

**BOARD OF TRUSTEES  
UNIVERSITY OF THE DISTRICT OF COLUMBIA  
UDC RESOLUTION NO. 2019- 12**

**SUBJECT: Approval of a Bachelor of Science (BS) Degree Program in  
Hospitality and Tourism Management**

**WHEREAS**, pursuant to D.C. Code §38-1202.06(3), the Board of Trustees (“Board”) is authorized to establish or approve policies and procedures governing admissions, curricula, programs, graduation, the awarding of degrees, and general policy making for the components of the University; and

**WHEREAS**, pursuant to 8B DCMR §308.1, new associate, baccalaureate, and graduate degree programs may be added to the University curricula upon recommendation by the Faculty Senate and the President and after approval by the Board; and

**WHEREAS**, the mission of the School of Business and Public Administration (SBPA) is to provide business and public administration educational programs that will prepare its diverse students, residents and global citizens to become strategic, creative and ethical organizational leaders in their local, national and international communities; and

**WHEREAS**, the proposed BS in Hospitality and Tourism Management degree program supports the mission of both the University and SBPA; and

**WHEREAS**, the proposed BS in Hospitality and Tourism Management degree program will provide a seamless pathway to a baccalaureate degree for graduates of the Associate of Science in Hospitality and Tourism Management program at the University’s Community College; and

**WHEREAS**, the proposed BS in Hospitality and Tourism Management degree program will consist of a specific combination of hospitality management, business management and general education courses that will provide students with a sound working knowledge of not just hospitality management, but of management and leadership in general; and

**WHEREAS**, the Bureau of Labor Statistics (BLS), projects significant growth for the 2019-2026 period in both hospitality and business management industries locally and nationally; and

**WHEREAS**, the proposed BS in Hospitality and Tourism Management degree program has been approved by all required levels of the faculty and administration.

**NOW THEREFORE BE IT RESOLVED**, that the Board hereby approves the implementation of the Bachelor of Science in Hospitality and Tourism Management in

accordance with the proposal attached as **Appendix A**, provided that the funds required to implement the program shall not be obligated until they have been identified and reprogrammed within existing University resources.

Submitted by the Academic and Student Affairs Committee

April 18, 2019

Approved by the Board of Trustees:

April 30, 2019

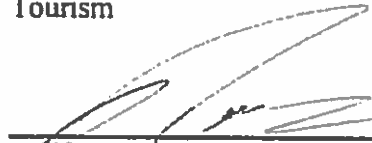
A handwritten signature in blue ink that reads "Christopher Bell". The signature is written in a cursive style and is positioned above a horizontal line.

Christopher Bell  
Chairperson of the Board

## APPENDIX A

**Transmittal Form**


**Type of Review Requested:** New Bachelor of Science Degree in Hospitality Management and Tourism

  
Department Curriculum Committee Chair Approval Date 12-11-2018

  
Department Chair Approval Date 12-11-2018

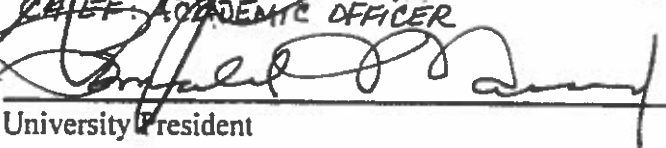
  
School Curriculum Committee Chair Date 12-11-2018

  
School Dean Date 12, 11, 2018

  
Faculty Senate Academic Policy Committee Chair Date 12-11-2018

  
President of the Faculty Senate Date 1/9/2019

  
Date 4/5/2019

  
CHIEF ACADEMIC OFFICER Date 4.8.19

University President Date

Board of Trustees Date

**UNIVERSITY OF THE DISTRICT OF COLUMBIA  
SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION**

**PROPOSAL FOR  
BACHELOR OF SCIENCE DEGREE PROGRAM  
IN  
HOSPITALITY AND TOURISM MANAGEMENT**

**Prepared by:**

**Scott King  
Associate Professor  
Director, Division of Business  
UDC-Community College  
and  
Racquel Brown Gaston, Esq.  
Associate Professor  
School of Business and Public Administration**

## **A. PROPOSAL FOR NEW DEGREE PROGRAM**

**Title of Proposed Program:** Hospitality Management  
**Name of Degree:** Bachelor of Science  
**Proposed Starting Date:** Proposed Start Date : Fall 2019  
**Number of Semester Hours:** 122

### **A. Type of review requested**

**New degree program for Bachelor of Science (BS) in Hospitality Management**

### **B. Description of proposed course changes**

The School of Business and Public Administration (SBPA), Department of Business Management is proposing a new degree program, the Bachelor of Science in Hospitality and Tourism Management, to be implemented in Spring or Fall 2019. The department has worked closely with the Director of the Hospitality Management program at the UDC Community College to develop a 2 + 2 program requiring either an Associates or Applied Associates of Science Degree in Hospitality Management or Hospitality and Tourism Management prior to entering the bachelor program. The new BS degree program will consist of a specific combination of hospitality management, business management and general education courses that will provide students with a sound working knowledge of not just hospitality management, but of management/leadership in general that will prepare them for professional level leadership positions in the hospitality industry.

### **❖ Program Rational:**

One of the goals set forth in UDC's Vision 2020 plan was the establishment of a Bachelor of Science in Hospitality and Tourism Management in the School of Business and Public Administration. In assessing the report, it was cited that SBPA has not yet met this goal. We are now proposing the Bachelor of Science in Hospitality and Tourism Management.

In the ever-expanding, multi-billion-dollar global hospitality industry, the need for management ready graduates is increasing significantly. According to the Bureau of Labor Statistics (BLS), service providing industries are projected to account for most of the job growth in the economy between 2010 – 2026. Among the Top-Ten growth industries 2016 – 2026, The Leisure and Hospitality Industry is ranked third with 1,319,000 projected growth. The service industries are expected to add approximately 43,506 jobs in the District of Columbia by 2024.

The UDC Hospitality and Tourism Management program is designed to prepare students with the knowledge and skills that will allow them to choose career paths that will successfully lead to upward mobility in the hospitality industry. Centered in a hospitality hub, experiences inside and outside of the classroom will provide students with opportunities to gain exposure and network with some of the leading hospitality organizations in the world.

It is important that the objective is to position our students for management level job opportunities and give them the ability to be competitive in the hospitality industry.

### **C. Program Feasibility**

Given the current in DC Metropolitan area, UDC will position itself to capture a lion's share of the hospitality student market, as we will be the only true four-year campus-based Hospitality program in Washington DC! With three of the area high schools, Columbia Heights Academy, Ballou High School, and Woodrow Wilson High School, providing hospitality programs through the National Academy Foundation (NAF), there is already a pool of targeted candidates to add to the UDC hospitality student population. Additionally, the creation of a four-year program will automatically link us to the NAF Hospitality Academies network across the United States, which will allow the program to attract students from across the country. National statistics show that 52% of NAF Hospitality graduates enroll into bachelor's degree programs.

There are also eight community colleges, PG Community College, NOVA, Montgomery College, Hagerstown Community College, Frederick Community College, Anne Arundel Community College, Baltimore County Community College, and Howard County Community College within 75 miles of UDC that offer AAS degrees in Hospitality and/or Culinary Arts. Given changes in degree requirements and qualifications demanded in the industry, many of these associate level graduates will be seeking to further their education and pursue a four-year degree. Articulation agreements with these schools will allow their graduates to obtain a four-year degree that may not be available to them otherwise.

Students who have not decided on a career track may enter the program at the Associate's level. After completion of the Associate degree, that can choose to transition into the bachelor's degree program under the 2 + 2 option. Students entering directly into the bachelor's program would be required to complete 24 credit hours in hospitality management courses at the community college and may have additional general education requirements. These students would pay tuition at the flagship rate.

**1. Need Assessment (including internal and external supporting data) NAF flyer attached.** The need for the Bachelor of Science degree in Hospitality and Tourism Management was determined in the development of the Vision 2020 plan for UDC. With the increasing demand for the bachelor's degree by employers, the Associates Degree in hospitality has become insufficient for students who want to transition into management, unless they have multiple years of previous hospitality experience. According to industry professionals, companies are looking for management minded students who can not only articulate what they have learned in the classroom but apply it as well. The skills offered in AAS/AA/AS programs are no longer sufficient for students to obtain employment within the management level of the hospitality industry. The associate degree may provide students with opportunities to secure entry level line positions in the hospitality industry. However, the BS degree will prepare them for the management ranks and creates a pathway to executive leadership positions. In the 2010

interview for the Program Review for the Hospitality Management and Tourism program, Dr. Henry Iroegbu recorded Karl Atlow, a recruiter for Marriott International, as saying "Marriott does not recruit from two-year programs".

## **2. Avoidance of duplication or overlap with existing courses or programs**

There is no overlap or duplication of courses in the Community College. The courses are unique to the baccalaureate degree program in Hospitality and Tourism Management and most are already part of the current business curriculum offered in the SBPA. Upper level Hospitality courses must be completed to substantiate the program as a quality Hospitality degree program.

## **3. Relationship with other programs/departments/schools/colleges currently in effect**

The Bachelor of Science degree in Hospitality Management will not have an adverse effect on any other programs. All successfully completed courses from the previous AAS and AS in Hospitality and Tourism from UDC-CC will be accepted and applicable to the Bachelor of Science in Hospitality and Tourism Management.

## **4 Standards of relevant accrediting agencies and/or professional societies, if appropriate**

SBPA will seek accreditation from the Accrediting Commission for Programs in Hospitality Administration (ACPHA). Since UDCCC (see below an email to Mr. Scott King who is in charge of the AS in Hospitality at UDCCC) will be undergoing its accreditation process, there will be reason to delay acquiring one for the BS once we have acquired employment and placement data. We would not have that data until at least three years out as the first set of graduates would happen in two years.

acpha <acpha@atlanticbb.net>

Reply all

Thu 8/23, 12:00 PM

King, Scott A.;

Executive Offices-ACPHA <info@acphacommission.org>

Inbox

Thank you for considering joining ACPHA. Since we would be reviewing and accrediting the associate degree which has been offered for 15 years, there would be no need to delay the process.

Furthermore, all full-time faculty must possess a PhD or master's degree in Hospitality or Business-related field, have bachelor's degree in hospitality and Tourism Management, a minimum of five years of management experience, and the Certified Hospitality Educator (CHE) designation. Faculty may be hired without the CHE but will be required to obtain the certification within their first year of employment. ACPHA requires the institution to have teaching faculty assigned to the program. There is no mandatory PhD requirement for accreditation. See below an email directly from ACPHA to Mr. Scott King regarding accreditation standards.



**From:** acpha [mailto:acpha@atlanticbb.net]  
**Sent:** Tuesday, December 04, 2018 9:43 AM  
**To:** King, Scott A.  
**Cc:** Executive Offices-ACPHA; Stephanie G Hein  
**Subject:** RE: Accreditation

“Thank you for your interest in ACPHA accreditation. The Standards regarding faculty credentials does not specify any degree specific. Obviously, programs will always have faculty, both full or adjunct that will have at least one degree higher than the degree offered by the program. In specific cases, adjunct faculty may not meet that specification but due to expertise in other fields, the program may elect to use them due to the unique background.”

**5. Number of students immediately affected if relevant. Projected enrollment if relevant.** Due to the quick turn-around time until fall 2019, enrollment in the UDC Hospitality Management Program, could potentially begin with approximately 15 students. With effective marketing, and recruiting activities, within the first two years of the program enrollment could potentially reach with approximately 10-13 students being part of the inaugural graduating class of 2020. See below from UDCCC Division Director.

**From:** King, Scott A. <[scott.king@udc.edu](mailto:scott.king@udc.edu)>  
**Sent:** Thursday, December 6, 2018 11:28 AM  
**To:** Sepehri, Mohamad <[mohamad.sepehri@udc.edu](mailto:mohamad.sepehri@udc.edu)>; Gaston, Racquel B. <[rgaston@udc.edu](mailto:rgaston@udc.edu)>  
**Subject:** BS, Hospitality

**Fall 2018 and Spring 2019 Grads**

Maynor Lopez  
Sade Boyea  
Jacqueline Washington  
Mawulawoe Guona  
Miriam A. Perlacio-Martinez  
Diana Kelly

**Fall 2019 and Spring 2020 Grads**

Michael Hardy  
Alex Simmons  
Fritza Camille  
Osman Milla  
Roxana Castillo  
Deidre Johnson  
Chandler Connelly  
Ebony Artu

**Graduates ready for Transition or already in BBA at Van Ness**

Nomvuyo Mkhabela  
Delmi Perez-Gonzalez  
Ernest Totimeh  
Taneeka Hughes  
Abel Demissie

Regards,

Scott

**6. Effect on student development, employment or program effectiveness, if relevant**  
The Bachelor of Science Program in Hospitality Management aims prepare students to transition into immediate management positions within the Hospitality and Tourism Industries. This program will include hospitality, business, and general education courses that are specifically designed to better prepare students for success in the industry. This specific combination of courses places emphasis on areas of business that will allow students to gain marketable skills and knowledge they will need to transition into positions in hotels, restaurants, and other hospitality and tourism service organizations.

**7. Adequacy and appropriate qualifications of current faculty and support staff.**  
The degree calls for at least ½ time faculty appointment in the first year, and such faculty can supervise the internships in the second semester junior year. The program also calls for one full time in the second year and two full time members in the third year. At such time, enrollment will be the determining factor for additional resources.

**8. Adequacy of current facilities (Proposed offices, classrooms, labs, etc.), supplies and equipment, and library and technical resources.**

The changes being requested will not necessitate a change in facilities, supplies, and equipment, at this time. Additionally, faculty will continue to require students to utilize the UDC library for its database of peer review journals, books, and other resources as another form of learning tool.

**9. Estimated costs, available funds, and probable funding sources**

**Resource Requirements**

Below is an estimated budget or summary of the expenses that will be incurred in order for the program to be successful. The first year will require one adjunct. The second year will require

the same adjunct and a full-time professor. It will also require professional development such as conferences. The third year and after will require 2 adjuncts the same full-time professor. It will also require professional development such as conferences.

## Proposed BS Hospitality and Tourism Management Revenues/Expenses Distribution

	<u>First Year</u>		<u>Second Year</u>		<u>Third Year</u>		<u>Fourth Year</u>	
	Fa '19	Sp '20	Fa '20	Sp '21	Fa '21	Sp '22	Fa '22	Sp '23
<b>Projected Enrollment</b>								
BS Hospitality/Tourism Mgt	20	20	40	40	50	50	60	60
Transferred from CC	40	40	60	60	75	75	90	90
<b>Total Enrollment</b>	<b>60</b>	<b>60</b>	<b>100</b>	<b>100</b>	<b>125</b>	<b>125</b>	<b>150</b>	<b>150</b>

<b>Projected Expenses</b>								
*Faculty (Full-Time)	0	0	44,000	44,000	44,000	44,000	44,000	44,000
Faculty (Adjunct)	3,500	3,500	3,500	3,500	7,000	7,000	7,000	7,000
Program/Admin Assistant	0	0	0	0	0	0	0	0
Professional Development	0	0	3,000	3,000	4,500	4,500	4,500	4,500
<b>TOTAL EXPENSES</b>	<b>3,500</b>	<b>3,500</b>	<b>50,500</b>	<b>50,500</b>	<b>55,500</b>	<b>55,500</b>	<b>55,500</b>	<b>55,500</b>

\* Conditioned upon enrollment

<b>Revenues</b>								
Tuition	253,64	253,64	426,96	426,96	539,04	539,04	653,32	653,32
	4	4	7	7	6	6	4	4
<b>TOTAL REVENUES</b>	<b>253,64</b>	<b>253,64</b>	<b>426,96</b>	<b>426,96</b>	<b>539,04</b>	<b>539,04</b>	<b>653,32</b>	<b>653,32</b>
	4	4	7	7	6	6	4	4

<b>Surplus/Loss</b>	<b>250,14</b>	<b>250,14</b>	<b>376,46</b>	<b>376,46</b>	<b>483,54</b>	<b>483,54</b>	<b>597,82</b>	<b>597,82</b>
	4	4	7	7	6	6	4	4

<b>Assumptions</b>					
Tuition (Resident)	4,030	Proportion Resident	95%	Tuition Increase Rate	1.00%
Tuition (Non-Resident)	7,978	Proportion Non-Resident	5%		

### Program Contents:

The Bachelor of Science Program in Hospitality Management aims at developing hospitality industry managers and professionals. It emphasizes both course work and practical experience in

preparing students for management-track positions in hotels, restaurants, and other hospitality and tourism service organizations.

The requirements are divided into seven areas:

<b>Program Areas</b>	<b>Credits</b>
1. Associates Degree	62
2. Business Requirements	30
3. General Education	6
4. Practicum/Internship	9
5. Hospitality Required Courses	9
6. Marketing Requirement	6
7. Foreign Language (Sequential)	6
<b>TOTAL</b>	<b>122</b>

**Program Objectives:**

1. To develop students as well-rounded individuals with knowledge of Business, Hospitality, Financial Management, and Ethics
2. To provide students with broad-based and working knowledge of the hospitality industry
3. To develop students with the skills and abilities to think critically in the execution of operating and problem solving in today's hospitality industry
4. To develop students with transferrable skills that span across all areas of business with emphasis on their application to the hospitality industry
5. To develop students with the ability to make strategic decisions regarding revenue maximization, cost controls, and asset management

**Proposed Hospitality Management Courses:**

**Credits\***

HGMT- 325	Hospitality Financial Management	(3)
HGMT- 400	Asset Management (Required)	(3)

HGMT- 410 Revenue Management (Required)	<u>(3)</u>
*Please see Hospitality Requirements below	(9)

**Program Requirements and Electives:**

**General Education Requirements:**

Discovery Writing	3
IGED- 391/39	3
	<u>6</u>

**Business Requirements:**

Business Statistics	3
Organization Theory and Behavior	3
Leadership	3
Marketing	9
Introduction to Management	3
Business Policy & Strategy	3
Legal Environment of Business & Commercial Law	6
	<u>30</u>

**Hospitality Requirements**

Hospitality Financial Management	3
Hospitality Asset Management	3
Revenue Management	3
Hospitality Practicum	<u>9</u>
	18

**Other Required Courses**

Foreign Language (Sequential)	6
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<b>Total Post-Associate Degree Credit Requirements</b>	<b>60</b>
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**Practicum Externship:**

The Practicum requirement can be met upon successful completion a minimum of 600 hours of approved hospitality industry experience. However, if a student's current place of employment is a hospitality establishment (i.e. hotel, restaurant); the student may use his/her

current place of employment as their internship site. The site must be approved by the Department's Chairperson. \*\*\*The requirement can be satisfied upon the successful completion of 600 hours outside of the students' current area of employment (i.e. front office, housekeeping, etc.). This experience can lead to full time employment offers or enhance the chances of gaining full time employment. The internship classifies as work experience, which organizations require as qualification for hire.

**Program Distinct Character:**

Like the industry that it represents, the proposed curriculum has an optimal level of business and hospitality courses that are reflective of the direction of the industry. As hospitality organizations move toward revenue management and asset management, these skills will provide the UDC student more than just a basic learning experience. As organizations in general are focusing on intellectual and human capital, corporate social responsibility, diversity and inclusion, and ethics, the infusion of critical business courses in the curriculum will provide the students with the skills necessary to adapt to these changing demands.

**APPENDIX A**

**FIRST SEMESTER**

Course #	Course Title	Credits	Prerequisites
FSEM-101C	First Year Seminar	1	(not required if direct entry into B.S. program)
IGED 110C	Foundations of Writing I Gen Ed	3	ENGL-015C or required placement test score
MATH-105C	Intermediate Algebra of higher	3	MATH-015C or required placement test score
HMGT-104C	Introduction to the Hospitality Industry	3	
IGED-250C	Discovery Technology – (Computer Applications in Business) Gen Ed* &**	3	
ECON-201C	Principles of Macroeconomics	3	
	<b>Total Credit Hours:</b>	<b>16</b>	

**SECOND SEMESTER**

Course #	Course Title	Credits	Prerequisites
IGED-111C	Foundations of Writing II Gen Ed	3	IGED-110C
MATH-116C	Finite Mathematics or higher	3	Intermediate Algebra or required placement test score
HMGT-110C	Front Office Management and Guest Services	3	HMGT-104C
FMBT-106C	Food and Beverage Operations	3	HMGT-104C
ECON-202C	Principles of Microeconomics	3	ECON 201C w/'C' or better
	<b>Total Credit Hours:</b>	<b>15</b>	

**THIRD SEMESTER**

Course #	Course Title	Credits	Prerequisites
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ACCT-201C	Principles of Accounting I	3	
IGED-260C	Discovery Science & Lab	4	
IGED-130C	Foundations of Oral Communication Gen Ed	3	
HMGT-200C	Hospitality Sales & Meeting Management	3	<b>HMGT-110C and FBMT-106C</b>
TRVL-100C	Dynamics of Tourism	3	
	<b>Total Credit Hours:</b>	<b>16</b>	

#### **FOURTH SEMESTER**

Course #	Course Title	Credits	Prerequisites
ACCT-202C	Principles of Accounting II	3	ACCT-201C w/ 'C' or better
BMGT-208C	Business Communications	3	HMGT-104C
HMGT-215C	Hotel Food and Beverage Controls	3	HMGT110, FSM106, and ACCT I
HMGT-211C	Hospitality Human Resources and Diversity Leadership	3	Sophomore Standing
FINA-214C-	Economics of Personal Finance	3	
	<b>Total Credit Hours:</b>	<b>15</b>	

<b>Total Credit Hours for A.S. Degree in Hospitality and Tourism Management: 62</b>
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### **SBPA Suggested Curriculum**

#### **FIFTH SEMESTER**



Course #	Course Title	Credits	Prerequisites
BGMT 304	Introduction to Management Sergey Ivanov, PhD Study of Complex Organizations; Nazhi Gali, PhD Entrepreneurship	3	
IGED-250	Discovery Writing	3	
BLAW 214	Legal Environment of Business (Racquel Brown-Gaston, Esq.)	3	
FIN 220	Business Statistics Tarsaim Goyal, PhD Operations Research	3	
MKTG 304	Introduction to Marketing Les Vermillion PhD Business Administration, Marketing Concentration; Anshu Arora, PhD Marketing	3	
	<b>Total Credit Hours:</b>	<b>15</b>	

#### SIXTH SEMESTER

Course #	Course Title	Credits	Prerequisites
HMG 390	Practicum in Hospitality Field	9	
BLAW 318	Commercial Law (Hospitality Section) (Racquel Brown-Gaston, Esq.)	3	
HMG 325	Hospitality Financial Management	3	ACCT 202
	<b>Total Credit Hours:</b>	<b>15</b>	

#### SEVENTH SEMESTER

Course #	Course Title	Credits	Prerequisites
MKTG 405	Marketing Strategy Les Vermillion PhD Business Administration, Marketing Concentration; Anshu Arora, PhD Marketing	3	MKTG304
SPAN-101	Spanish I	3	

HMGT-400	Hospitality Asset Management	3	Senior Status
BMGT-409	Organizational Theory and Behavior Donovan Collier, PhD Business: Sergey Ivanov, PhD Study of Complex Organizations	3	
IGED-391	Frontier Capstone	1.5	
	<b>Total Credit Hours:</b>	<b>13.5</b>	

### EIGHTH SEMESTER

Course #	Course Title	Credits	Prerequisites
BGMT-419	Business Policy & Strategy (Hospitality Section) Paul Bachman, DBA Management and Finance	3	Senior Status
		3	
BMGT-411	Leadership Nazhi Gali, PhD Entrepreneurship; Donovan Collier, PhD Business	3	
HMGT 401	Revenue Management	3	ECON102, HMGT110C
SPAN-102	Spanish II	3	
IGED -392	Frontier Capstone	1.5	
	<b>Total Credit Hours:</b>	<b>16.5</b>	

**Total Credit Hours for B.S. Degree in Hospitality & Tourism Management: 122**

Prerequisite(s): senior status Credit Hours

#### HMGT400 Hotel Asset Management

This course explores diverse aspects of hospitality asset management and hospitality finance. Students will learn how to assess and benchmark hotel performance and how to evaluate financial investment decisions. Students will learn about hotel operating metrics, feasibility studies, the financial implications of operational decisions and they will perform cost benefit analysis on operational drivers at a hotel asset. Prerequisite(s): Senior Status or chairperson permission 3 Credit Hours

#### HMGT 390 Hospitality Practicum

This internship is designed to give the student practical experience in both lodging and food and beverage areas. Rotational assignments incorporate both front- and back-of-the-house operations. It includes day, evening and weekend shifts. This experience will likely lead to full time

employment offers or enhance the chances of gaining full time employment. The internship classifies as work experience, which organizations require as qualification for hire.

Prerequisite(s): Junior Status  
9 Credit Hours

### **HMGT 325 Hospitality Financial Management**

This course presents how accounting information is used by management to analyze and measure the efficiency and profitability of a hospitality business. The course emphasizes the managerial uses of accounting data in decision making, preparation of budgets and variance analysis, relevant cost analysis, regression analysis and cost-volume-profit relationships. Prerequisite(s): ACCT 202 or equivalent, junior status.  
3 Credit Hours

### **HMGT 377 Revenue Management**

This course examines and illustrates the strategies, principles and techniques of revenue management as they relate to lodging, travel/tourism, food service and facilities management. The relationship between accurate forecasting, overbooking, reservation systems, marketing issues, pricing and e-commerce as they relate to financial decision-making is investigated. Students are required to analyze revenue management scenarios.  
Prerequisite(s): ECON 102, HMGT 110C  
3 Credit Hours

## **APPENDIX B**

### **The Washington DC Hospitality Outlook**

**Hospitality and Tourism by the numbers** ❖132 hotels in DC, 450+ in the DMV

- ❖ 2,233 restaurants
- ❖ 4 major sports venues
- ❖ 3 major airports
- ❖ Central Amtrak station
- ❖ 50+ tour companies
- ❖ 45 Performing Arts venues
- ❖ 2.2 mil. sq. ft. meeting space in DC, 4.4 mil. sq. ft. in DMV

### **Positioning of major Hospitality Headquarters**

- ❖ Marriott International – Bethesda, MD
- ❖ Hilton Worldwide – McLean, VA
- ❖ Choice Hotels – Rockville, MD
- ❖ Interstate Hotels – Arlington, VA
- ❖ Host Hotels – Bethesda, MD
- ❖ Kimpton Hotels – San. Fran., CA (10 hotels in DC)
- ❖ Crescent Hotels – Fairfax, VA
- ❖ Donahoe Hospitality Services – Bethesda, MD
- ❖ Hyatt Hotels – Chicago, IL (largest supporter, HBCU)
- ❖ Sodexo – Gaithersburg, MD

### **Student to Graduate growth potential**

- ❖ **Associate Degree Positions** Front Desk  
Front Desk Supervisor  
Housekeeping Supervisor  
Restaurant Supervisor
- ❖ **Bachelor's degree Positions**  
General Manager - Assistant General Manager – Sales Manager  
Front Office Manager – Director of Housekeeping - Guest Service Manager Food and Beverage Director – Restaurant General Manager - Beverage Manager

### **Program Enrollment Growth Potential** ❖Program start of 75-150 students

- ❖ Program base of 250-300 students
- ❖ Current AAS students and recent graduates and transfers
- ❖ Nationwide National Academy Foundation (NAF) high schools  
Columbia Heights Academy  
Woodrow Wilson High School  
Ballou High School

### **Accreditation and Affiliations**

- ❖Accrediting Commission on Programs in Hospitality Administration (ACPHA) ❖National Society of Minorities in Hospitality (NSMH)

### **Critical Link (program design)**

#### **Intentional Changes**

- ❖ All courses – Increase rigor, drive consistency.
- ❖ All courses – integrate tighter outcomes support.
- ❖ Accounting and Finance - 3 courses Integrate across the curriculum
- ❖ Revenue Management – standardize across programs.

**Integrate Industry-Driven Outcomes Across the Curriculum.**

1. Match outcomes driven by industry hiring preference
2. Map into courses, so that in each course thoroughly enhances the student experience.
3. There are specific course requirements which address and build on the outcome skills.
4. Assign course changes based on initial prioritization to faculty.

**“Critical Link” Learning/Experiencing Across the Curriculum**



Financial Analysis

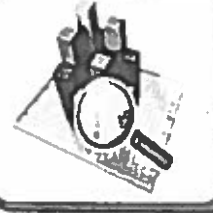


Professional Behavior




Forecasting and Inventory  
Management

**“Critical Link” Learning/Experiencing Across the Curriculum**




HMGT 210	HMGT 206	FBMT 108/ 205	HMGT 214	HMGT 350	HMGT 377	HMGT 400/ 460
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## Financial Analysis



HMGT 170	HMGT 168	FBMT 105/ 205	HMGT 210	HMGT 350	HMGT 377	HMGT 400/ 460
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## Professional Behavior



HMGT 218	HMGT 200	FBMT 106/ 205	HMGT 214	HMGT 350	HMGT 377	HMGT 400/ 460
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## Forecasting and Inventory Management

## Financial Plan and Impact

This financial plan has been prepared as a part of the proposed Bachelor of Science (BS) in Hospitality and Tourism Management program in the School of Business & Public Administration (SBPA) at the University of the District of Columbia (UDC).

### **Expenses Justification:**

**Faculty (Full-Time):** There are currently seven full-time faculty members in Management that will be able to teach the courses, and one new full-time professor may be hired in the second year of the program, enrollment being a condition. No additional full-time faculty members will be needed in the next four years.

**Faculty (Adjunct):** The first year will require one adjunct. The second year will require the same adjunct. The third year and after will require 2 adjuncts.

**Program/Admin Assistant:** Administrative support is available through the Management Department, and no additional assistants will be needed.

**Experiential Learning Activities:** The **practicum requirement** of a minimum 600 hours of approved hospitality industry experience approved by the Department's Chairperson can lead to full time employment offers or enhance the chances of gaining full time employment. The internship classifies as work experience, which organizations require as qualification for hire.

### **Revenues Justification:**

Given the current in DC Metropolitan area, UDC will position itself to capture a lion's share of the hospitality student market, as it will be the only four-year campus-based Hospitality program in Washington DC! With three of the area high schools, Columbia Heights Academy, Ballou High School, and Woodrow Wilson High School, providing hospitality programs through the National Academy Foundation (NAF), there is already a pool of targeted candidates to add to the UDC hospitality student population. Additionally, the creation of a four-year program will automatically link us to the NAF Hospitality Academies network across the United States, which will allow the program to attract students from across the country. National statistics show that 52% of NAF Hospitality graduates enroll into bachelor's degree programs. There are 13 students expected to graduate from UDCCC in fall 2019 and spring 2020 combined, notwithstanding the 5 who stand ready to enroll in the fall.

There are also eight community colleges, PG Community College, NOVA, Montgomery College, Hagerstown Community College, Frederick Community College, Anne Arundel Community College, Baltimore County Community College, and Howard County Community College within 75 miles of UDC that offer Associates degrees in Hospitality. Articulation agreements with these schools will allow their graduates to obtain a four-year degree that may not be available to them otherwise. Tuition is expected to increase 1% every year. Based on data from previous years, DC residents make up the majority of the students, at about 90%; the other 10% being non-residents, and tuition have been adjusted to reflect all that. Based on the assumptions and predictions, we expect to have surpluses every semester for the next four years.

**TO:** The Board of Trustees  
**FROM:** Managing Director of Finance *David A. Franklin*  
**DATE:** April 18, 2019  
**SUBJECT:** Bachelor of Science in Hospitality and Tourism Management

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### **Conclusion**

It is concluded that the projected financial impact resulting from the implementation of the Bachelor of Science in Hospitality and Tourism Management is positive. There is revenue potential and limited increases in cost, particularly in the first three years of the program. With respect to cost, most of the courses will be taught by existing full-time and adjunct faculty. Only one additional adjunct faculty member is projected to be needed over the first three years of the program, and that cost will be absorbed within the existing budget of the School of Business and Public Administration.

### **Background**

The Bureau of Labor Statistics projects a strong local and national employment demand for job opportunities in the hospitality management and tourism industry. However, the forecast regarding the demand for baccalaureate-trained employees is mixed. The Community College recently retained an outside firm to conduct a study of employment demand for the period of 2017-2027. The study identified only one high-demand position in hospitality and tourism management that requires a baccalaureate degree—the position of convention/event planner. On the other hand, there were significant numbers of high-demand jobs in a variety of local and national industries for workers with bachelor's degrees in business management.

Establishment of this program will clearly support the University's strategic plan initiative to improve enrollment pathway opportunities for Community College graduates who seek bachelor's degrees. Graduates of the recently approved Associate of Science in Hospitality Management will be able to transition to the BS in Hospitality and Tourism Management with no loss in credits, and thus will need only 60 additional credits to obtain four-year degrees. While it is the expectation of the SBPA that the hospitality management and tourism industry will increase its demand for baccalaureate-trained employees, UDC candidates who complete this degree will be well qualified to enter management positions in other industries. All but two of the upper division courses required to complete the BS in Hospitality and Tourism Management are also required to complete the BS in Business Management.



## **Financial Impact**

The proposed BS in Hospitality and Tourism Management will be supported by existing full-time and adjunct faculty teaching for the BS in Business Management program. The program is expected to start with 60 students (20 first-time-in-college and transfers and 40 transitioning from the CC), growing to 100 students by year three. While these forecasts are probably ambitious given the late approval of the program, the projected revenue will be positive even if it only realizes one-fourth of the expected enrollment. In the first two years of the program, it is anticipated there will be the need to retain one additional adjunct faculty member at a cost of \$3,500 per semester. That cost will be absorbed within the existing personal services budget of the School of Business and Public Administration.

This request has been approved based upon the information provided. There are no anticipated risks at this time.