Task Group: Gaylen Chandler, Gerald Graham, Gery Markova, Brian Rawson

BBA Hospitality Management

In response to an opportunity presented in our environment, this proposal documents the demand for Hospitality graduates, describes the scope and purpose of a Hospitality Advisory Board, defines the program's content, explains faculty coverage, includes projected costs and enrollments, and discusses the risks and rewards of approving a Hospitality Major.

Demand for Hospitality Graduates

Based on national and local employment trends and support from local stakeholders, the demand for Hospitality graduates is strong and growing.

National Employment Trends. The Bureau of Labor Statistics projects the U. S. economy to add 8.3 million jobs from 2021 to 2031. Twenty-three percent (1.9 million) of those jobs are expected to be in leisure and hospitality. The Bureau of Labor Standards ranked the Hospitality Degree 8th of 20 business degrees based on average salary and expected job growth. https://www.mydegreeguide.com/best-business-majors-for-the-future/

A 2020 Hanover Research analysis reported that Hospitality bachelor's programs have the highest demand among students pursuing a bachelor's degree in urban universities that serve diverse student populations.

Potential Jobs for Hospitality Majors. Examples of jobs available for Hospitality majors include positions in guest relations, food and beverage, tourism, event planning, entertainment and leisure, senior living facilities, and country clubs and resorts.

Degree Popularity. Hospitality is ranked Number 49 out of 363 degrees on popularity according to College Factual https://www.collegefactual.com/

Local Job Growth. The website indeed.com reports 1,325 hospitality jobs currently available in Wichita, Kansas. Predicted job growth for selected management positions appears in Figure 1. (Source: https://www.indeed.comjobswichita

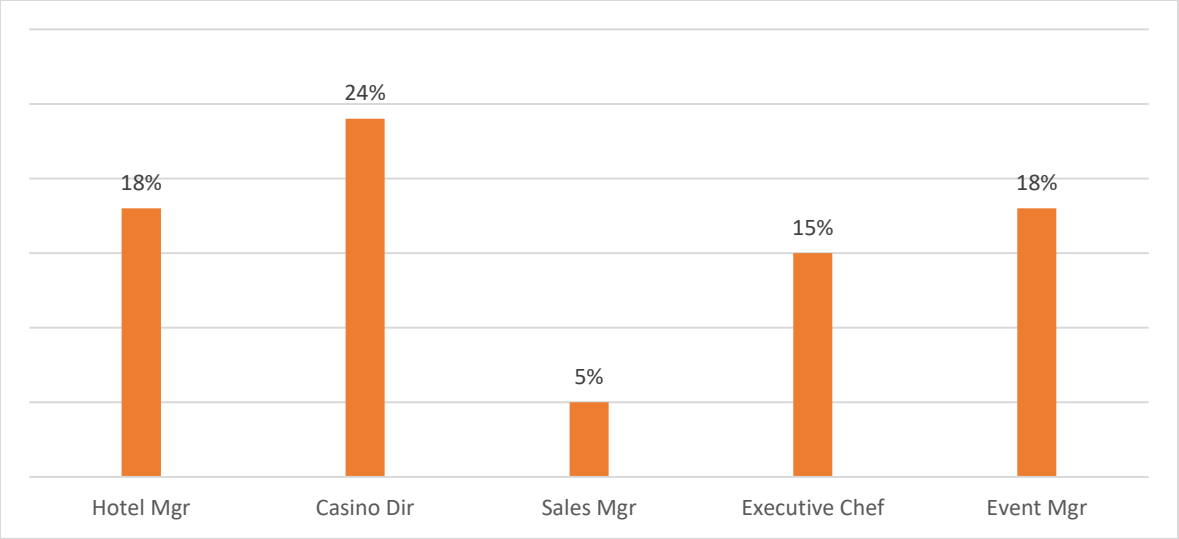

Figure 1. Projected Job Growth, Wichita

Selected Median Salaries. Figure 2 depicts median salaries for selected hospitality management positions. (Source: Various websites)

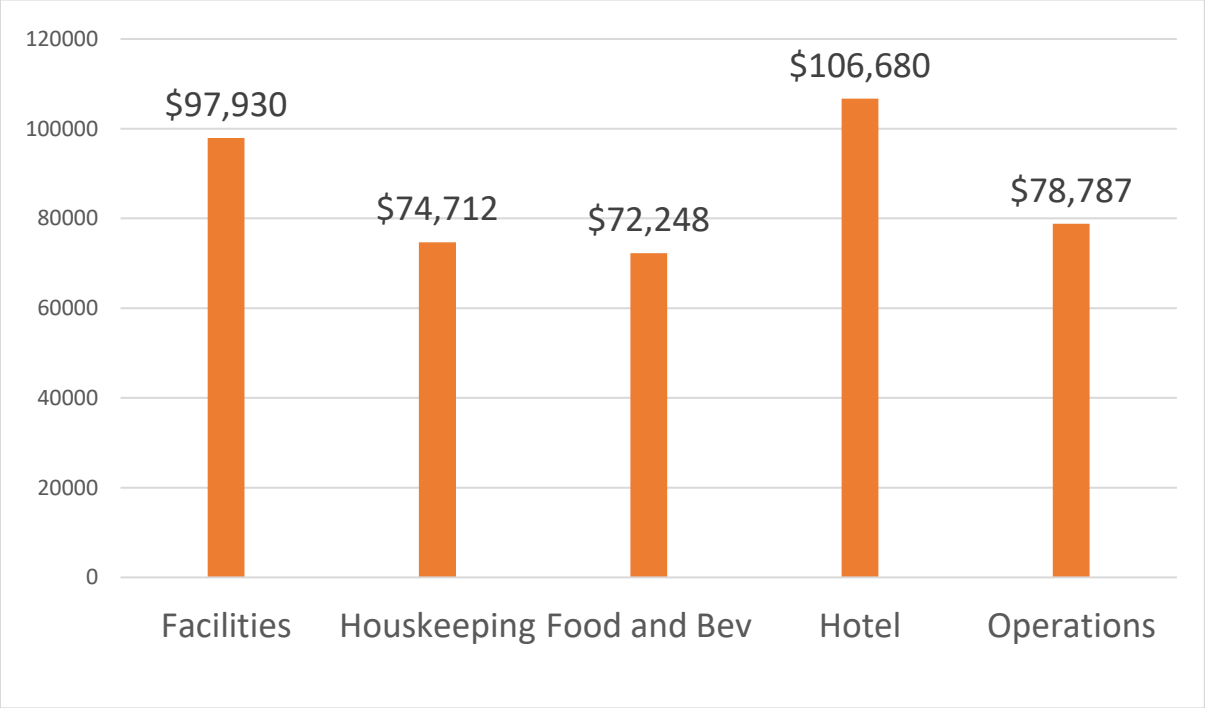

Figure 2. Selected Median Salaries

Barton School Stakeholder Testimonials. Barton School stakeholders confirm the demand for graduates with Hospitality majors as indicated in Table 1.

Testimonials	Stakeholder
1. "There are a lot of things you can learn on the job as a hospitality manager, but when you have the foundation in place, you're able to adjust that much quicker. And time is always of the essence in our line of work."	**Jeff Blackman, Founder and President, Bedford Lodging; Founder, Five Senses Hospitality Management**
2. "As restaurant owners, the experience in our restaurants is the top priority - both for our guests and our teams. In order to achieve the ultimate guest and work experience, we need leaders who can articulate a vision, manage and develop the potential of all types of individuals to collectively reach that goal."	**Ryan Bond, Chief People Officer, Thrive Restaurant Group**
3. "Not only could this be good for the Barton School and its students, but it could be great for the economic development of the region."	**Susayn Brandes, Chairman and CEO, Great Plains Ventures Inc.**
4. "Having a deeper pool of talent in hospitality is essential to the success of the industry."	**John Cantele, President, Lexima Hotel Management Services**
5. "The pandemic was rough on the hospitality industry. But it also showed everyone how important well-managed, well-run, innovative and reliable businesses were. The leaders of those businesses and their ability to adapt quickly literally saved them from shutting down."	**Lynda Carrier-Metz, Chief Marketing Officer, Restaurant Management Company**
6. "A key component of our success is hiring the right people. Once on board, we deliver training, challenge and the opportunity to grow. The right candidates thrive and become long-tenured leaders, ensuring our hotel experiences are differentiated."	**Mike Daood, President, LodgeWorks**

7. "We want to continue to grow our options we give current and prospective students. Exposing them to new areas of interest and industries may spark a new passion and give students a chance to bloom into their full potential."	**Larisa Genin, Dean, W. Frank Barton School of Business, Wichita State University**
8. "The career advancement opportunities for someone in a program like this are massive. I know so many presidents and CEOs who achieved great success in the hospitality and leisure industry."	**Gerald Graham, R.P. Clinton Distinguished Professor of Management, Hospitality Management Program Taskforce Member**
9. "Because of the skill set needed to successfully manage boutique hotels and provide elevated dining experiences, and because we personalize everything based on what investors need, outstanding graduates from the Barton School Hospitality Management program could prosper in environments like ours."	**Wynn Hukle, Director, Revenue Management, Coury Hospitality**
10. "Having a larger pool of educated talent in the industry is imperative to its success. We are a people-first industry and need a new generation of leaders to innovate and take on the challenges of rapid change."	**Jim Korroch, President, Waterwalk Management**
11. "The restaurant and foodservice industry employs 15 million people and is on track to add another 500,000 jobs by the end of this year. Our industry needs strong managers to lead this workforce. In fact, roughly half of all restaurant operators say they are having a tough time filling manager positions. The Hospitality Major at the Barton School of Business could make important contributions to our industry's talent development by preparing graduates to efficiently lead operations, ensure superb customer experiences, and operate financially sound enterprises."	***Michelle Korsmo, President & CEO, National Restaurant Association; CEO, National Restaurant Association Educational Foundation***
12. "We hear from a lot of our students enrolled in culinary, hospitality and hotel management courses at the Redler Institute of Culinary Arts about their desire to continue to learn and grow after graduating. A transfer pathway for hospitality management would be a huge asset. We are excited to build even further on our partnership with the Barton School of Business in a new and growing field of hospitality."	**Kim Krull, President, Butler Community College**

13. "We are constantly looking at how Wichita State can expand its academic offerings to give students fulfilling opportunities post-graduation that meets the rising demands in the global marketplace. Hospitality Management is a perfect example of how WSU can make a difference for our students and community."	**Shirley Lefever, Provost & Executive Vice President, Wichita State University**
14. "The need here in Wichita for hospitality managers is greater than it ever has been. Our industry partners are urging us to develop talent that would be ready to face the challenges and opportunities of changing consumer market in all areas of hospitality."	**Gery Markova, Director, Hospitality Management Program; Professor, Management and Chair, Management Department, W. Frank Barton School of Business, Wichita State University**
15. "Wichita has a long history with entrepreneurial endeavors in the hospitality industry with hotels, restaurants and more. It only feels natural that the city's largest and prominent university would have a program dedicated to the growth of our industry."	**Rick Muma, President, Wichita State University**
16. "Technology is shifting where the needs of our industry are. We need more qualified people to help manage and innovate based on those needs."	**Christopher Rea, Manager, Facility Operations, Foundation Properties**
17. "I have been in the hospitality industry for my entire career experiencing everything from fast casual to upscale dining. I have a degree in Restaurant & Hotel Management, and it benefited me greatly as our industry is always changing to exceed the expectations of our guests. As it did for me, studying the hospitality industry in a classroom and experiential setting is a great advantage. Creating a bachelor's degree in Hospitality will not only support the expanding hospitality industry in southcentral Kansas, but prepare students for the workforce across the country."	**Scott Redler, Co-founder, Freddy's Frozen Custard & Steakburgers**

18. "There are so many opportunities in this industry. Opportunities that are just waiting for the right people with the right education to take them and run with them."	**Michelle Ruffin-Stein, General Manager, Wichita Marriott Hotel**
19. "A rising tide lifts all ships. Having a pathway for students to continue their culinary education and help them find the best fit for them in the field will lead to greater personal and professional growth. Many of our students aspire to pursue management positions in the hospitality and leisure industry. Partnering with the Barton School will open new opportunities for our students and allow them to prosper further."	**Sheree Utash, President, WSU Tech**

Table 1. Barton School Stakeholder Testimonials

Regional Competitors

Regional competitors for students include:

- Oklahoma State University—Hospitality and Tourism Management features labs for kitchen and restaurant experiences and offers courses covering operational aspects as well as management content.

  --95% of graduating seniors had employment, job offers or other professional plans within six months after graduation

- Kansas State University Department of Hospitality Management—Hospitality Management includes operational aspects and management content.

  --100% freshman to sophomore retention rate
  -- 76% of graduates are employed upon graduation
  -- 36% growth in graduates
  -- 49 annual graduates

- Fort Hays State University—Hospitality Management is offered under their business management and marketing programs.

  --18% growth in graduates
  --28 annual graduates

WSU Tech, Butler County Community College, Johnson County Community College and other community colleges in Kansas offer training focused on entry-level positions and include skills such as: food and safety practices, customer service, industry skills, beverage management,

events management and the like. Graduates of community colleges should be a good source of students who wish to complete a bachelor's degree in hospitality.

Hospitality Advisory Board

To guide the development and success of the BBA in Hospitality, community leaders will be solicited to serve on a Hospitality Advisory Board. The suggested mission of the advisory board is: To oversee the quality of the Barton School's Hospitality Major and provide guidance on program content and graduates' success. Table 2 includes stakeholders who have agreed to serve on an advisory board.

Stakeholders to serve on Hospitality Advisory Board
1. Mary Billings, Love of Character 2. Susayn Brandes, President and CEO, Great Plains Ventures Inc 3. Jeff Blackman, Founder and President, Bedford Lodging; Founder, Five Senses Hospitality Management 4. John Cantele, President, Lexima Hotel Management Services 5. Mike Daood, President, LodgeWorks 6. Andrew Gough, Founder, Reverie Coffee Roasters 7. Jim Korroch, President, Waterwalk Management 8. Barney Lehnherr, Chairman of the Board, Transition group 9. Lynda Carrier-Metz, Chief Marketing Officer, Restaurant Management Company 10. Christopher Rea, Manager, Facility Operations, Foundation Properties 11. Michelle Ruffin-Stein, General Manager, Wichita Marriott Hotel 12. Rene Stevens, Owner, Spangles

Table 2. Stakeholders for Advisory Board

Program Administration

In consultation with an advisory board and other stakeholders, the program will be administered by the Hospitality Task Force (Gery Markova, Gerald Graham, Gaylen Chandler, Brian Rawson).

Hospitality Major Courses

The Barton School Hospitality Major will prepare students for leadership positions in hospitality and leisure industries. Knowledge and skills necessary to become effective leaders include traditional business functions plus an understanding of the unique practices of the hospitality and leisure industry. The course content of the proposed Hospitality major consists of three components:

- general education courses required of all Wichita State University graduates,
- courses in the business core required of all Barton School graduates, and
- eighteen hours of specialized courses required of Hospitality majors.

Table 3 contains course descriptions of the specialized hospitality courses.

Number	Title	Description
Mgmt 411	Introduction to Hospitality	Surveys of the history and ethics of the hospitality industry and includes topics dealing with hotel operations, management companies, gaming and casinos, travel and tourism, food service operations, recreation, event planning and meetings industry, tourism, floating resorts and cruises.
Mgmt 412	Special Topics in Hospitality	You will analyze management philosophies, evaluate competitive advantages and discuss strategies regarding digital implications, social media, extended living trends, new models in food services, global tourism, and future trends in hospitality and leisure services.
Mgmt 413	Applied Learning in Hospitality	This course requires you to document one hundred hours of work in the hospitality and leisure industry and they will be required to identify areas of interest and analyze their observations of professional behaviors required for a successful career, discuss the importance of initiative, critical thinking and problem solving, describe effective communication skills, and assess classroom knowledge against their industry observations.
Mgmt 414	HRM in Hospitality	You will study human resource strategies in the hospitality and leisure industry. Topics include legal issues, HR planning, recruitment and selection, training and development, compensation and rewards, employee relations.
Mgmt 415	Customer Experience (CX) in Hospitality	Every customer interaction provides opportunities to strengthen or weaken relationships. You will learn how end-to-end customer experiences become strategic differentiators. Topics of study include how to: model key customer types through personal development and experience mapping, use customer experiences to drive a company's transformation, and develop improvement plans for customer experience transformations.
Mgmt 455	Entrepreneurial Finance	You will learn how to use financial statements to report revenue flows and capital structure of a business model, employ ratio analysis to gauge performance, read income statements, balance sheets and cash flow statements, project financial statements for planning, and identify financial options.

Table 3. Hospitality Course Descriptions

Below is a tentative schedule of offerings of hospitality courses in the Barton School:

Fall 2024	Management 411. Introduction to Hospitality Management
Spring 2025	Management 412. Special Topics in Hospitality
	Management 415. Customer Experience (CX) in Hospitality
Summer 2025	Management 413. Applied Learning in Hospitality
Fall 2025	Management 414. HRM in Hospitality
	Management 455. Entrepreneurial Finance

Of course, general education and common core courses will be scheduled according to current methodology.

Faculty Coverage

Hospitality Management courses will be instructed by faculty of the Barton School, other universities, and adjuncts.

Barton School faculty aligned to teach Hospitality courses include:

- Dr. Gaylen Chandler, W. Frank Barton Distinguished Chair in Business
- Dr. Gery Markova, Professor and Chair, Department of Management
- Brian Rawson, Associate Educator, Department of Management

Prospective faculty from other universities who may be asked to teach online Hospitality courses include:

- Leonard Jackson, Kennesaw State University
- Stacey Smith, Fort Hays State University

Prospective adjuncts and speakers include:

- Dave Redfern, Garvey Industries
- Teresa Bengtson, HR Manager BG Industries
- Stakeholders and advisory board members

Projected Enrollments and Costs

The task force projects twenty-five full-time and twenty part-time majors by the end of Year 3.

Table 4 projects enrollments for the first three years of the Hospitality Management major.

Year	Headcount Per Year		Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation	10	10	300	180
Year 2	20	15	600	270
Year 3	25	20	750	360

Table 4. Projected Enrollment

Projected costs of delivering the Hospitality major range from $80,000 to $85,000 per year in the first three years. See Table 5 for projections for Years 1-3.

A. EXPENDITURES	First FY	Second FY	Third FY
Personnel – Reassigned or Existing Positions			
Faculty	$40,000	$40,000	$40,000
Start-up Costs - One-Time Expenses			
Other – marketing & branding	$ 25,000	$ 25,000	$ 25,000
Operating Costs – Recurring Expenses			
Travel and field trips	$ 15,000	$ 18,000	$ 20,000
GRAND TOTAL COSTS	**$ 80,000**	**$ 83,000**	**$ 85,000**

B. FUNDING SOURCES		First FY	Second FY	Third FY
Tuition / State Funds	0	$ 109,483	$ 198,438	$ 253,180
Student Fees	0	$ 64,847	$ 117,257	$ 149,681
GRAND TOTAL FUNDING	0	**$ 174,330**	**$ 315,695**	**$ 402,861**
A. Projected Surplus/Deficit (+/-)		$ 94,330	$ 232,695	$ 317,861

Table 5. Projected Costs and Revenue Sources

Rewards and Risks

The task force has approached this project as the introduction of a new product into the market which always incurs both rewards and risks. As with most new product introductions, the approach is to focus on generation of revenues to allow us to gain resources.

Enrollment growth at the Barton School has occurred largely because new programs have been proposed and developed. It therefore seems evident that because faculty control the curriculum, one thing that faculty members can do to drive enrollment growth is to aggressively propose and

develop new programs. This must be done within the constraints of current resources. In other words, we should not expect to get new resources before we propose new programs.
By nature, new programs are cloaked in uncertainty. Before offering a program, we may have some clues that such a program might be in demand, but the only true test is to offer a program and see who and how many students enroll.

The literature in entrepreneurship describes causation and effectuation as two different decision-making processes. Causation processes seek to define the desired end, do competitive analysis, predict the outcomes, and implement a plan to achieve those outcomes. In contrast, effectuation processes start with a generalized aspiration to accomplish something given current limited resources. It focuses on not spending resources you can't afford to expend and taking advantage of contingencies as they arise, while working with interested stakeholders to co-create a desirable future state.

Research has shown that effectuation works better to create new things than does causation. However, the process required for the introduction of new programs at the University and the Barton School follows a distinct causation process. It requires us to define a required goal, do competitive analysis, predict outcomes, get approvals, and implement a plan. All of these activities chew up precious time and do little to ensure a successful outcome.
In contrast, if we were to employ an effectuation process we would work with potential partners and other stakeholders to co-create a program that meets their needs. We would offer the program using the resources we already have or can be made available through our partners and see if it attracts an adequate number of applicants. If it does not, it is scrapped, and we do something else. There would have been some loss of faculty time and energy—but not an unaffordable loss.

In essence, even though we do more extensive analysis, we do not change the nature of the uncertainty in which the decision is cloaked. Thus, the true test of a new program is whether it attracts sufficient applicants, and if it doesn't work the loss in faculty time and energy is significantly greater.