

Brothers, Sheila C

From: Farrell III, Herman D
Sent: Thursday, September 20, 2012 8:57 AM
To: Brothers, Sheila C; Blonder, Lee
Cc: Bailey, Ernest; Debski, Elizabeth A; Effgen, Susan K; Gross, Don; Jasper, Samuel J; Kilgore, Michael W; Lee, Brian D; Underwood, Emily; Wasilkowski, Greg; Grabau, Larry; Addo, Kwaku
Subject: RE: New Cmte Item (SAOSC)_Dept-Pgm Merger and Name Change (MAT-HMT)

Dear Lee and Sheila:

The SAOSC convened yesterday to consider the proposal to merge the Department of Merchandising, Apparel and Textiles (MAT) and the degree program in Hospitality Management and Tourism, and change the name to the Department of Retailing and Tourism Management. After discussion of the academic impact/merits and non-academic (infrastructure) consequences of the proposal, the SAOSC voted unanimously (6-0) to endorse the proposal.

Sincerely,

Herman Farrell
Chair, SAOSC

Herman Daniel Farrell III

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Lexington, Kentucky 40506*

From: Brothers, Sheila C
Sent: Monday, September 10, 2012 1:03 PM
To: Farrell III, Herman D
Cc: Bailey, Ernest; Debski, Elizabeth A; Effgen, Susan K; Gross, Don; Jasper, Samuel J; Kilgore, Michael W; Lee, Brian D; Underwood, Emily; Wasilkowski, Greg; Blonder, Lee; Grabau, Larry; Addo, Kwaku
Subject: New Cmte Item (SAOSC)_Dept-Pgm Merger and Name Change (MAT-HMT)

Good afternoon, Herman. There is a new item ready for review by the Senate's Academic Organization and Structure Committee (SAOSC), to merge the Department of Merchandising, Apparel and Textiles (MAT) and the degree program in Hospitality Management and Tourism, and change the name to the Department of Retailing and Tourism Management. The proposal is attached here and also can be found at

http://www.uky.edu/Faculty/Senate/committees_councils/standing_committees/academic_organization_structure.htm.

Larry Grabau is your contact for this proposal. If you cannot reach him, Kwaku Addo (interim chair, Merchandising, Apparel and Textiles) may also be able to assist.

This is tentatively scheduled to be reviewed by the Senate Council on Monday, October 1, and by the Senate on Monday, October 8. Therefore, I'll need the determination of your committee no later than Tuesday, September 25. If this proposal requires a longer review period, please let me know and I will adjust the agenda scheduling.

If you have any questions or requests, please don't hesitate to let me know.

Thank you,
Sheila

Proposal to Create the
Department of Retailing and Tourism Management

University of Kentucky
School of Human Environmental Sciences
College of Agriculture

(Updated Sep 2012)

**Proposal to Create the
Department of Retailing and Tourism Management
University of Kentucky • College of Agriculture
January 2011**

Overview

This proposal is designed to combine the Department of Merchandising, Apparel & Textiles with the Hospitality Management and Tourism program. The new Department of Retailing and Tourism Management will bring together applied social science faculty within the College of Agriculture and provide focus for meeting the needs of an emerging experience economy. By reconfiguring the existing faculty and staff resources into a new Department of Retailing and Tourism Management, faculty associated with this department will be able to address the strategic goals of the School of Human Environmental Sciences, the College of Agriculture, the University of Kentucky, and the Commonwealth more effectively. This restructuring will position the department to be in the forefront of teaching, research, and outreach in retailing and tourism management.

Over time, the relationship between the consumer and business has changed. Some of the fastest growing sectors of the **global economy** are related to the **consumption of experiences** (Pine & Gilmore, 1999a; Richards, 2001). According to Pine and Gilmore (1999b) and Gilmore and Pine (2002), in an *experience economy*, consumers seek unique experiences beyond merely consuming products and services because the consistent, high level of product and service quality can no longer be used to differentiate choices for consumers. The Department of Retailing and Tourism Management will bring together the skills for choreographing memorable experiences and interactions for consumers. The newly combined programs would allow for collaboration in teaching, research, and service necessary to support the development of competitive students that can contribute to the economic and social well-being of the Commonwealth, the nation and the world.

A review of the current Hospitality Management & Tourism program and the Department of Merchandising, Apparel & Textiles reveals significant potential overlap, as shown in the Venn diagram (see Figure 1). The diagram was constructed in several steps. First, the course offerings and websites of each program were analyzed individually to identify key characteristics. Second, the key characteristics were independently summarized and synthesized into general descriptors of each program. Several general descriptors were common between both programs and some were unique to individual programs. The Venn diagram is a graphic representation of overlapping and unique descriptors.



Figure 1. A depiction of the synergies between both programs

The **vision** of the new Department of Retailing and Tourism Management would be:

- To be recognized as a premier resource for innovative interdisciplinary education to produce students who are globally, product, and consumer focused and who have a competitive foundation in the developing experience economy.
- To be a source of innovative interdisciplinary programming that partners with industry, consumers, and educators to address the issues related to healthy balance between fundamental redefinition of the consumer experience and continuous incremental improvements in business development that are aligned with a long-term vision.

The **mission** of the new Department of Retailing and Tourism Management would be:

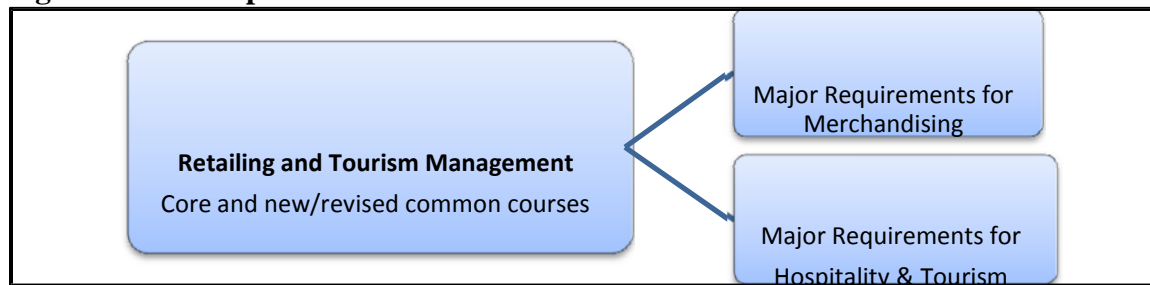
- To provide degree programs that promote experiential learning through industry-related work experience and internships, study tours, and exchange programs;
- To provide an introduction to theories, models, and methods that build competencies in outstanding business and customer service in retail and hospitality organizations in a changing society;
- To provide excellence in teaching, service and research that results in state, national and global recognition as a leader in preparing professionals for careers in the merchandising, hospitality and tourism industries.

The Process

The merger process began with a review of the two UK programs by outside consultants who are faculty members at two major institutions that have already merged similar programs. Programs at these institutions – University of Tennessee and University of North Texas – provided the evidence to support the combining of the UK programs. The outside consultants expressed the belief that the Hospitality Management & Tourism (HMT) undergraduate program

lacked an identity because it was too embedded into the Department of **Dietetics and Human Nutrition** to be sought after by potential students. This lack of identity limited program exposure, resources to meet changing societal needs of consumers and businesses, and exposure to global interdependence. Within the Merchandising, Apparel & Textiles (MAT) undergraduate program, the consultants identified a strong concern for student experience in the business world, related to the interaction between consumers and businesses and the fulfillment of each entity's needs. Lastly, overlapping course content is evident. Through much discussion, faculty members now recognize many commonalities between MAT and HMT and significant potential for the two programs in the merged department. Therefore, the two programs will function under one umbrella and will operate as one department to draw on each other to improve student educational experiences. The new program will offer core courses for both disciplines and provide the opportunity to review courses for overlapping information and make adjustments as needed. Students would continue to receive their degrees in each area (see Figure 2).

Figure 2. Proposed Curriculum Structure



The Merger in Three Phases

The merger of the Hospitality, Management & Tourism program and the Department of Merchandising, Apparel & Textiles will occur in three phases.

Phase 1 (in motion)

- The establishment of the Department of Retailing and Tourism Management **has been approved** within the College of Agriculture.
- The transfer of the current undergraduate Hospitality, Management & Tourism program from the Department of **Dietetics and Human Nutrition** to the Department of Retailing and Tourism Management **has been approved at the College level pending action by the SAOSC, SC and US.**
- The transfer of three (3) Hospitality Management and Tourism faculty from the Department of **Dietetics and Human Nutrition** to the (current) Department of Merchandising, Apparel & Textiles **has been completed.**

Phase 2

Seek approval for the revised curricula which will represent the thoughtful and progressive synthesis of the current curricula across the existing MAT Department and the HMT program. Some new courses (approximately 3 courses) will be developed but the majority of the courses will remain the same with the addition of content from both MAT and HMT areas.

Phase 3

The development, approval and implementation of a new master's program combining the two current graduate curricula.

Program Benefits

In evaluating both programs, the following benefits are recognized by faculty:

- A better experiential oriented education, enabling our students to compete in an ever changing global society.
- An increase in exposure of the program from revised curriculum development and recruitment strategies in support of this initiative.
- Increase number of faculty who can teach across the disciplines and bring their expertise to the new program. Additionally, one new faculty hire is in progress.

Recasting the program for the 21st century

Both the root discipline (business) and the applied disciplines (merchandising and hospitality) along with society are changing to reflect the move from a service economy to an experiential economy. This societal and economic shift creates the need for graduates who can work in traditional careers in merchandising and hospitality, as well as graduates who can seamlessly meet the demands of an ever changing economy. Students are seeking more flexibility in their degree programs so that they have more career options upon graduation. Students need to be global in their thinking; service, product, and consumer focused; and possess an understanding of aesthetics. The department can assist students in improving the service and experience economy and preparing for the experiential economy.

Meeting the University of Kentucky's Strategic Plan

The goals of this proposal links with the University's goals (cited in the University's Strategic plan for 2009-2014) in the following four ways:

1) By developing interdisciplinary courses (based on Goals 1 & 2)

Goal 1 Preparing Students for Leading Roles in an Innovation-driven Economy and Global Society

Goal 2 Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World beyond Its Borders

2) By expanding the internationalization of curricula (based on Goals 1 & 5)

Goal 1 Preparing Students for Leading Roles in an Innovation-driven Economy and Global Society

Goal 5 Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service

3) By promoting cultural competence (based on Goals 1 & 5)

Goal 1 Preparing Students for Leading Roles in an Innovation-driven Economy and Global Society

Goal 5 Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service

4) By enhancing engagement and outreach (based on Goals 1, 4 & 5)

Goal 1 Preparing Students for Leading Roles in an Innovation-driven Economy and Global Society

Goal 4 Promote Diversity and Inclusion

Goal 5 Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service

Student and Faculty Benefits

In evaluating the benefits of this proposal for students and faculty, we have envisioned the following based on the University of Kentucky's Strategic plan (2009-2014):

- Increased the opportunity for interdisciplinary courses (Goals 1 & 2)
- Increase student exposure to educational expertise of a diverse faculty (Goals 1 & 4).
- Increase faculty and student exposure to research and creative work through collaborative projects among the faculty (Goal 2).
- Increase student exposure to an in-house understanding of the dimensions of diversity presented and discussed from historical, psychological, and sociological perspectives to provide a depth of understanding and appreciation of difference, and its impact on society and work (Goal 4).
- Increase faculty and student participation in regularly scheduled international and domestic study tours that combine professional appointments and cultural visits (Goals 1 & 4).
- Increase student enrollment rates and graduation rates (Goal 1).

Faculty Productivity

In evaluating the implications of this proposal for increased productivity of faculty, we envision the following:

- Increased faculty opportunities for extramural funding for instructional development as well as research and outreach programs (Goals 1, 4, 5).
- Increased leverage for more resources for a multidisciplinary program.
- Faculty with common interest would be able to collaborate to enhance their teaching, research, and outreach concerns (Goals 1, 4, 5).

- Gain more flexibility for DOE. Faculty would be able to rotate responsibilities easier to accommodate research, teaching and outreach needs (Goal 5).
- Create the opportunity for a true Cooperative Extension Service outreach program between the disciplines.
- Open new funding opportunities across disciplines (Goals 1, 4, 5).

Enhanced student learning

In evaluating the implications of this proposal for enhanced student learning, we envision the following:

- Collectively possess the expertise and opportunities for student growth and competitiveness in global society (Goals 1, 2).
- Graduates would be globally, product, consumer and aesthetic focused and have the skill set necessary to be competitive as the experience economy evolves (Goals 1, 4, 5).

Table 1. A Comparison of Programs for Student Learning Enhancement

Merchandising, Apparel & Textiles		Hospitality, Management & Tourism		
Strength	Challenges	Strength	Challenges	Combined Efforts
	Student to faculty ratio: 37:1		Student to faculty ratio 33:1	Increased faculty will create the opportunity to re-distribute student advising
Number of faculty with broad experience in the interaction of consumer and industry		Faculty experience in the area. Overlapping of teaching expertise.	Limited faculty. Loss of two faculty members in 2010	Hired one new faculty member in 2012. Review of programs to see where overlaps occur in teaching, research and outreach
	Limited availability of research funds to enhance teaching content		Limited availability of research funds to enhance teaching content	Opportunity for collaboration between programs for research dollars
Well established internship program with industry globally		Well established internship program		Ability to combine internship programs to create a highly competitive internship program
Established study abroad program			Limited study abroad program	Combine efforts to enhance study abroad for both programs.
In-house historical, psychological, and sociological perspectives on consumer behavior			Utilizes other colleges' classes to fulfill this component of learning about culture and diversity	Ability to define cultural foundation based on the needs of both programs.

Evidence of previous HMT and MAT collaboration

Collaboration on research grants between HMT and MAT faculty:

- Rural Retailing and Tourism, HMT (Ham) and MAT (Jackson and Wesley), NIH, \$500,000.00,(Amount to UK as a collaborator (500.00), 2007 (unfunded)
- Chef Coats, MAT (Easter) and HMT (Roseman), agency, amount, 2008 (funded)
- Role of Small Tourism Businesses in Urban Tourism Development: A Case Study of Bluegrass Region, HMT (Brown) and MAT (Spillman, Lee and Joshi), Research Activity Award, \$2,970.24, 2010 (funded)

Graduate Student Work:

- MAT student, Huffman's thesis committee consisted of MAT faculty (Spillman and Wesley) and HMT faculty (Ham), Perceptual effects of docents' and costumed interpreters' dress on visitor experiences at historic sites, 2007
- MAT student, Evans, consulted with Shaker Village on revamping front-line employees' dress, 2009
- Graduate student, Malone, is now employed at Ashland: The Henry Clay Estate as the Director of Tour Operations, 2010

Undergraduate Student Work:

- Event planning – both MAT and HMT students are interested in event planning. ~~Fall 2010~~ The two respective student organizations for MAT and HMT have worked together since Spring 2011 on fund raising events to support student travel.
- Education abroad – HMT and MAT students traveled together to Paris, France during Summer 4 week in 2009 and Spring Break 2011.
- Promotion – both MAT and HMT students need to create displays that promote their product/service. Both MAT and HMT students use the principles and elements of design as the foundation for this career.
- Service-orientation – both MAT and HMT students will be more successful when they focus on customer relations. Perfecting service-oriented skills while adding experiential-oriented skills will make graduates highly sought by employers.
- Build on current success with international study programs and tours by expanding into global research. This goal has been realized in the Department of Dietetics and Human Nutrition but needs to be expanded into the MAT/HMT joint department.

Resources

The Dean has provided the following resources to support the restructuring process:

1. Appointment of interim chair to provide administrative and academic leadership to the department. A search for permanent Chair will be conducted at the end of the interim period.

2. A commitment of \$11,000.00 in new funding for TA support for the 2010-2011 academic year.
3. **A tenure-track faculty and a lecturer have been hired in HMT.**
4. Transfer of budget lines for current Hospitality, Management & Tourism faculty in the Department of **Dietetics and Human Nutrition** to the restructured department.
5. **Addition of one and half TA lines to the department to support the merger.**

In addition to the resources above, the department is negotiating with the Dean for the following:

1. Staff support at level 41
2. ~~Lecturer~~
2. Office space for faculty
3. Hatch funds
4. Extension faculty appointment

Faculty

Table 2. The current composition of faculty in the two programs is as follows:

Rank	Merchandising, Apparel & Textiles	Hospitality Management & Tourism	Combined
Full Professor	2	0	2
Associate Professor	3	1	4
Assistant Professor	1	2	3
Lecturer	0	1	1
Total	6	4	10

In addition to above faculty, the Dean has appointed an interim chair with the rank of associate professor. The interim chair is to serve through much of the reorganization process. After the reorganization process, the Dean has promised to conduct a search for a full-term appointment as chair. ~~Search is also underway to hire a tenure-track assistant professor by spring~~

~~2011.~~ The MAT program has one vacancy line (following resignation of a lecturer) for another lecturer. The department is using Part Time Instructors to fill the class needs, but plans to conduct a national search in Spring 13 to fill the vacancy line.

Staff

The Department is currently supported by a Staff Associate at level 39, but has identified the need for level 41 staff support.

Courses & Instructors

Course prefixes and numbers, course titles, and instructors for each program are provided in Tables 3 and 4 below. The combination of both areas and the added new hire provided by the Dean will help both programs meet the needs of the students.

Table 3. HMT Courses & Instructors

Course Prefix	Title	Instructor
HMT 120	Principles of Travel & Tourism	*Day, *Lu Swanson, Brown
HMT 210	Hotel Rooms Division Management	Swanson, Brown
HMT 270	Principles of Travel & Tourism	Brown, Swanson
HMT 308	Principles of Food & Beverage	**Perry
HMT 345	Information Technology in the Hospitality Industry	*Lu, Swanson
HMT 350	Hospitality Managerial Accounting	Payne (Adjunct) - Day
HMT 499	Hospitality & Tourism Internship	Brown, Swanson Day
NFS 342	Quantity Food Production	**Bastin
HMT 320	Hospitality & Tourism Marketing	New Hire, Brown *Day, Swanson
HMT 370	Event Management	** New Hire, Brown *Day, *Lu
HMT 360	Tourism Planning & Development	Brown, Swanson
HMT 460	Advanced Seminar in Hospitality & Tourism	Brown, Swanson , *Lu
HMT 470	Hospitality & Tourism Law & Ethics	Swanson, Brown
HMT 480	Trends Analysis for the Hospitality & Tourism Industry	Swanson, Brown
HMT 488	Strategic Management in the Hospitality & Food service Industry	Brown, Swanson PTI

*New faculty ~~hire is on going~~

**DHN Faculty

Table 4. MAT Courses & Instructors

Course Prefix	Title	Instructor
MAT 114	Introduction to Merchandising	Wesley, Joshi PTI
MAT 120	Textiles for consumers	Joshi , Easter, PTI
MAT 237	Aesthetics Experience in Retail	Joshi , PTI, Spillman
MAT 247	Dress and Culture	Spillman, Michelman, Joshi , Jackson, PTI
MAT 315	Merchandising Planning & Control	Lee, Joshi PTI
MAT 340	Professional Practice	Joshi , PTI, Michelman
MAT 350	Problem Solving in Merchandising	Michelman, Jackson, Spillman
MAT 414	Merchandising Strategy and Analysis	Wesley, Lee
MAT 425	Economics of Merchandising Sourcing	Lee, Wesley
MAT 470	International Merchandising (Online)	Jackson, Michelman
MAT 480	Study Tours (International & Domestic)	Jackson, Easter, Spillman, Wesley
MAT 490	Internship	Joshi , PTI, ALL
MAT 510 (MAT Elective)	Brand Management	Wesley
MAT 514 (MAT Elective)	Retail Entrepreneurship	Lee
MAT 515 (Elective)	Specification & Evaluation of Textiles & Apparel	Easter
MAT 520 (Elective & Rotated)	Textiles for Interiors	Easter
MAT 533 Rotated	History of Costume	Spillman
MAT 547 Rotated	Social & Psychological Aspects of Apparel	Spillman, Michelman
MAT 570 (MAT Elective)	E-commerce	Jackson

References

- Gilmore, J.H. & Pine, B. J. (2002). Customer Experience Places: The New Offering Frontier, *Strategy and Leadership*, 30 (4), 4-11.
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- Pine, J. & Gilmore, J. H. (1999). *Experience economy: Work is theater and every business a stage*. Boston, MA: Harvard Business School Press.
- Pine, J. & Gilmore, J. H. (July - August 1998). Welcome to the Experienced Economy. *Harvard Business Review*, 97-105
- Richards, G. (2001). The experience industry and the creation of attractions. In G. Richards (Ed.), *Cultural attractions and European tourism*. New York: CABI Publishing, pp. 55-69.