

## Experience Industry Management Strategic Plan Implementation 2016-2020

<b>1</b>	<b>GOAL 1 STUDENTS: EIM graduates will be confident lifelong learners prepared to achieve personal and professional success in a global society.</b>				
<b>1</b>	<b>OBJECTIVE 1: Enhance student success</b>				
<b>#</b>	<b>Action</b>	<b>Responsible</b>	<b>Start</b>	<b>Target</b>	<b>Status</b>
1	Assess & increase annual student retention rates (including AP/DQ data)	Hendricks/Korth	F2016	F2017	Included in 2017 program self study
2	Assess & increase 4, 5 & 6 year graduation rates	Hendricks/Korth	W2017	2018-19	Included in 2017 program self study
3	Compare student selection & yield rates to CAFES & CP	Hendricks/Korth	W2017	SU2017	Included in 2017 program self study
4	Reduce minority & gender graduation gaps	Hendricks	F2016	Annually	Assessed W2017, Included in 2017 program self study
5	Assess student attainment of Diversity Learning Outcomes	J Greenwood/Goldenberg	SU2017	SU2017	In 2016-17 cultural competency was assessed in RPTA 221; identify assessment for RPTA 257
6	Review & update Change of Major policy	Korth/Hendricks	SU2017	Annually	Updated June 1, 2017
7	Review Expected Academic Progress data	Korth/Hendricks	F2016	Quarterly	Completed quarterly following census, dashboard report run on academic progress based on EAP gauge, contact students deficient in progress
8	Increase student participation in Summer Undergraduate Research Program	Faculty	SP2018	Annually	Lin & Schwab participants SU2016 & SU2017
9	Increase student participation in Career Services graduate survey	J Greenwood	F2017	SP2020	Will meet with Career Services staff F2017
10	Increase recognition of students graduating with honors	Korth/J Greenwood	SP2018	Annually	Recognize students at department graduation, in the newsletter, end of year celebration, etc.
11	Increase recognition students receiving academic honors	Daniels	F2017	Quarterly	Daniels to delegate trained student assistant to process data and recognize students in Honors Program and Scholars Program
12	Increase information literacy across the curriculum	Faculty	F2019	SP2020	Data points for information literacy assessment in RPTA 101, RPTA 360, RPTA 460
13	Conduct annual senior exit focus group	Hendricks	SP2016	Annually	Held SP2016 & SP2017
14	Analyze & report data from RPTA 465 Internship Supervisors	J Greenwood	SP2016	Annually	Analyzed on annual basis since 2014, included in annual assessment reports
15	Track hours of community service	Faculty	F2016	Annually	Began fall 2016, limited success with faculty follow-through
16	Conduct alumni survey every third year	Schwab	W2016	W2019	Completed W2016
17	Create matrix to assess course topics & assignments	B Greenwood	W2017	SP2017	Completed SP2017
<b>2</b>	<b>OBJECTIVE 2: Provide students with meaningful extra-curricular opportunities</b>				
<b>#</b>	<b>Action</b>	<b>Responsible</b>	<b>Start</b>	<b>Deadline</b>	<b>Status</b>
1	Increase financial support to students to attend professional conferences	Faculty	W2017	Ongoing	6 student attendees W2017 CPRS, paid lodging; 7 student attendees Visit CA Outlook Forum W2017, paid lodging & registration; 5 student attendees Cal Travel Summit SU2017, 2 received CalTravel Scholarships; paid lodging & registration; 5 student attendees SU2017, 2 received CalTravel Scholarships; paid lodging & registration; 1 student received Outward Bound course scholarship SU2017, 2 students SU16
2	Increase student attendance at professional conference opportunities	Faculty	F2017	Annually	Assess and target specific conferences
3	Increase RPTA Club & Rho Phi Lambda member involvement & club activities	Faculty advisor	F2017	SP2020	Member and faculty award annually

3	<b>OBJECTIVE 3: Maintain pioneering and cutting-edge curriculum</b>				
#	Action	Responsible	Start	Deadline	Status
1	Assess future degree options through environmental scan	Faculty	SP2017	F2017	Plan to complete at fall retreat
2	Review Bureau of Labor statistics	Daniels/Hendricks	F2017	W2018	Daniels to pull statistics on F&B, Lodging, Conference Services, EIM, and send to Bill
3	Assess degree marketability	Hendricks	SU2017	Annually	Hendricks to meet with Assoc VP Marketing & Enrollment Development
4	Continue annual assessment reports	J Greenwood	F2017	F2017	Reports now due in October annually
5	Complete Annual Review for Dean by July 30	Hendricks	SP2017	SP2017	Completed June 21
6	Develop 2019-21 curriculum plan	J Greenwood	F2017	SP2018	
2	<b>GOAL 2 FACULTY: EIM will attract and attain exceptional teacher-scholars and staff.</b>				
1	<b>OBJECTIVE 1: Strengthen Teacher-Scholar Model</b>				
#	Action	Responsible	Start	Deadline	Status
1	Track faculty participation in teaching growth & training opportunities	Faculty	F2017	Ongoing	Track faculty development participation with CTLT, etc.
2	Assess continuous improvement & teaching excellence through peer & student evaluations	Peer Review Committees/Hendricks	F2017	Ongoing	Annual reviews
3	Track CAFES & CP recognition for teaching excellence	Faculty	F2016	Ongoing	Dr. Jerusha Greenwood, CAFES Sustained Excellence in Teaching award Spring 2017; Dr. Brian Greenwood, CAFES Outstanding Mentor award Spring 2017; Dr. Kirk Sturm, Outstanding Lecturer Spring 2017
4	Track faculty engagement and implementation of the scholarship of teaching & learning	Faculty	SU2016	Ongoing	Lin, Schwab, & Prentice engaged in CTLT workshop opportunities SU2017
5	Increase faculty engagement in mentoring of newer faculty	Senior Faculty	F2017	Ongoing	Utilize faculty calendars to track mentoring
6	Agendize campus climate topic for fall 2017 retreat	Hendricks	SU2017	F2017	Kari Mansager of OUDI - hour presentation to EIM Faculty
2	<b>OBJECTIVE 2: Increase diversity and inclusion initiatives</b>				
#	Action	Responsible	Start	Deadline	Status
1	Increase department efforts to maintain a diverse workforce	Faculty/Admin	SU2017	Each recruitment	Widespread recruitment for <b>2017 full-time hospitality lecturer</b> position [summer 2017] -38 applicants; among top three candidates, two were international. <b>2017 Tenure-track recruitment</b> [fall 2017] will include National Society of Minorities in Hospitality, the Latinos Hotel Association, the National Association of Black Hotel Owners, Operators & Developers, and the Asian American Hotel Owners Association. Additional outreach such as professional meetings, conferences or journals to include: Women's Hotelier Conference in Anaheim in September, the Asian Pacific Chapter of the Travel and Tourism Research Association Conference in Hong Kong in December, 2017, the Travel and Tourism Research Association Marketing Forum in Baltimore in October, 2017 and the European Council on Hotel, Restaurant, and Institutional Education Conference in Kenya in October, 2017.
2	Maintain Equal Employment Facilitators (EEF) training (all faculty and staff)	All	SP2016	Ongoing	All faculty and staff have met EEF training
3	Host cultural competence engagement workshop for faculty/staff	J Greenwood	W2018	W2018	Invite Office of University Diversity and Inclusivity representatives
4	Agendize campus climate topic for fall 2017 retreat	Hendricks	SU2017	F2017	Include in fall retreat packet and agenda. Kari Mansager of OUDI presented on inclusion and diversity topics for faculty recruitment and classroom with tools and links.
5	Develop EIM webpage with links to all university and department calendar information and events -- create and maintain current links and mapping	Daniels	SU2017	F2017	EIM Faculty discussion on developing department web presence and possible campus models.

3	OBJECTIVE 3: Pursue excellence in research & innovation				
#	Action	Responsible	Start	Deadline	Status
1	Increase # and amount of faculty grants & contracts	Faculty	F2017	Annually	Continue to encourage and track
2	Increase # of national & international presentations and publications of faculty	Faculty	F2017	Annually	Continue to encourage and track
3	Increase faculty contribution to journal editorial boards and processes	Faculty	SP2017	Annually	Continue to encourage and track
4	Increase faculty participation in Summer Undergraduate Research Program	Faculty	SU2018	Annually	Continue to encourage and track, Lin & Schwab participated SU2016 & SU2107
5	Investigate feasibility of 80/20% teaching/research appointments	Hendricks	F2017	F2017	Potential plans for CAFES to develop standardize appointments
3	GOAL 3 INDUSTRY & COMMUNITY: A mutually beneficial relationship will exist among EIM, industry and the community.				
1	OBJECTIVE 1: Increase communication between EIM and industry/community.				
#	Action	Responsible	Start	Deadline	Status
1	Track hours of community service	Faculty	F2016	Annually	Began fall 2016, limited success with faculty follow-through
2	Increase representation of underrepresented minorities as guest lecturers and invited speakers	Faculty	F2017	SP2020	Encourage faculty at Fall 2017 retreat
3	Support student assistant position for social media sites	Hendricks	F2016	Ongoing	New hire SP2017
4	Financially support executive-in-residence program	Hendricks	F2017	Annually	Exec in Residence SP2017 Chris Meyer, GPJ; Bob Valle jr., Project Worldwide; F2016 Brad Gessner, AEG; Jim Rogers, KOA SP2015
5	Improve readability and increase readership of bi-annual newsletter	Schwab/Daniels	W2017	Annually	W2017 hired professional writer for editing
6	Increase faculty service on relevant association and organization boards/committees	Faculty	F2017	Ongoing	Schwab CPRS Dist 8 Educator Rep, J Greenwood CPRS Scholarship Committee, Hendricks Visit CA Research Committee, Hendricks Cal Travel Board, Lin MPI Professional Development Committee, Lin IAEE Faculty Advisory Committee, Hendricks TALS Nominations Committee, Hendricks TALS Fellows Chair 2017-18, Hendricks Cal Travel Scholarship Committee Chair, Hendricks PRAC Scholarship Committee, Hendricks CFPR Trustee
7	Support faculty to attend profession-oriented conferences & trade shows	Hendricks	F2017	Annually	J Greenwood & Hendricks attended 2017 Visit CA Outlook Forum, 2017 Cal Travel Summit, Lin presented at the MPI World Congress
2	OBJECTIVE 2: Increase the number and variety of learning experiences at industry locations and the number of industries connected to EIM.				
#	Action	Responsible	Start	Deadline	Status
1	Expansion of "touch points" with industry professionals with new relationships	Hendricks	F2016	F2017	Hendricks held personal meetings during 2016-17 with The Loral Group, Pacifica Hotels, Launch Inc., FreemanXP, Ayers Hotels, The Bacara Resort & Spa; renewed relationships with the Pebble Beach Company, Inc., the Santa Ynez Band of Chumash Indians, and Oceanpark Hotels
2	Reinstitute Rho Phi Lambda professional development visits	Faculty advisor	F2017	Annually	Encourage student leaders
3	OBJECTIVE 3: Increase the number and quality of industry-relevant work-ready graduates.				
#	Action	Responsible	Start	Deadline	Status
1	Assess market to determine if multiple degrees will increase # & quality of program graduates	Faculty	SP2017	F2018	Measured through analysis of Bureau of Labor statistics, alumni survey, and Career Services assessment
2	Institute Ambassadors Program	Faculty Advisor/Hendricks	SP2017	W2018	Students presented proposal in SP2017

**4 GOAL 4 LEADERSHIP: EIM will be globally respected for its visionary leadership, innovation and expertise.**

**1 OBJECTIVE 1: Increase the outreach and impact of EIM's areas of expertise.**

#	Action	Responsible	Start	Deadline	Status
1	Develop department international programs policy	Goldenberg/Schwab /Mackenzie	F2016	W2017	Policy completed to guide department's international efforts
2	Increase # of students participating in international programs	Faculty	SU2017	SP2019	
3	Increase # of international students enrolled in program. Spring 2018 Costa Rica trip Department funding of scholarships for RPTA Students based on need/merit.	Faculty	F2017	F2019	Increased international partnerships to potentially yield more student enrollment; attain historical data from International Center
4	Reinstitute international spring break course	Schwab/Goldenberg	W2015	Annually	2015 & 2016 in Dominican Republic, 2017 Costa Rica
5	Create/expand international university partnerships	Hendricks	W2017	Ongoing	Hendricks visit to UMAS SP2017
6	Host visiting international faculty	Faculty	SP2017	Annually	Visiting faculty MUAS & Finland
7	Increase # of faculty presenting at international conferences	Fall	F2017	Ongoing	Continue to encourage and track
8	Increase # faculty participating in international programs	Faculty	SU2017	SP2019	Schwab teaching in Kenya SU2017; Greenwoods to investigate 2019 Germany opportunity

**2 OBJECTIVE 2: Increase engagement with other organizations to address emerging issues in experience management industries.**

#	Action	Responsible	Start	Deadline	Status
1	Coordinate national chair's meeting at NRPA annual conference	Hendricks	F2017	F2017	Hendricks to lead 2017 national chairs meeting at NRPA Conference
2	Increase faculty service on relevant association and organization boards/committees	Faculty	F2017	Ongoing	Schwab CPRS Dist 8 Educator Rep, J Greenwood CPRS Scholarship Committee, Hendricks Visit CA Research Committee, Hendricks Cal Travel Board, Lin MPI Professional Development Committee, Lin IAEE Faculty Advisory Committee, Hendricks TALS Nominations Committee, Hendricks TALS Fellows Chair 2017-18, Hendricks Cal Travel Scholarship Committee Chair, Hendricks PRAC Scholarship Committee, Hendricks CFPR Trustee
3	Investigate hosting relevant professional organization conferences	Faculty	F2017	Ongoing	Consider relevant opportunities

**3 OBJECTIVE 3: Increase faculty and staff leadership opportunities.**

#	Action	Responsible	Start	Deadline	Status
1	Agendize succession planning & leadership development topic for fall 2017 retreat	Hendricks	F2017	Ongoing	Begin discussion at Fall 2017 retreat. Examples include: B Greenwood leadership with CTLT, J Greenwood as strategic planning Fellow with CAFES, Hendricks chair of DH/DC learning community