



**UCF ROSEN  
COLLEGE OF  
HOSPITALITY  
MANAGEMENT  
STRATEGIC  
PLAN:  
*VISION 2025***





UNIVERSITY OF CENTRAL FLORIDA

# UCF ROSEN COLLEGE OF HOSPITALITY MANAGEMENT STRATEGIC PLAN: VISION 2025

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## MESSAGE FROM THE DEAN

It is my honor to share with you the UCF Rosen College of Hospitality Management Strategic Plan: Vision 2025. At UCF Rosen College, we believe in the principles of leadership, professionalism and service, and this is reflected in everything we do. It's not only our mission, but also our responsibility to instill this philosophy in the future leaders of the hospitality and tourism industry as we seek continued growth and excellence in our field.

This Strategic Plan was developed through many months of contemplative analysis by faculty and staff to produce a document that exemplifies the mission, vision, values and service promise of UCF Rosen College. The college's goal is not only to be the best in the country, but globally. Here are some key factors to the college's success:

- Highly-experienced faculty in the fields of events, entertainment, destination marketing and management, foodservice, hospitality management, lodging, restaurant management, theme parks and attractions, tourism marketing and management, senior living management
- Four top tier journals:
  - International Journal of Contemporary Hospitality Management
  - International Journal of Hospitality Management
  - Journal of Destination Marketing & Management
  - Journal of Hospitality and Tourism Insights
- One research magazine: Rosen Research Review
- Advisory Boards to share contemporary real-world insights
- Industry engagement
- Internationally-recognized researchers in tourism destination planning and development, sustainability and resilience, event operations and management, image and branding, sports events and sports tourism, fairs and festivals, tourism, crises and disasters and nature-based tourism
- Extensive international networking opportunities in the public, private and governmental sectors
- Excellent online educators at the undergraduate and graduate levels.

In reviewing the UCF Rosen College of Hospitality Management Strategic Plan you'll see the clear focus of our view for the future. As we move forward, we trust that the initiatives herein will lead us on a path that will provide unparalleled opportunities for growth.



*Youcheng Wang*

Youcheng Wang, Ph.D.  
Dean, UCF Rosen College of Hospitality Management

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## **UCF ROSEN COLLEGE OF HOSPITALITY MANAGEMENT STRATEGIC PLAN: VISION 2025**

### **ABOUT ROSEN COLLEGE**

UCF Rosen College of Hospitality Management is committed to providing an environment where the diverse backgrounds of students and faculty enrich learning and foster applied research and active service to the University, alumni and community. In addition to learning from our faculty of internationally-recognized experts, students benefit from our unparalleled industry partnerships that provide access to guest speakers, internships, memberships, scholarships, and networking opportunities that help stimulate successful careers in this exciting and booming industry.

Located just minutes from some of the world's top-rated attractions, resorts, restaurants, and convention spaces, UCF Rosen College provides students with an unrivaled opportunity to learn and work in the industry's leading market. Situated in the heart of hospitality, Orlando, Florida, UCF Rosen College also looks like it belongs in a world-class destination: our 300,000+-square-foot, state-of-the-art, Mediterranean resort-style campus, comprised of 159,000-square-foot educational facility and 150,000-square-foot housing for 400 students, is the largest facility ever built for hospitality management education. A 43,000-square-foot academic building expansion will break ground in early 2020, slated for completion in fall 2021.



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### UCF ROSEN COLLEGE FACTS

- The largest program of Hospitality Management in North America with **3,000+ students**, **73 full-time faculty** members, **35 adjuncts and 64 staff**. The faculty members originate from 17 different countries
- Ranked **among the top 5** Hospitality Programs in the World among more than 1,000 programs globally based on overall quality according to *CEOWorld Magazine 2018*
- Ranked **among the top 5** Hospitality Programs in the World based on research according to *Shanghairankings 2019*
- Students have a **97% Job Placement Rate** upon graduation
- The most **comprehensive curriculum** covering all areas of Hospitality, Tourism, Foodservice, Entertainment, Event, and Senior Living Management – in face-to-face, fully online or mixed modes
- The most comprehensive program of its kind with undergraduate degrees in:
  - **Hospitality Management B.S.**
  - **Event Management B.S.**
  - **Foodservice and Restaurant Management B.S.**
  - **Entertainment Management B.S.**
  - **Senior Living Management B.S.**
- Graduate degrees in:
  - Master of Science in: Hospitality & Tourism Management
  - Master of Science in Travel Technology and Analytics (Fall 2020 in partnership with College of Engineering and Computer Science)
  - **Ph.D. in Hospitality Management**
- The **10,000+** UCF Rosen College **alumni** are serving mostly in senior management positions in all facets of the hospitality and tourism industry, throughout the USA and in more than 20 countries
- **International exchange program** with similar colleges in 16 countries including Austria, Australia, New Zealand, China, Japan, South Korea, Italy, Portugal, and United Kingdom
- **Partnerships** with major hospitality and tourism companies and associations such as **ARDA** (American Resort Development



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### UCF ROSEN COLLEGE FACTS (Continued)

Association), **CFHLA** (Central Florida Hotels & Lodging Association), **Walt Disney World Company**, **IAAPA** (International Association of Amusement Parks and Attractions), **HFTP** (Hospitality Financial and Technology Professionals), **HTNG** (Hospitality Technology Next Generation), **Marriot International**, **Universal Parks and Resorts**, **USTA** (United States Tennis Association), **Visit Florida**, **Visit Orlando** and others.

- **Home to four major academic journals** in the field of Hospitality & Tourism, three of which are included in Social Science Citation Index (SSCI): *International Journal of Hospitality Management*, *International Journal of Contemporary Hospitality Management*, and *Journal of Destination Marketing & Management*
- Publishes **Rosen Research Review (RRR)**, an applied research magazine serving as a bridge between academic research and industry applications, distributed to **100,000+ subscribers** worldwide.



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## **UCF ROSEN COLLEGE OF HOSPITALITY MANAGEMENT STRATEGIC PLAN: VISION 2025**

### **OUR MISSION**

University of Central Florida's Rosen College of Hospitality Management educates and develops future generations of global hospitality, tourism, events, entertainment and senior living leaders through comprehensive and innovative academic programs, knowledge creation through research and dynamic worldwide industry and community partnerships.

### **OUR VISION**

Our vision is to be the global leader in hospitality, tourism, events and entertainment and senior living management education, research, scholarship and industry engagement.

### **OUR VALUES**

Leadership, Professionalism and Service in a culture that promotes inclusion, sustainability, social responsibility and lifelong learning.

### **OUR SERVICE PROMISE**

- We practice what we teach: Leadership, Professionalism, and Service.
- We are Hospitality Management and thus, we are friendly, helpful and courteous.
- We pursue excellence in all of our operations.
- Students are our most cherished investment and we treat them as we would like to be treated ourselves.
- We strive to ensure our constituents' success.
- We promote diversity, inclusion, sustainability and social responsibility within the college and global community.



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## **UCF ROSEN COLLEGE OF HOSPITALITY MANAGEMENT STRATEGIC PLAN: VISION 2025**

### **STRATEGIC GOALS**

**GOAL 1: INCREASE STUDENT ACCESS, SUCCESS AND  
PROMINENCE AS A PREMIER GLOBAL HOSPITALITY EDUCATOR**

**GOAL 2: STRENGTHEN OUR FACULTY AND STAFF BY FOSTERING A CULTURE  
OF SERVICE IN AN ENVIRONMENT THAT HONORS FACULTY AND STAFF  
WORK/LIFE BALANCE**

**GOAL 3: GROW AND EXPAND OUR RESEARCH, GRADUATE  
PROGRAMS AND CONTINUING EDUCATION PARTNERSHIPS**

**GOAL 4: CREATE IMPACT BY STRENGTHENING OUR LOCAL AND  
INTERNATIONAL PARTNERSHIPS, BUILDING OUR ALUMNI BASE  
AND INCREASING OUR COMMUNITY ENGAGEMENT**

**GOAL 5: EXPAND INNOVATION USING NEW TECHNOLOGY AND DEVELOP  
NEW FUNDING OPPORTUNITIES**



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## **UCF ROSEN COLLEGE OF HOSPITALITY MANAGEMENT STRATEGIC PLAN: VISION 2025**

### **University of Central Florida Impact Statement**

We use the power of scale and the pursuit of excellence to solve tomorrow's greatest challenges and to make a better future for our students and society. Through learning, discovery, and partnerships, we transform lives and livelihoods.

### **UCF Rosen College of Hospitality Management Commitment to Excellence**

In alignment with UCF's impact statement, UCF Rosen College of Hospitality Management is committed to developing the future generation of global leaders through innovative and comprehensive academic programs, cutting-edge research, and maintaining strong industry partnerships locally, nationally and internationally. Aligned with the preeminent metrics of the university, UCF Rosen College is dedicated to maintaining programming and initiatives to enhance research, increase student retention, build prominence, increase access to all who seek higher education, support academic progress and boost graduation rates.

# STRATEGIC PLAN GOALS AND ACTIONS

## VISION 2025

GOALS	ACTIONS
<p><b>1. INCREASE STUDENT ACCESS, SUCCESS AND PROMINENCE AS A PREMIER GLOBAL HOSPITALITY EDUCATOR</b></p>	<p>Provide target scholarships to incoming FTIC and Transfer students with the partnership of the Office of Financial Assistance</p> <p>Develop and enhance retention programming and engagement initiatives</p> <p>Expand access to underrepresented populations and create targeted marketing plans</p> <p>Expand online degree program options and promote globally</p> <p>Revitalize degree programs to meet industry demand through advisory board and faculty input</p> <p>Create a student experience committee to evaluate programs, policies and procedures</p> <p>Strengthen prominence by developing undergraduate research opportunities and scholars' initiatives internationally</p>
<p><b>2. STRENGTHEN OUR FACULTY AND STAFF BY FOSTERING A CULTURE OF SERVICE IN AN ENVIRONMENT THAT HONORS FACULTY AND STAFF WORK/LIFE BALANCE</b></p>	<p>Cultivate an environment that provides mentorship and developmental opportunities for faculty and staff</p> <p>Promote faculty visibility and customizable employment packages</p> <p>Incorporate strategies to enhance the teaching environment (flexible teaching schedule, research, and service plan)</p> <p>Increase faculty and staff resources and developmental opportunities</p> <p>Provide opportunities for rewards, incentives and recognition of faculty and staff</p>
<p><b>3. GROW AND EXPAND OUR RESEARCH, GRADUATE PROGRAMS AND CONTINUING EDUCATION PARTNERSHIPS</b></p>	<p>Increase graduate program enrollment to 400 students and Graduate certificate enrollment to 150 by 2025 (within this population increase students completing the thesis track by 5%)</p> <p>Attract high potential post doc candidates for collaborate research efforts</p> <p>Increase research awards to \$1 Million annually and increase FCI funding opportunities</p> <p>Expand internal research clusters and research opportunities for the graduate student population</p> <p>Expand global research partnerships and continuing education partnerships</p>

<p><b>4. CREATE IMPACT THROUGH STRENGTHENING OUR LOCAL AND INTERNATIONAL PARTNERSHIPS, BUILDING OUR ALUMNI BASE AND INCREASING COMMUNITY ENGAGEMENT</b></p>	<p>Realign administrative responsibilities to include an office of external relations and executive education to strengthen and expand international partnerships</p> <p>Recruit and enroll more international students in undergraduate and graduate degree programs</p> <p>Increase student and alumni participation at Rosen College events by enhancing the use of technology and social platforms</p> <p>Expand industry, alumni and educational partnerships and build relationships that will support brand loyalty and civic engagement</p>
<p><b>5. EXPAND INNOVATION USING NEW TECHNOLOGY AND DEVELOP NEW FUNDING OPPORTUNITIES</b></p>	<p>Develop practices and platforms that embrace innovative digital learning and communication awareness</p> <p>Expand undergraduate and graduate online degree programs to create access and opportunity</p> <p>Develop innovative smart classrooms and communal work spaces to enhance learning and heighten the student experience</p> <p>Identify and build corporate relationships Increasing resources and funding opportunities</p>



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## **UCF ROSEN COLLEGE OF HOSPITALITY MANAGEMENT STRATEGIC PLAN: VISION 2025**

### **ABOUT THE STRATEGIC PLAN**

The UCF Rosen College of Hospitality Management Strategic Plan: Vision 2025 was developed through an inclusive process with collective input and feedback from faculty, staff and constituents.

The mission, vision, service promise and collective goals represent developmental strategies to ensure student success and prominence as the leader among hospitality educators globally.

The plan is organized into five (5) strategic priorities in alignment with the preeminent metrics of the university.

### **LEADING THE STRATEGIC PLAN**

The UCF Rosen College of Hospitality Management Strategic Plan: Vision 2025 will be implemented by the college's leadership to include:

- The Dean
- Associate Dean of Research and Administration
- Associate Dean of Academic Affairs
- Assistant Dean
- Department Chairs
- Department Directors and Managers

Key stakeholders on faculty and staff identified by UCF Rosen College leadership are tasked with development and/or implementation of each of the goals and their subsequent actions.

A communication plan, developed by the leadership and stakeholders will provide periodic quarterly updates on the progress of the strategic plan.

