Consequences, NM. November 9. **Invited Presentation.**

Breiter, D. and Bloomquist, P. (1998). Quality management components in hotels, The Tourism Association of New Mexico Marketing and Research Conference, Las Cruces, NM. **Refereed Presentation.**

Bloomquist, P. (1998). "New Mexico's Top Ten Cities Based on Rate of Growth in Lodger's Tax Revenue," The Tourism Association of New Mexico Marketing & Research Conference, Las Cruces, NM, March 1998. **Invited Presentation.**

Bloomquist, P. & Villareal, N. (1997). "Improving Intercultural Communication : A Cross Cultural Simulation." Presented at the 1997 National Parks & Recreation Association Congress, Salt Lake City, UT, October 31, 1997. **Invited Presentation.**

Bloomquist, P. & Clements, C. (1997). "Student Recruitment: Marketing Strategies Based on the Decision-making Process." Presented at the International Society of Travel & Tourism Educators Conference, San Diego, CA, October 25, 1997. **Refereed Presentation.**

Breiter, D. & Bloomquist, P. (1997) "An Analysis of Total Quality Management Systems in Hotels in the United States." Presented to the Rocky Mountain Council on Hotel, Restaurant & Institutional Education, Phoenix, AZ, October 18, 1997. **Refereed Presentation.**

Bloomquist, P., and Clements, C. (1996). Gaming attitudes and behaviors of RV travelers. The Tourism Association of New Mexico Research Conference, **Refereed Presentation.**

Bloomquist, P. (1995). "An Evaluation of the Accreditation Commission for Programs in Hospitality Administration.", The Council on Hotel, Restaurant and Institutional Education, Nashville, TN, August, 1995. **Refereed Presentation.**

Bloomquist, P. (1995). "Optical Mark Readers: Welcome to the Future." The Council on Hotel, Restaurant and Institutional Education, Nashville, TN, August, 1995. **Refereed Poster Presentation.**

Bloomquist, P. (1995) "Scannable: The User Friendly Survey." Travel & Tourism Research Association International Conference, Acapulco, MX, May 1995. **Refereed Poster Presentation.**

Bloomquist, P. (1992) "An Evaluation of New Mexico's Welcome Center Program." The Tourism Association of New Mexico Research Conference, Albuquerque, April, 1992. **Invited Presentation.**

**SERVICE (Last Five Years)**\_\_\_\_\_

**University Level**

Advising Task Force, 2016 – Present

ACES Representative Athletics Council, December 2010 - Present

Faculty Senate, 2006 – 2012 and 2016 - Present

Senior Leadership Committee – 2016 - 2017

Chair, Long Range Planning Committee – 2016 – 2017

Senate Representative, Strategic Enrollment Planning Council – 2016 - Present

Senate Representative, Alcohol Review Committee, 2006 - 2012

HED Area IV Course Approval NMSU Member on Statewide Committee, 2007 – 2015

**College Level**

State 4-H Conference Educational Workshop, TRUE Hospitality Customer Service Training, July, 2016

Promotion and Tenure Committee, 2007 – 2012 and 2014 – Present

Family and Consumer Sciences Promotion Committee, 2017 – Present

Curriculum Committee, 2000- Present

Search Committee, Associate Dean of Academic Instruction, 2017 – Present

ACES 2017 Budget Cuts "Task Force," April, 2016

Agricultural and Extension Education Promotion and Tenure Committee, 2011 - 2014

Chair, Promotion and Tenure Committee, 2011 - 2012

**School of HRTM Level**

Faculty Advisor, Eta Sigma Delta International Hospitality Management Honor Society, 1990 – Present

Faculty Representative, Aggie Welcome and Orientations, 2016 – Present

Volunteer, Novembrew Beer and Wine Festival, 2016 and 2017

Promotion and Tenure Committee, 2000 - 2017



Search Committee – January 2014 – August 2014

Chair, Promotion and Tenure Committee, 2011 - 2013

School of Hotel, Restaurant and Tourism Management Executive Committee, 2005 - 2013

CATIE/NMSU Costa Rica Delegation, August 2011 – October 2012

### **Professional Service**

Volunteer, New Mexico Tourism TRENDS Conference, The New Mexico Hospitality Association, January 2017

Technical Assistance, South Central Council on Governments, June 2016 – July 2016

Luncheon Organizer, Visit Las Cruces Industry Partner - December Lunch/Meeting, December 1, 2016

Program Organizer, NM Tourism Department - Southwest Regional Marketing Board, August 25, 2016 – September 12, 2016

Volunteer, NM Governor's Conference on Hospitality and Tourism, Las Cruces, NM, May 2016

Reviewer, Conference Paper, International Council on Hotel, Restaurant and Institutional Education, 2016

Reviewer, Conference Paper, International Council on Hotel, Restaurant and Institutional Education, 2015  
**PROFESSIONAL DEVELOPMENT ACTIVITIES (Last Five Years)** \_\_\_\_\_

Writing to Learn Mini-Grant, "Writing to Learn," NMSU Teaching Academy. (September 14, 2016 - Present).

Conference Attendance, "NM Governor's Conference on Hospitality and Tourism," NM Hospitality Association, Albuquerque, NM. (May 2017).

Forum Attendee, "Student Success Forum - Dr. Timothy Renick," NMSU - Office of the Executive Vice President and Provost. (October 28, 2016).

Seminar/Workshop, "Accessibility and Hospitality Workshop," NM Governor's Commission on Disability and NM Hospitality Association Association, Las Cruces, NM. (August 16, 2016).

Webinar, "What Makes New Mexico Visitors Different," NM Department of Tourism/Longwoods International. (July 22, 2016).

Conference Attendance, "NM Governor's Conference on Hospitality and Tourism," NM Hospitality Association, Las Cruces, NM. (May 17, 2016 - May 18, 2016).

Seminar/Workshop, "Weed at the Wedding - Webinar," International Special Events Society. (April 19, 2016).

Seminar/Workshop, "The Flipped Classroom: Successful Practices and Common Pitfalls," NMSU Teaching Academy. (April 7, 2016).

Webinar, "NM Tourism Department Legislative/Budget Update," NM Tourism Department. (January 19,

2016).

Webinar, "NM Higher Education Department - Governor's Initiatives," NM HED Secretary Damron. (January 7, 2016).

Conference Attendance, "The International Council on Hotel, Restaurant and Institutional Education Annual Conference," ICHRIE, Orlando, FL, USA. (July 29, 2015 - July 31, 2015).

Webinar, "ADA 25th Anniversary Compliance Issues," American Hotel & Lodging Association. (May 28, 2015.)

Conference Attendance, "The NM Tourism TRENDS Conference," The New Mexico Hospitality Association, Santa Fe, NM. (January 8, 2015 - January 9, 2015).

Seminar/Workshop, "Using Social Media for Tourism Marketing," Las Cruces Convention and Visitors Bureau, Las Cruces, NM. (September 10, 2014).

Seminar/Workshop, "ADA Compliance Issues," American Hotel and Lodging Association. (July 31, 2014).

Seminar/Workshop, "Virgin Galactic Customer Service Training," Las Cruces Convention and Visitors Bureau, Las Cruces, NM. (June 2, 2014).

Board Retreat, The Tourism Association of New Mexico, Albuquerque, NM. (May 19, 2014).

Conference Attendance, "Toursim Day at the Legislature," The Tourism Association of New Mexico, Santa Fe, NM. (January 28, 2014).

Conference Attendance, "Tourism Association of New Mexico Marketing and Research Conference," TANM, Albuquerque, NM, USA. (November 6, 2013 - November 7, 2013).

Seminar/Workshop, "National Tour Association Town Hall," National Tour Association, Las Cruces, NM, USA. (July 22, 2013).

Conference Attendance, "NM Governor's Conference on Tourism," The Tourism Association of NM, Albuquerque, NM, USA. (May 5, 2013 - May 7, 2013).

Conference Attendance, "New Mexico Road Show," New Mexico Tourism Department, Las Cruces, NM, USA. (October 10, 2012).

Retreat, "Annual Retreat," Tourism Association of New Mexico, Ruidoso, NM, USA. (September 6, 2012).

Internship, "Faculty Internship," Jason's Deli, Dallas, TX, USA. (July 30, 2012 - July 31, 2012).

Conference Attendance, "Marketing and Research Conference," Tourism Association of New Mexico, Albuquerque, NM, USA. (April 12, 2012 - April 13, 2012).

Conference Attendance, "Tourism Day at the Legislature," Tourism Association of New Mexico, Santa Fe, NM, USA. (January 24, 2012).

Field Study, "Sustainable Tourism Development," NMSU/CATIE, Turrialba, Costa Rica. (January 7, 2012 - January 14, 2012).

## **PROFESSIONAL MEMBERSHIPS**

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- The International Council on Hotel, Restaurant and Institutional Education (CHRIE), 1988 – Present
- Industry Partner, Visit Las Cruces, 2015 - Present
- American Hotel and Lodging Association, 2006 – Present
- Travel & Tourism Research Association, 1990 – 2013 and 2016 – Present
- Delta Sigma Pi (Professional Business Fraternity)– 2010 - Present
- New Mexico Hospitality Association, 2015 - Present
- The International Society for Travel & Tourism Educators, 1988 – 2013
- Tourism Association of New Mexico  
Board Member, 1990 - 2015  
Chair, 1998 & 1996 New Mexico Tourism Marketing & Research Conferences

## OTHER EXPERIENCE

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Summer 2005	Marriott International, Washington D.C. and Scottsdale, AZ <u>Faculty Intern</u>
Summer 2003	Red Lobster (Darden Restaurants), Orlando, FL <u>Faculty Intern</u>
Summer 1997	Primadonna Casinos, Primm, NV <u>Faculty Intern</u>
Summer 1996	Harvey's Resort Hotel & Casino, South Lake Tahoe, NV <u>Faculty Intern</u>
Summer 1988	The Inside Track Supper Club, Shakopee, MN <u>Catering Coordinator</u>
1982 to 1985	Andy's Restaurant, Madison, WI <u>Service Manager</u>
1981 to 1982	University of Wisconsin-Madison <u>Psychology Department, Game Theory Research Laboratory Technician</u>
1980 to 1982	Shanghai Minnie's Gourmet Chinese Fast Food, Madison, WI <u>Server, Prep Cook</u>