

Hospitality Information Management Master of Science Self Study

Department of
Hotel, Restaurant and Institutional Management
College of
Human Services, Education and Public Policy
University of Delaware

14 W. Main Street – Raub Hall
Newark, DE 19716



OFFICE OF THE DEAN

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To: Bobby Gempesaw, Vice Provost for Academic and International Programs
University Faculty Senate Committee on Graduate Studies

From: Tim Barnekov, Dean 

Re: Permanent Status for Master of Science degree in Hospitality Information Management

Date: January 31, 2006

In my view, the Master of Science degree in Hospitality Information Management should be granted permanent status. Along several dimensions, they have had some impressive successes. Along some others, they still have work to do. Furthermore, in making the decision as to whether the HRIM graduate program should be granted permanent status, the impact of the decision on the HRIM undergraduate program should be considered. Currently, the HRIM program is ranked in the top ten undergraduate programs in the nation. I am concerned that discontinuation of the masters program would jeopardize the quality of the undergraduate program, undermine the scholarly productivity of the faculty, and cause damage to the reputation of the program in the hospitality industry.

What is most impressive about the performance of the program to date is the extent to which masters students have collaborated with HRIM faculty to develop conference papers and journal publications. By my count, over the last three years 14 conference papers have been jointly presented by the HRIM graduate students and faculty. Four to five papers have been published and several others are under review by hospitality journals. This demonstrates active involvement of the students in the research work of the faculty and, as a result, the educational experience of the students is enhanced and the ability of the faculty to conduct their research is strengthened. Graduates of the program has also demonstrated success in finding good positions in the hospitality industry in major firms such as ARAMARK, Cendant, and Radiant Systems. One graduate has gone on to a Ph.D. program in the Purdue University hospitality program.

The department has been able to develop a strong cadre of junior faculty with expertise in information technology. The prospect of a graduate program in hospitality information management played an important role in bringing these individuals to the University of Delaware. They are progressing well in their research programs and their further professional development will help strengthen the quality of the masters program. The continued opportunity to participate in a graduate level program focused on technology in the hospitality

industry will encourage these faculty to remain at UD and will be an important factor in attracting strong candidates for any future HRIM faculty positions. The department is starting to develop a distinctive niche in hospitality research and the masters program has been instrumental in its development.

The department has had modest success in recruiting applicants to the program. Since 2001, there have been 77 applicants. Forty two of these applicants were admitted (55 percent) and 28 enrolled (66 percent of those admitted). They have not yet met their projections of 8 to 10 new full-time students after three years. The pool of applicants has been small in part because of the newness of the program and perhaps because the program is narrowly focused on hospitality information management. I believe that this narrow focus will be an advantage in the long run but it may require a longer period of development.

The most difficult challenge facing the department is acquisition of funding for graduate students. Since 2003, the College of Human Services, Education and Public Policy has provided a significant proportion of the funding needed to support graduate students in the HRIM masters program. To date, HRIM graduate students have received just over \$190,000 in stipend support and less than 20 percent of this support has come from HRIM gift or other external sources. Nearly all of the graduate students in the program have received full or partial assistantships and without these assistantships it is doubtful that many of the students would have enrolled in the program, particularly since a high proportion of these students have been from outside the United States. College support has been drawn from supplemental funds and from the public service assistantship program. After this year, it will no longer be possible to continue the substantial college support for HRIM graduate students.

The department needs to develop a recruitment program that attracts a larger pool of applicants and especially more U.S. applicants so that the HRIM graduate program is less dependent on attracting foreign students who, in most cases, need assistantship support. The masters program will not succeed if every student requires financial support. The department also needs to generate external funding to regularly provide ten to twelve assistantships for first and second year students. Given the department's extensive relationships with major hospitality firms, there is significant potential for attracting the needed external support.

In summary, I believe that the HRIM masters program has made good progress in the development of the curriculum, the provision of research opportunities to both students and faculty, and in demonstrating that there are career opportunities for graduates of the program. A good deal more progress needs to be made in both recruitment of applicants and the development of external support for graduate student assistantships. The program should be granted permanent status with the condition that the program develop external funding over the next two to three years to support ten to twelve first and second year students.

cc: Fred DeMicco, Chair
Department of Hotel, Restaurant and Institutional Management

**Permanent Status Program Review for
Hospitality Information Management Master of Science**

**Evaluation Report
John C. Bernard and John E. Sawyer**

Objectives, Strengths, and Weaknesses

1. The original goal of the MS degree in Hospitality Information Management, stated generally, was to: i) develop students for careers as corporate hospitality information managers and ii) offer instruction to current hospitality information managers seeking further education in technology. It was also hoped to help students intending to pursue PhD's in this area.

The program appears to be succeeding well with the first part of their goal with good job placement success with their graduates, including what appears to be a strong connection with Cendant.

From the information provided though, there does not seem to be currently employed individuals joining the program as stated in the second part of their goal. There are only three part-time students enrolled in the program. This may be an area the program should address moving forward, either by reorienting their goals or through increased recruiting efforts.

2. The program is fully compatible with the Academic Priorities of the University, and we believe, a useful addition.

3. A major strength of the program is that it appears to have established a niche with their focus on information technologies. Being a new program, and competing with other top schools with established programs, having a unique emphasis has certainly helped in its establishment.

We do not see a lot in terms of weaknesses. One issue we had was the number of courses that are cross-listed as undergraduate and graduate. We would like to see some effort in the future to avoid these to make sure the classes are focusing on truly graduate level material. Since the department notes they are trying to get more faculty lines, I would suggest that if they do that they consider senior candidates, and or concentrate efforts to assure that the faculty have all necessary resources to continue to promote through the ranks. Currently, they seem over weighted with Assistant Professors relative to Full Professors, with 5 Assistants, 4 Associates and only 1 Full Professor available to advise research. We would also suggest more PhD faculty acting as student advisers, right now 3 of the 10 listed for students to select from did not have this degree.

Impact and Demand

1. We do not see any evidence of any significant negative impacts from the program on other sections of the University. If anything, the unique focus on information technology and management should have a positive impact on the University and its image. The focus of the program should also, if anything, help further collaborations between HRIM and other programs at the University.
2. The admission requirements for the program seemed to appear only in the original proposal included in an appendix, where they appeared to be clearly stated. There is no evidence to suggest that their criteria are not fairly implemented. The data on applications and enrolments does raise a couple concerns. Foreign applicants make up 65% of the applicant pool. Half of the enrolled students were foreign. There were only one Asian and one Black applicant, both of whom were admitted. We recommend that significant recruiting efforts be made to get more racial diversity into the applicant pool.
3. The document acknowledges some drop in enrollments which they attribute to post 9/11 and visa limits. While they believe this has changed, they have lowered their estimate from 12 new full time graduate students per year to 8. We believe this is a reasonable level to expect and sufficient to warrant permanent status, particularly given the size of their faculty. One concern regarding future enrollments would be what will happen if other programs institute a similar MS program with an emphasis on information technology. If this is a strong and growing area, it would be unlikely to continue as a truly unique program. Plans should be put in place regarding how to deal with future competition for students looking for this focus.
4. Their revised goal of 2 graduate students per faculty is reasonable, and will aid in making sure students receive strong mentoring and advising. We believe this fits well with the department's core value of "large enough to lead, small enough to care." We were impressed as well with the students they have had to conferences and working on publications. We view this as evidence that these students are receiving excellent attention and mentoring. However, broader participation in the research by more members of the faculty would help to spread the burden of research mentorship and probably give more attention to individual students.
5. We have not seen anything to clearly indicate that the students are faced with additional expenses beyond the traditional. HRIM 601 does list field trips for which it was stated the "University is not responsible for costs..." although it was unclear to me if that meant students needed to cover their own expenses.
6. The program appears to have strong support from the faculty. Of the 16 department faculty listed, seven are represented among the course syllabi submitted for this review. However, only four faculty members participated in the 21 graduate student research papers listed. Broader faculty participation in the research component of the program would strengthen the scholarly impact of the program on faculty research.

7. The document itself raises two concerns regarding resources: their current number of assistantships and number of faculty lines. However, given as discussed above their revised plan for fewer full time graduate students, we do not feel these factors limit the department's ability to support the program. We would still encourage the program to continue to be creative in developing funding for their graduate students using some of the methods they discussed.

Evaluation

1. While evaluating the graduate program under the University's General Education goals is not required, they were well addressed in the document.

2. Knowledge and skills expected of their graduates were well delineated. However values were not really touched upon. Some effort should be put into adding this component, especially since part of their mission is to prepare students for leadership roles.

3. Work needs to be done on the department's plan to evaluate and assess learning outcomes. To begin, Learning Goal #1 must be rewritten so as to be clarified. The other issue is that all learning goals appear to be measured through papers and presentations. It would be interesting to see some development of other methods of measurement or at least some intermediate ways to assess learning. For example, goal #1 is only measured by the student's final thesis or internship defense.

4. The placement data identifies three graduates pursuing further graduate education. One is identified as going to the Purdue University PhD program. The level and school is not identified for another and the third is pursuing an unidentified MS program at UD.

While the data on placement indicates 100% placement or further graduate study, there is no data presented regarding the job title, salary level, or level of employment. It would help to know if this employment is at a level commensurate with an advanced degree.

Additional Comments

We believe this program is a good addition to the degree offerings of the University and should be afforded permanent status.

In terms of additional comments, we would have appreciated more details in some areas, and some evidence to back some of the claims. For instance, the HRIM program here is referred to as being "a top ten program" but it is not stated where this ranking is coming from. It is also noted that faculty scholarly output has increased, but we were unable to find any 'before' comparison for analysis. More specific placement data should be kept.



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March 16, 2006

MEMORANDUM

TO: *Fred*
Fred DeMicco, Chair
Hotel, Restaurant and Institutional Management

FROM: *Bobby*
Conrado M. Gempesaw
Vice Provost for Academic and International Programs

SUBJECT: Faculty Senate - Permanent Status Program Review (PSPR)

Attached is the PSPR internal review for the M.S. in Hospitality Information Management. As part of the PSPR process (see <http://www.udel.edu/facsen/course/index.html#Final>, Timeline for PSPR), we request that the department write a brief response to this review and forward the documents to the appropriate college committee and/or the Dean's Office. The Dean's Office will then forward all the documents to the Faculty Senate (c/o Karren Helsel-Spry) so it can be considered for approval by the University Faculty Senate.

Please let me know if you have any questions.

dld
Attachments

cc: Avron Abraham, Faculty Senate President
Karren Helsel-Spry, Faculty Senate Office
Dean's Office, College of Human Services, Education and Public Policy



HOTEL, RESTAURANT AND
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May 8, 2006

MEMORANDUM

To: Timothy Barnekov, Dean, CHEP

From: Fred DeMicco, Professor and ARAMARK Chair, HRIM

Subject: Response to PSPR Master of Science review – Hospitality Information Management – Application for Permanent Status

The following responds to the committee's questions raised in the review, as outlined in the March 16, 2006 memorandum from Dr. Gempesaw (a copy is attached).

Response to page 1, Objectives, Strengths and Weaknesses, paragraph 3:

We currently have three part-time students. We believe we will attract more part time students due to the fact that all graduate courses have been moved to an evening time. In addition, we need to find the resources to advertise our program and the availability of a part-time program in our mid-Atlantic market. We will do this.

Page 1, Objectives, Strengths and Weaknesses, last paragraph:

We do currently cross list some of our graduate and undergraduate courses. This is due to resource issues mainly and the need for two additional faculty members in HRIM. We also teach as a service in the CHEP IT Interest area, which increases the number of IT courses that need to be taught, with a static number of faculty. I agree that we will need to move some of our current associate professors into the professorial rank. I anticipate several of our current HRIM IT assistant professors will advance to the associate level in the near future.

Page 2, Impact and Demand, point 2:

We are making a major effort to attract more U.S. students of color through career fair invitations of especially the historically black colleges and universities, a new "diversity" summit, and connections with other universities that have a more diverse student body is being developed. The Director of Graduate Studies has met with the Senior Vice President for Academic Affairs at Lincoln University, PA with an agreement for the Director to visit with upperclassmen in the fall and spring semesters. The goal is to recruit 1-2 students of color annually from the Department of Business and Information

to endow HRIM graduate assistantships in 2006. Additionally, the department will pursue opportunities with local Delaware hospitality and IT companies for a commitment of 1 graduate assistantship annually. Examples of such companies are: Delaware Business Systems, Delaware Park, and Forthill Company.

Page 3, Evaluation, point 2:

Values and ethics are discussed generally in all courses, especially in HRIM603 and HRIM604. For instance, one of the topics covered in the Issues in Hospitality Financial Management (HRIM604) course is fraudulent financial reporting. It looks at the antecedents, consequences and predictors of fraudulent reporting in corporations using ENRON and WORLDCOM as case studies. This subject heightens students' awareness of the pressures associated with management decision-making and the need for strong ethical values in one's corporate career.

The HRIM Graduate Committee will consider making ethics a learning goal.

Page 3, Evaluation, point 3:

The learning goals are under development presently at the University level for re-accreditation. HRIM has an Outcome Assessment Fellow and the learning outcomes will be further developed for both our undergraduate and graduate programs. In addition, the CHEP Graduate Council is developing college-wide outcomes assessment criteria for all graduate programs in the college and the HRIM Director is a member of this council.

Page 3, Evaluation, point 4:

One of the graduates is presently pursuing a M.S. in Accounting at UD (Yan Lin). The information on salary and job title will be provided.

Page 3, Additional comments:

We thank Dr. Bernard and Dr. Sawyer for their detailed review and suggestions to strengthen the M.S. program in the future. We also thank them for their comment that the HRIM M.S. program in Hospitality Information Management is a good addition to the degree offerings of the University of Delaware and should be afforded permanent status. We believe that strongly as well. We have attached the references for the two HRIM program ranking studies as a "top ten" program. With the addition of four new IT HRIM faculty at the assistant professor rank since 2001, clearly scholarly output has been augmented, although we have limited baseline figures to show this growth. With this self-study, we now have a solid base to make future comparisons. Indeed, more specific placement data will be maintained. Thank you.

Technology. Our existing partnership with the University of Technology, Jamaica has yielded a student of color annually.

Page 2, Impact and Demand, point 3:

The University of Delaware Master of Science in Hospitality Information management is a unique program. Surely there could be competition in the marketplace. The good news is despite the growth of outsourcing and consolidation in the IT sectors, more Americans were employed in IT this spring than at any time in the nation's history (April 24, 2006, Information Week). Fortunately our M.S. degree does cover more general hospitality management graduate courses, including finance, strategy, entrepreneurship, statistics/methodology, marketing to provide a solid foundation for future leaders. IT will continue to strongly integrate into the traditional functional area courses listed above. Other plans can include linking our M.S. with our on-campus and on-line bachelors degree for a potential three +two model, attracting international students, developing an online component to the current HIM degree and looking at a step up to a new future innovative IT doctorate (for our top M.S. graduates).

Page 2, Impact and Demand, point 4:

Broader participation by more faculty will take place as more students pursue a thesis option. In addition, four faculty are attending HITEC in Minneapolis, June 20-25, 2006, with six graduate students. The HRIM department co-sponsors an international conference every other year on hospitality and tourism with the University of Technology, Jamaica. This provides another avenue for faculty and graduate research presentations and publications. The expansion of mentoring is also presently underway.

Page 2, Impact and Demand, point 5:

On field trips, HRIM covers the majority of costs for the most part from a new professional travel fund.

Page 2, Impact and Demand, point 6:

The chair and director of the graduate program in HRIM will encourage additional faculty to participate in scholarly papers and presentations. Looking ahead, I see every graduate faculty member participating in scholarly presentations and/or papers. Currently, 4 of the 5 hospitality management functional area courses require a research term paper by the end of the courses. We believe this provides a sustained avenue for conference paper presentations and research publications while strengthening the research skills of our graduate students.

Page 3, Impact and Demand, point 7:

Graduate assistantships have been a goal and priority of the chair and the dean this year. Three separate foundation proposals have been submitted by the UD Development Office

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**HOTEL, RESTAURANT AND
INSTITUTIONAL MANAGEMENT**

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January 18, 2006

Dean Timothy Barnekov
College of Human Services, Education and Public Policy
University of Delaware
106 Alison Hall West
Newark, DE 19716

Dear Dean Barnekov:

This letter offers my strongest unequivocal support for the new Master of Science degree in Hospitality Information Management within the Department of Hotel, Restaurant and Institutional Management at the University of Delaware. After five years, we are now being considered for permanent graduate program status.

The HRIM program at UD is a top ten program in the nation. If you study the other fine programs in the top ten, you will see that all have a Master of Science degree and half have Ph.D. programs in HRIM. Strategically, to be a top ten program, a Master's degree within the program is essential. The master's adds credibility and production among faculty and graduate students within HRIM in scholarship and research specifically. It demonstrates a strategic scholarly mission of the program. But the "proof is in the pudding". Outcomes and scholarly productivity are what counts most. From my perspective, we have excelled in these areas. The addition of our Master of Science program has seen a prodigious enhancement of scholarly paper generation and presentations at scholarly and professional conferences. The graduate students have produced this research output in symphony with our fine faculty engaged in hospitality and tourism research and teaching. The emphasis is on information technology, information management and e-systems in our industry, which has been a worthwhile tactic. There is no other program like UD's in the world. Our unique focus on information technology in "Digital Delaware" has allowed us to attract the best and brightest graduate students from around the world. Our students are from diverse cultures and come from fields mainly outside of hospitality. This includes students from computer science, engineering, healthcare and business management. This synthesis of talented students from diverse fields of science allows the program to be creative, future focusing, and productive. The unique qualities have allowed the UD HRIM program to excel in the Hospitality Information Management field. Our diverse culture allows for a unique synthesis of information for solving problems and creating new knowledge to advance this field of science.

One of my main missions and charges coming to UD from Penn State University was building a top ranked and respected graduate program. We have been successful to date, having carved out a niche in the IT area, and gaining respect of our peers. In essence, the Department of HRIM at the University of Delaware is a stronger university because of this program. Our faculty have excelled with the graduate students as allies in research and scholarly work generation, and with their experience as partners in their teaching in IT laboratory classes.

The graduates of our Master's program are sought after by the top hospitality and IT companies in the world; Cendant, ARAMARK, Micros, Radiant Technologies, along with Ph.D. programs taking our MS graduates.

The self study attached goes into detail as to the scholarly accomplishment of papers published, research conducted and presentations presented by our students. Other graduate output includes grants from IBM to present scholarly papers, the Michael D. Olsen Research Achievement Award at the highest profile graduate conference in our field. UD Olsen Award winners come from peer programs, such as Cornell, Purdue and Hong Kong Polytechnic University.

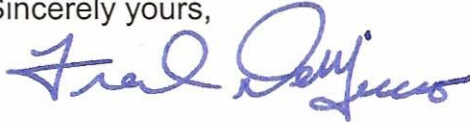
The graduate program has been under the leadership of Dr. Francis Kwansa and also credit goes to Dr. Ali Poorani, who has been filling in for Dr. Kwansa while he is on sabbatical this semester. Our numbers started out good, however, following 911 and international visa limits, our numbers dropped. I am pleased to say that this year saw a very strong and significant growth in numbers and quality of graduates for the Fall 2005 class. Another limiting factor is the lack of graduate assistantships and Graduate teaching assistantships. We are working on developing grant proposals to build graduate assistantships. In addition, we have been creative developing funding from local hospitality entities, such as the Delaware Restaurant Association and DEDO, and through corporation development. We have several other prospects and proposals for corporations (Cendant and the Marriott Foundation).

To enhance the program and make it continue to flourish, the following observations and recommendations are made:

Given our strong undergraduate demand (400 students) and need for additional faculty lines (documented in memorandum to Dean), the original estimate of 12 new graduate students per year may need to be revisited. It is my opinion that 8 new full time graduate students per year may be more appropriate. Thus, this would give HRIM approximately 16-18 full time graduate students or about 2 per graduate students per HRIM faculty members. This number will then be increased by part-time students. With this revised number, the quality of new graduate students can be maintained, faculty will be aided by graduate students in undergraduate teaching at UD, and faculty can guide and publish efficiently and effectively. In addition, this will be more in line with a reasonable level of graduate assistantships we can afford.

In conclusion, the HRIM Master of Science degree in Hospitality Information Management has enhanced the level of scholarly production, helped improve undergraduate teaching and assisted with public and professional service for the University of Delaware, the State of Delaware and the region. I am in full support that this graduate program should be granted permanent status and hopefully additional resources be made available to continue its upward trend. Thank you for all your support and I anticipate an exciting and excellent future full of enhancements brought about by our HRIM graduate degree in Hospitality Information Management.

Sincerely yours,

A handwritten signature in blue ink, appearing to read "Fred DeMicco", with a stylized flourish at the end.

Fred J. DeMicco, Ph.D.
Professor and ARAMARK Chair

THE UNIVERSITY OF DELAWARE GRADUATE PROGRAM SELF-STUDY

Executive Summary:

Over the past decade, the hospitality industry has seen an explosion of new technology and the advent of electronic commerce. To respond to these advances, hospitality companies need professionals who are knowledgeable about managing information in the context of a hospitality business.

The department of Hotel, Restaurant & Institutional Management (HRIM) offers an innovative masters program that weaves the threads of technology and hospitality together creating a new e-hospitality fabric.

The program, which offers a thesis option and a non-thesis option, requires 36 credit hours. Thesis candidates conduct a presentation of their thesis research in seminar format to faculty and submit a manuscript for publication.

Non-thesis candidates participate in an internship and compile a portfolio of completed projects that is presented orally to a panel.

The University of Delaware's Master of Science in Hospitality Information Management program prepares students for successful careers as hospitality information managers, consultants, and systems implementation professionals. The program also offers high-quality, professional-level instruction for current managers seeking to further their education by applying technology solutions in operational settings. Over the past five years, the HRIM HIM program has attracted outstanding students, provided solid in classroom and outside the classroom professional networking opportunities, placed our graduates with leading IT hospitality firms and doctoral programs. This self study presents HRIM's accomplishments since the inception of the new Master of Science in Hospitality Information Management.

Of note, since its inception, 71 applications have been received, with 42 students being accepted and 28 students enrolled. All graduates of the program are either employed in the industry or furthering their education in graduate programs.

**THE UNIVERSITY OF DELAWARE'S
DEPARTMENT OF
HOTEL, RESTAURANT & INSTITUTIONAL MANAGEMENT**

STRATEGIC PLAN

VISION, MISSION and CORE VALUE

VISION: "To be the international innovative leader in hospitality education, research and public services and the program of choice for recruiters seeking graduates for management and leadership positions" at the undergraduate and **graduate** level.

MISSION: The mission of the University of Delaware's HRIM program is to graduate students who are prepared to excel in the hospitality industry. Their academic experiences will be management based with activities in lodging, food service and other hospitality operations with an emphasis in technology throughout the curriculum. Of paramount importance will be their development as community and global citizens through leadership, study abroad opportunities and service learning experiences.

CORE VALUE:

"Large enough to lead, small enough to care"

Our students will be afforded a high level education with active mentoring by faculty, staff, industry professionals and fellow students. Students are expected to be proactive participants along with faculty in their education, which includes high standards of scholarship in the classroom, professional affiliations and participating in conferences. Students are required to be active thinkers and problem solvers. They must complete assignments on time and represent the integrity of the HRIM program. This includes adhering to high ethical standards, being active in the community and maintaining the highest levels of professionalism. HRIM students and professors share responsibility for education. Through this "small enough to care" partnership, our students are more likely to succeed and engage in lifelong learning and service.

*The following is excerpted from the April 2005
Strategic Plan developed by the Department of HRIM with the
Graduate component of strategic plan presented here.*

STRATEGIC PLAN:

**GRADUATE DEGREE: Master of Science in Hospitality
Information Management**

STRATEGIC OBJECTIVE

Recruit a qualified and diverse pool of graduate students with strong interest in hospitality information technology and management.

TACTICS:

- Recruit best candidates at career fairs and internally from UD undergraduate programs.
- Faculty and student participation in IT conferences.
- Prospect for funds for graduate assistantships and fellowships for minority students.
- Work with administration to identify facility resources.
- Expand opportunities for hands-on training for testing and evaluation of software and hardware for the hospitality industry.
- Work with our international partners to attract top students.
- Promote graduate student scholarship.
- Encourage graduate student research to be supported and published by industry partners, such as IBM.
- Identify opportunities to recruit students of color in the HIM program.

ACCOMPLISHMENTS OF NOTE:

- Eighteen applications received – Spring 2005 (eleven candidates were offered acceptance into the program)

- 5th Annual University of Delaware Michael D. Olsen Research Award, presented to Dr. Abraham Pizam, Dr. Cathy Hsu and Dr. Cathy Enz, Seattle, WA 2006.
- Increased faculty scholarly output, working with HRIM graduate students – (Graduate students noted by bold type)




**UNIVERSITY OF
DELAWARE**

HOTEL RESTAURANT AND
INSTITUTIONAL MANAGEMENT


**The UD Michael D. Olsen Research Achievement Award
Presented to**

**Dr. Cathy A. Enz of Cornell University,
Dr. Cathy H.C. Hsu of Hong Kong Polytechnic University
and
Dr. Abe Pizam of the University of Central Florida
at the 2006 Annual Graduate Student Conference**



The University of Delaware Michael D. Olsen Research Achievement Award honors Dr. Olsen of Virginia Tech for his contribution to the body of hospitality knowledge and for his mentoring of graduate students. Nomination criteria of scholars includes someone who has made a significant contribution through clear, sustained and focused research supported by funding, publications and presentations leading to important contributions to the body of knowledge in hospitality and tourism.

Dr. Michael D. Olsen Dr. Olsen commented, "It was wonderful to have so many excellent candidates to consider this year. The multiple awards represent the outstanding productivity of three scholars who have contributed significantly to the body of knowledge in hospitality. Their work demonstrates how important it is for all hospitality researchers to pursue the advancement of knowledge and to share it with academics and practitioners alike.




2006 recipients

Dr. Cathy A. Enz
Cornell University



Dr. Cathy H.C. Hsu
Hong Kong
Polytechnic University



Dr. Abe Pizam
University of
Central Florida

2005 recipient
Dr. Chekitan Dev
Cornell University

2004 recipient
Dr. Carol W. Shanklin
Kansas State University

2003 recipients
Dr. Barbara Almanza
Purdue University
Dr. Stowe Shoemaker
University of Houston

2002 recipient
Dr. Kaye Chon
Hong Kong Polytechnic University

Dr. Fred DeMicco stated, This year we had over a dozen scholars nominated for the Olsen Research Achievement Award. The three recipients are all solid researchers. Their research has been sustained over many years and has resulted in them being recognized as the authoritative scholars in their functional areas.

For additional information on the UD Olsen Award Endowment, please contact: Dr. Frederick J. DeMicco, HRIM, University of Delaware, Raub Hall, 14 W. Main Street, Newark, DE 19716, or electronically to FDeMicco@udel.edu.

Hospitality Information Management Graduate Student Research

Mozeik, C. and Kwansa, F. (2004). SBA Loans – Their role in hospitality financing with a look at Delaware. The Consortium Journal.

Douglas, A. and Miller, B. Harnessing Computer Simulation in Hospitality Education. 9th Annual Hospitality and Tourism Graduate Student Education and Research Conference. January 5-7, 2005. Houston, Texas.

Douglas, A., Miller, B., and Kwansa, F. (2004). Usefulness of a Virtual Simulation in Post-Secondary Education: Students' Perceptions. 2004 ISTTE Annual Conference Proceedings: "International Collaboration." September 26-28, 2004: Hong Kong, China.

Douglas, A., Miller, B., and Kwansa F. (2004). Using internet-based simulations in Hospitality Education: Bridging the Gap. 2004 Euro-Chrie Congress Proceeding: "Global issues and Trends in the Hospitality Industries." November 3-7, 2004: Ankara, Turkey.

Manion, C. and Miller, B. (2004) Computer-based Training and the Hospitality Industry. 10th Annual Hospitality and Tourism Graduate Student Education and Research Conference. January 5-7, 2005. Myrtle Beach, South Carolina.

Jackson, W. and Miller, B. (2004). Computer-based Training and the Hospitality Industry. 10th Annual Hospitality and Tourism Graduate Student Education and Research Conference. January 5-7, 2005. Myrtle Beach, South Carolina.

Lin, Y. and Miller, B. (2004) The Use of Learning Objects in Hospitality Organizations. 10th Annual Hospitality and Tourism Graduate Student Education and Research Conference. January 5-7, 2005. Myrtle Beach, South Carolina.

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Brinley, C. & Miller, B. (2006). Use Of Computer Based Training In K-12 School Foodservice Organizations. 11th Annual Graduate Education and Research Conference in Hospitality & Tourism Proceedings, January 5-7, 2006: Seattle, Washington.

Dede, P. & Miller, B. (2006). Computer-Based Training In Lodging Organizations. 11th Annual Graduate Education and Research Conference in Hospitality & Tourism Proceedings, January 5-7, 2006: Seattle, Washington.

RESEARCH PROPOSALS- HRIM 601

Fall 2003

- ❑ **Lily Kim:** *Relationship between hospitality frontline employee satisfaction and customer satisfaction.*
- ❑ **Yan Lin:** *Exploring customer centered web marketing in hotel industry.*
- ❑ **Brandon Toole,** *An evaluation of apparent abuse of airline prices and its negative effect portrayed to customers through price demand changes, rapid price fluctuations, and the non-refundable nature in which ticketing is performed.*
- ❑ **Terry Shelton:** *Improving hotel customer service with high tech.*
- ❑ **Nicole Jorlett:** *A comparative analysis of differences between traditional training programs and computer-based programs.*
- ❑ **Erhan Avinal:** *An empirical study of the importance of hotel web site features: A visitor oriented approach.*
- ❑ **Wayne Jackson:** *Identifying future spa management competencies.*
- ❑ **Celeste Mozeik:** *How does the restaurant industry deal with system downtime during service periods?*
- ❑ **Courtney Manion:** *Feasibility of destination spa franchising.*

Fall 2004

- ❑ **Dede, Peline:** *An analysis of it skills and competencies of full-service hotel technology managers*
- ❑ **Soycan,Tugba:** *Wireless Fidelity and its impact on hospitality industry*
- ❑ **Tanner: Adam:** *The use of tipping as an evaluation of service performance*
- ❑ **Yao, Lily:** *Outsourcing service jobs*

Fall 2005

- ❑ **Gocmen, Basak:** *The relationship between internet privacy concerns and purchase behavior*
- ❑ **Moreland, William:** *An examination of how golf state hotels were affected by the flox of refugees and flood affected Louisiana*
- ❑ **Nayar, Ajith:** *Why, when and how: The adaptation of Open Travel Alliance (OTA) standards for the online distribution of Hotel rooms*
- ❑ **Demirciftci, Tevfik:** *A comparison of data mining practices between lodging industry and other service industries.*
- ❑ **Learmont, Ivan:** *Increasing in-room technology increases guest satisfaction: using room control-centers to personalize the guest experience.*
- ❑ **Lumsden, Shelly-Ann:** *Hotel frontline employees' perception of self-service technologies (SSTs) on job security and its influence on work effort and organizational commitment.*
- ❑ **Ozdemir, Ozgur:** *An investigation of applicability of customer lifetime value in hotel industry*

HOTEL, RESTAURANT AND INSTITUTIONAL MANAGEMENT (HRIM)

MASTER OF SCIENCE IN HOSPITALITY INFORMATION MANAGEMENT

Planning Guide

Name of Student _____

GPA _____

Name of Advisor _____

Date Advised _____

Student I.D. # _____

Catalog Date _____

FIRST YEAR - Fall		
_____ Advanced Hospitality & Tourism Product Management	HRIM601	3
_____ International Hospitality and Service Management	HRIM602	3
_____ Multimedia Literacy	EDUC685	3
Total		9
FIRST YEAR - Spring		
_____ Strategic Management in the Hospitality Industry	HRIM603	3
_____ Issues in Hospitality Financial Management	HRIM604	3
_____ Hospitality Computer-Based Training	HRIM642	3
_____ Data-Mining Analysis in the Hospitality Industry	HRIM648	3
Total		12
SECOND YEAR - Fall		
_____ Management Systems in the Hospitality Industry	HRIM687	3
_____ Research Design and Methodologies	UAPP800	3
_____ Issues in Hospitality Information Technology Management	HRIM605	3
Total		9
SECOND YEAR - Spring		
Non-Thesis option		
_____ Hospitality Technology Internship	HRIM664	3
_____ Industry Project	HRIM668	3
or		
Thesis option		
_____ Master's Thesis	HRIM869	6
Total		6

HRIM TECHNOLOGY ELECTIVES		
_____ INFORMATION TECHNOLOGIES & SERVICES MANAGEMENT	HRIM140 ****	3
_____ FUNDAMENTALS OF INFORMATION MANAGEMENT, NETWORK & SYSTEMS	HRIM144 ****	3
_____ HOSPITALITY SERVICES MANAGEMENT	HRIM250	3
_____ HOSPITALITY & INDUSTRY WEB-BASED MARKETING	HRIM346 ****	3
_____ HOSPITALITY FRANCHISE MANAGEMENT	HRIM354	3
_____ INTERNET LITERACY	HEPP433 ****	3
_____ HOSPITALITY COMPUTER BASED EDUCATION	HRIM442 ****	3
_____ DATA-MINING ANALYSIS IN THE HOSPITALITY INDUSTRY	HRIM448 ****	3
_____ ENTREPRENEURSHIP IN HOSPITALITY	HRIM458	3
_____ MANAGEMENT SYSTEMS IN THE HOSPITALITY INDUSTRY	HRIM487	3

This is only a planning guide. Please refer to your Course Catalog for official course requirements.

Graduate Students
Hospitality Information Management

Name	Entry Term	Exit Term	GPA Grad	GRE V	GRE M	GRE Total	GMAT	Ethnicity
Year 1 -- 2 students								
Lorenz, Jason	01F	03S	3.8	350	560	910		C
Yilmaz, Salim	01F	03S	3.81				530	F
Year 2 - 7 students								
Brinley, Colleen	02F	part time	3.68	420	500	920		C
Chiesa, Gina	02S	03S	3.52	360	530	890		C
Douglas, Alecia	02F	04S	3.94	430	590	1020		F
Jiang, Shan	02F	04S	3.81	620	720	1340		F
Mozeik, Celeste	02F	part time	3.77				350	C
Silver, Jasen	02F		3.00	360	370	730		C
Yagci, Ismail	02F	04S	3.50				460	C
Year 3 - 8 students								
Avinal, Erhan	03F	05F	3.81	330	790	1120		F
Jackson, Wayne	03F	05J	3.57	470	480	950		F
Jorlett, Nicole	03F		3.66	260	490	850		C
Kim, Hyoseung	03F	05S	3.50				550	F
Lin, Yan	03F	05S	3.84	780	800	1580	640	F
Manion, Courtney	03F	05F	3.30	500	780	1280		C
Shelton, Terry	03F		1.27	550	620	1170		C
Toole, Brandon	03F	part time	3.51	330	490	820		C
Year 4 - 2 students								
Soycan, Tugba	04S	06S	3.34				270	F
Dede, Pelin	04F	06S	3.93				420	F
Year 5 - 9 students								
Demirciftci, Tevfik	05F	07S	3.77				550	F
Gocmen, Basak	05F	07S	3.44	340	580	920	430	F
Learmont, Ivan	05F	07S	3.77	360	650	1010		B
Lumsden, Shelly	05F	07S	4.00	310	510	820		F

Graduate Students
Hospitality Information Management

Montgomery, Allison	05F	07S	3.88	440	640	1080		C
Moreland, William	05F	07S	4.00	540	550	1090		F
Nayar, Ajith	05F	07S	4.00	570	270	840		A
Ozdemir, Ozgur	05F	07S	4.00				620	F
Tanner, Adam	05F	07S	4.00	480	720	1200		C
Total - 28 students								

Hospitality Information Management Application Statistics

2001 Applicants									
Previous College - Bachelor's Degree	Total	Total Accepted	Total Enrolled	Asian	Black	White/ Enrolled	Foreign/ Enrolled		
Akdeniz University Turkey	1	1	1				1/1		
University of Delaware	3	1	1			3/1			
Total Applicants - all	4	2	2			3/1	1/1		
Percent	100%					75%/50%	25%/50%		
Avg GRE Verbal and Math	765								
Avg GRE Verbal, Math and Analytical	1170								
2002 Applicants									
Previous College - Bachelor's Degree		Total	Total Accepted	Total Enrolled	Asian	Black	White/ Enrolled	Foreign/ Enrolled	
Dokuz Eylul University Turkey	1	1	1					1/0	
Istanbul Teknik Universitesi Tur	1	1	1	1				1/1	
Oklahoma State University	1	1	1			1/0			
Osmania University India	1							1/0	
SUNY Inst of Tech at Utica/Rome	1	1	1	1		1/1			
University of Delaware	4	4	3			4/3			
University of Technology Jamaica	1	1	1					1/1	
Xavier University Philippines	1							1/0	
Xidian University China	1	1	1					1/0	
Total Applicants - all	12	10	7			6/4		6/3	
Percent	100%					50%/57.1%	50%/42.9%		
Males	5	5	2			3/1		2/1	
Females	7	5	5			3/3		4/2	
Avg GRE Verbal and Math	916	960	980						
Avg GRE Verbal, Math and Analytical	1405	1467	1482						

Hospitality Information Management Application Statistics

2003 Applicants							
Previous College - Bachelor's Degree	Total	Total Accepted	Total Enrolled	Asian	Black	White/ Enrolled	Foreign/ Enrolled
Akdeniz University Turkey	1						1/0
Chinese Culture University Taiwan	1						1/0
Chulalongkorn University Thailand	1						1/0
Fudan University China	1	1					1/1
Hankuk Univ of Foreign Studies	1	1	1				1/1
Marmara University Turkey	1	1	1				1/1
Other Institution	1						1/0
Shanghai Jiaotong University China	1	1					1/0
SUNY Coll Technology Delhi	1	1		1			1/1
Susquehanna University	1	1		1		1/1	
Taipei Medical College Taiwan	1						1/0
Truman State University	1	1					1/0
University of Alabama Tuscaloosa	1						1/0
University of Delaware	5	3	2			4/2	1/0
Widener University	1	1	1			1/1	
Xavier University Philippines	1						1/0
Total Applicants - all	20	11	8			6/4	14/4
Percent	100%					30%/50%	70%50%
Males	8	6	4			2/2	6/2
Females	12	5	4			4/2	8/2
AVG GRE Verbal and Math	1068	1184	1137				

Hospitality Information Management Application Statistics

2004 Applicants									
Previous College - Bachelor's Degree		Total	Total Accepted	Total Enrolled	Asian	Black	White/ Enrolled	Foreign/ Enrolled	
Beijing Union University China		1	1					1/0	
Bilkent University Turkey		1	1	1				1/1	
Chulalongkorn University Thailand		1						1/0	
Kelo University Japan		1	1					1/0	
Marmara University Turkey		1	1	1				1/1	
No college records found		1					1/0		
Osmania University India		1						1/0	
Pennsylvania State University		1					1/0		
SUNY Binghamton		1					1/0		
SUNY Coll Technology Delhi		1						1/0	
University of Economics - Varna		1	1					1/0	
University of Nairobi Kenya		1						1/0	
University of Technology Jamaica		1						1/0	
Varna University of Economics Bu		1	1					1/0	
Washington State University		1						1/0	
Total Applicants - all		15	6	2			3/0	12/2	
Percent		100%					20%/0%	80%/100%	
Males		6	2	0					
Females		9	4	2					
AVG GRE Verbal and Math		1083	1200						
AVG GMAT				370					

Hospitality Information Management Application Statistics

2005 Applicants									
Previous College - Bachelor's Degree	Total	Total Accepted	Total Enrolled	Asian	Black	White/ Enrolled	Foreign/ Enrolled		
Bangalore University India	1	1	1	1/1					
Bilkent University Turkey	2	2	2					2/2	
College of New Jersey	1	1	1			1/1			
Ege Universitesi Turkey	2	1	1					2/1	
Franklin University	1							1/0	
Miami University Oxford Ohio	1	1	1			1/1			
National Technical Univ of Ukrai	1	1						1/0	
Tongji University China	1	1						1/0	
University of Delaware	4	1	1		1/1	3/0			
University of Madras India	1	1						1/0	
University of Technology Jamaica	2	2	2					2/2	
Varna University of Economics Bu	1	1						1/0	
Yuan-Ze Institute of Technology	1							1/0	
Yuan-Ze University Taiwan	1							1/0	
Total Applicants - all	20	13	9			5/3		13/5	
Percent	100%			5%/11.1%	5%/11.1%	25%/22.22%	65%/55.56%		
Males	10	8	6	1/1	1/1	3/1		5/3	
Females	10	5	3			2/1		8/2	
AVG GRE: Verbal and Math	1011.43	1037	994.29						

Hospitality Information Management
Master of Science
Career Placement

Name	Year of Graduation	Position	Company
Gina Chiesa	May-03	Accounting Coordinator	InterContinental
Salim Yilmaz	May-03	Owner, President, CEO	SESA Marble Co., Ltd.
Jason Lorenz	May-03	Assistant Director	ARAMARK
Shan Jiang	May-04		continuing graduate school
Ismail Yagci	May-04	Project Manager	Cendant
Alecia Douglas	May-04	Graduate Student	Purdue University – Ph.D. program
Lily Kim	May-05	Travel Analyst, Global Procurement & Corporate Travel	Cendant
Wayne Jackson	May-05	Vice-President – Academic & Student Affairs	Western Hospitality Institute
Yan Lin	May-05	Graduate Student	University of Delaware - MS
Courtney Manion	Dec-05	Senior Consultant	Radiant Systems
Erhan Avinal	Dec-05	Application Developer/Engineer	Cendant
Part Time Students			
Colleen Brinley		Assistant in Food & Nutrition	Cecil County Public Schools
Celeste Mozeik		Culinary Arts and Nutrition Instructor	Christina School District
Brandon Toole		Inventory Control Manager and IT Support Staff	Ethan Allen, Inc.
Students on Internship			
Pelin Dede	May-06	Implementation Specialist	MICROS
Tugba Soycan	May-06		Applied Card Systems

Advisement Handbook

<http://www.hrim.udel.edu/grad/gradhandbook.pdf>

Outcome Assessment of Learning
HRIM
Master of Science in Hospitality Information Management

Learning Goals for the Master of Science Program

Learning Goal 1: Students will demonstrate knowledge gain of strategic planning by applying the four steps of the co-alignment model and principles by applying them to the research, synthesis and evaluation of environmental scanning data to develop and present a strategic plan.

Assessment of Learning Goal 1

Students present a major project and are graded on all the components of the data collection and synthesis in developing a strategic plan for a business. The project paper is prepared and evaluated. An oral presentation with a sophisticated PowerPoint presentation is developed.

Measurement Matrix for Goal 1

- The final thesis or internship defense during the graduate student's final semester is an assessment of this important learning goal.
- Students conduct research projects using the co-alignment model as the underpinning of the theory.

Learning Goal 2: Students demonstrate effective skills in oral and written presentation techniques, incorporating the tools of technology. These skills include the scanning of literature and remote environment utilizing technology tools (search engines, search bots, etc.), synthesizing, organizing and presenting both written reports and oral presentations. The information (using technology tools) is presented to professionals and IT clients.

Assessment of Learning Goal 2

For each class, students will research and prepare a written report that will be evaluated by the professor for their respective course. In addition, an oral presentation is presented to fellow students and faculty. The entire project is evaluated and graded for effectiveness in research, synthesis of information,

organization and structure of the presentation and paper, appropriate grammar, syntax and effective use of writing style and oral presentation utilizing presentation tools.

Measurement of Learning Goal 2

In addition to the final tangible product (e.g. the paper project/presentation), all of our graduate students present at professional and scholarly conferences. The graduate students present their papers with faculty present. Feedback is provided by synthesizing comments from the professionals in attendance. A list of HRIM graduate student presentations is listed in the Appendices.

Learning Goal 3: Students will be able to demonstrate an understanding and application of hospitality and tourism information management technology skill sets, which include IT system design to organize hotels and restaurant systems, computer based training, data mining, website design and evaluation of an optimized website for business effectiveness, strategic planning, financial management, new product development and new venture creation, e-marketing, web based marketing, international service development and integration of IT and MIS (systems).

Assessment of Learning Goal 3

For all of the above stated subject content for learning goal 3, students will develop an IT model and present it as a project paper (written and oral presentation), which is evaluated by the course instructor. This is a tangible product that is comprehensive and purposeful.

Measurement Matrix for Goal 3

The final project is submitted for presentation and subjected to a peer review at scholarly and professional conferences. Students also will be asked questions (see appendices for scholarly paper presentations) during the final defense. The thesis option will include many components of the academic course work, which will be assessed by the graduate committee at the defense and by other faculty and students in the open campus defense presentation. Students who complete the non-thesis option are expected to utilize their knowledge gained from all courses to solve an industry problem at the company they are interning. They are formally evaluated by the company and present the project to a panel consisting of industry IT executives and professors in the program. All content of the degree is assessed for demonstration of knowledge gain.

Summary

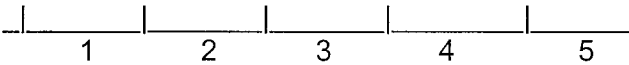
We take the assessment of learning outcomes very seriously to be certain that our HRIM HIM M.S. graduates are prepared to have an impact at the next level. We have been successful placing our graduate students with high profile IT and hospitality firms. We also have determined that we have a void in our curriculum in the area of project management. This will be addressed in the near future as a curriculum revision.

We acknowledge that student outcome assessment is ongoing and has to be an integral component of a successful world class leader in hospitality IT graduate program. We will continue to use these assessment exercises, plans and results to base our future curriculum and program policy decisions to make improvements and enhancements in the HRIM Master of Science in Hospitality Information Management program.

HRIM 668
INDUSTRY PROJECT – PRESENTATION TO PANEL
EVALUATION FORM

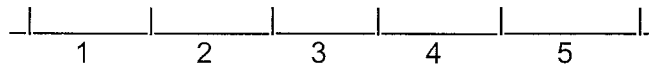
Student's Name _____

Instructions: Rate each presenter on the scale provided, where 5 is the highest and 1 the lowest rating, and provide summary comments

1. Clarity of project's purpose. 

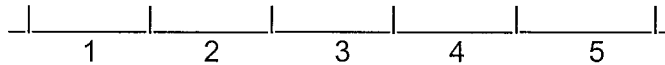
Comments:

2. Clear identification and description of tasks accomplished for the project (eg. problem identification, budget preparation, developing plan of action etc.)



Comments:

3. Show connection of project to relevant graduate courses of study.



Comments:

4. Use and quality of visuals (eg. power-point, handouts).

1	2	3	4	5	

Comments:

5. Overall quality of presentation (eg. organization, preparation, communication etc.)

1	2	3	4	5	

Comments:

Please return to Director of Graduate Studies.
Thank You.

DEPARTMENT CONTACT INFORMATION

Srikanth Beldona	Asian/Pacific	M	Assistant Professor	(302) 831-6192	beldona@udel.edu	202 Raub Hall
Cihan Cobanoglu	Caucasian	M	Assistant Professor	(302) 831-4881	cihan@udel.edu	204 Raub Hall
Ron Cole	Caucasian	M	Assistant Professor	(302) 831-6514	rpc@udel.edu	208 Raub Hall
George Conrade	Caucasian	M	Assistant Professor	(302) 831-6476	gconrade@udel.edu	207 Raub Hall
Pamela Cummings	Caucasian	F	Associate Professor	(302) 831-6207	cummings@udel.edu	209 Raub Hall
Fred DeMicco	Caucasian	M	Professor	(302) 831-6077	fdemicco@udel.edu	105 Raub Hall
Joe DiGregorio	Caucasian	M	Assistant Professor	(302) 831-0501	jdg@udel.edu	Vita Nova
Debbie Ellingsworth	Caucasian	F	Assistant Professor	(302) 831-0501	de@udel.edu	Vita Nova
Julie Fagan	Caucasian	F	Director of Restaurant Operations	(302) 831-0500	juliep@udel.edu	Vita Nova
Francis Kwansa	Black/African American	M	Associate Professor	(302) 831-6083	kwansa@udel.edu	116 Raub Hall
Bernd Mayer	Caucasian	M	Instructor	(302) 831-0500	bmayer@udel.edu	Vita Nova
Brian Miller	Caucasian	M	Assistant Professor	(302) 831-6186	blm@udel.edu	202 Raub Hall
Robert Nelson	Caucasian	M	Associate Professor	(302) 831-6455	bnelson@udel.edu	115 Raub Hall
Ali Poorani	Caucasian	M	Associate Professor	(302) 831-6353	poorani@udel.edu	201 Raub Hall
Paul Sestak	Caucasian	M	Associate Professor	(302) 831-8553	sestak@udel.edu	206 Raub Hall
Paul Wise	Caucasian	M	Professor Emeritus	(302) 831-6834	pwise@udel.edu	212 Raub Hall

Hospitality Associates for Research and Training HART

HART was created for the purpose of conducting research, offering consultative services, and conducting training and education programs for organizations outside of the University of Delaware. HART can assist in any or all phases of the research process, including:

- Problem identification
- Determination of objectives
- Survey instrument development
- Data collection, coding and statistical analysis
- Generation of recommendations and strategies
- Report creation and presentations

HART has engaged in the following:

Research

- A study of visitors to the Dinosaurs Exhibit held at the Bank One Center at the Wilmington Riverfront

Consulting

- Advised on the design of the web site for a quick service restaurant company
- Advised on the selection and implementation of a property management system for an Asian hotel company

Training

- Developed and conducted a customer service program based on emotional intelligence for front office and VIP personnel of several casinos in Atlantic City, New Jersey

Executive Seminars

- Accounting for Non-Accounting Hospitality Managers
- Balanced Scorecard
- Coaching and Counseling in Context
- Customer Relationship Management
- Financial Control
- Financial Management
- Impact of Tourism Development
- Management Information Systems
- Managing Change
- Managing in the Service Industry
- Organizational Behavior
- Problem Analysis and Decision-Making
- Project Management

Facilities

Raub Hall is home to the Department of Hotel, Restaurant and Institutional Management and is located on the corner of Main Street and North College Avenue. An office has been designated the Graduate Student Office, which is approximately 8' x 12' and includes only 3 desks, 3 computers and 1 telephone. Currently we have 11 full time and 3 part-time graduate students working out of this office. The Chair has requested additional space in Willard Hall.



Vita Nova/Foodservice Laboratory is managed by the Hotel, Restaurant and Institutional Management (HRIM) Department and is located on the second floor of the Trabant University Center. The laboratory consists of Vita Nova, a student operated, 65-seat dining room open to the public; a display kitchen; the Copeland Vinotek wine cellar; the Darden Bistro; and a teaching and demonstration kitchen with state-of-the-art video and satellite capabilities. It has the Micros 9700 Point of Sale IT system with wireless handhelds. In addition, a web based customer service "e-comment" card was executed in 2005.



Courtyard by Marriott at the University of Delaware is operated by the Shaner Hotel Group and is located on Pencader Way. The hotel provides on-campus lodging for alumni, parents, guests and conference attendees and enhanced educational experiences for students in the Department of Hotel, Restaurant and Institutional Management. Also included is an experimental guest room, "X-Room", where new IT products are tested.

