



Rosen College of
Hospitality Management

UNIVERSITY OF CENTRAL FLORIDA

SHAPING THE FUTURE OF

HOSPITALITY EXCELLENCE

together.



2030 STRATEGIC PLAN

REDEFINING HOSPITALITY

At Rosen College, hospitality is more than a profession. It's a way of thinking, a way of leading, and a way of connecting with others. It shapes how we teach, how we serve, and how we show up for one another. For more than twenty years, we've built our reputation on a foundation of **leadership, service, and professionalism**. They are the pillars that have guided our students, inspired our faculty, and connected us to the world's most dynamic industries.

***But hospitality is evolving...
and so is its definition.***

It's no longer confined to hotels and restaurants. Today, hospitality touches every industry that depends on people, experiences, and relationships. It's about creating moments that matter... welcoming, anticipating, and exceeding expectations across every interaction, in every space where humans connect.

Rosen College has always understood this. We prepare our students to shape the industry and bring its values into sectors far beyond it.



We're proud to consistently be recognized among **the top hospitality programs in the world**. In the heart of the most visited destination in the United States, our campus offers direct access to the industry we serve. Our newly renovated Mediterranean-style campus spans 159,000 square feet (14,770 square meters) and includes advanced instructional spaces, a large auditorium, and dedicated labs for technology, innovation, and hospitality leadership, all designed for real-world learning.

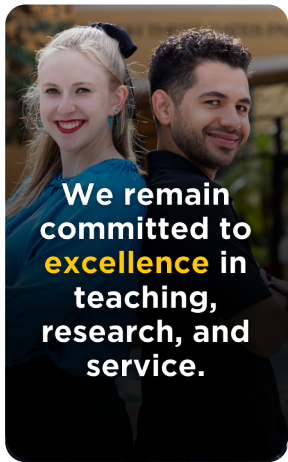
Our faculty represent 18 countries and bring decades of executive-level experience across hospitality and tourism. Recognized globally for research, teaching, and thought leadership, they position Rosen College at the forefront of conversations shaping the future of the field. Together, our academic and industry communities prepare students to lead with purpose, insight, and adaptability.

Now, Rosen College stands at a moment of transformation. The world is shifting, and hospitality is expanding in new and meaningful ways. The challenges ahead require a bold and intentional response to help define what comes next. **This plan is our way forward, reflecting who we are and where we're headed. It builds on what we do best and outlines what we must do next.** As technology reshapes the way we connect, we remain committed to innovation while preserving the human element at the heart of hospitality. Rosen College will continue to lead, preparing graduates to navigate complexity, embrace change, and uphold the timeless values of service that define our field.

WHAT WE BELIEVE



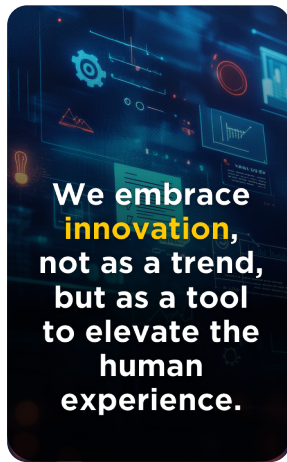
This plan is rooted in the values that define us and drive us forward.



We remain committed to **excellence** in teaching, research, and service.



We believe in **integrity**—in how we lead, how we learn, and how we connect.



We embrace **innovation**, not as a trend, but as a tool to elevate the human experience.



We nurture strong **partnerships** with industry and community, bridging theory to practice.



And we pursue lasting **impact**, in the classroom, in the field, and far beyond.

These values shape not only how we act, but what we aspire to achieve. They serve as the foundation for our mission and vision, anchoring our work in purpose and guiding the direction of Rosen College for years to come.

MISSION

We shape the future of global hospitality by developing visionary leaders, advancing breakthrough research, and building strong connections between academia, industry, and society.

VISION 2030

To be the premier hospitality educational hub for innovation and collaboration worldwide.

The 2030 Strategic Plan marks the beginning of a new chapter. It brings together our boldest ideas, our shared goals, and our deepest values. And it invites every member of the Rosen College community to be part of what comes next.

This is how we honor our past—by shaping the future.



STRATEGIC GOALS



**Rosen College of
Hospitality Management**

UNIVERSITY OF CENTRAL FLORIDA



To realize this vision, we've identified four strategic priorities that will guide Rosen College through the next five years. Each goal reflects our commitment to growth with purpose and aligns not only with the evolving needs of the global hospitality landscape, but also with UCF's institutional strategic plan.

TOGETHER, OUR GOALS SET A COURSE FOR WHAT COMES NEXT.

1 STUDENT SUCCESS

Prioritize student interests and success by delivering transformational, accessible, and career-driven educational experiences that prepare graduates for leadership and impact.

— Aligns with UCF Priorities 1, 2, 3, 4

2 HIGH-IMPACT RESEARCH & CREATIVE ACTIVITIES

Advance high-impact, interdisciplinary research and creative activity that addresses critical global challenges in hospitality and tourism.

— Aligns with UCF Priorities 1, 2, 4

3 CULTURE & COMMUNITY

Foster a collegial, inclusive, and relationship-driven culture that empowers students, faculty, staff, alumni, and industry partners.

— Aligns with UCF Priorities 1, 3, 4

4 INNOVATION & TECHNOLOGY

Position Rosen College as a global leader by integrating innovation, emerging technologies, and boundaryless collaboration into hospitality education and research.

— Aligns with UCF Priorities 1, 2, 3, 4

GOAL #1

STUDENT SUCCESS

Prioritize student interests and success by delivering transformational, accessible, and career-driven educational experiences that prepare graduates for leadership and impact.

OBJECTIVES



Enhance enrollment strategies across student populations.



Elevate student learning, experience, and career outcomes.



Improve academic support and pathways.



Optimize the college organizational structure and curriculum.

METRIC	2025	2030
FTIC, transfer, and graduate student enrollment.	2,397	3,000
Enrollment scholarship opportunities.	0	+5%/year
FTIC (4-year) and transfer (3-year) graduation rate.	72.2%	75%
Students in High Impact Practice (HIP) learning experiences.	100%	100%
International student and immersion opportunities.	50	+5%/year
Employment or graduate study within 6 months of graduation.	97%	98%
Modernize college organizational structure for operational efficiency and align with future industry needs.	3 Academic Depts.	2 Academic Schools

GOAL #2



HIGH-IMPACT RESEARCH & CREATIVE ACTIVITIES

Advance high-impact, interdisciplinary research and creative activity that addresses critical global challenges in hospitality and tourism.

OBJECTIVES



Expand research funding and recognition to support impactful faculty work.



Strengthen interdisciplinary partnerships to broaden hospitality research impact.



Build research capacity through funding, development, and global engagement.



Advance student research to promote scholarly output and academic success.

METRIC	2025	2030
Research grants and contracts awarded annually.	\$500K	\$1 Million
Number of TTE faculty submitting grant and contract proposals.	30%	50%
Number of peer-reviewed journal publications.	130/year	165/year
Research proposals involving collaboration external to RCHM.	3/year	10/year
Number of intellectual property disclosures and technology transfer activities.	1/year	5/year
Graduate student research grants and publications.	1/year	3/year
Number of postdocs and visiting scholars.	1-2/year	3/year
Collaborative research initiatives with strategic business partners focusing on funding and impact.	3/year	6/year

GOAL #3

CULTURE & COMMUNITY

Foster a collegial, inclusive, and relationship-driven culture that empowers students, faculty, staff, alumni, and industry partners.

OBJECTIVES



Enhance faculty and staff development.



Promote faculty engagement and excellence.



Strengthen partnerships with alumni, industry, and community stakeholders.



Build a culture of belonging and shared purpose in the Rosen College community.

METRIC	2025	2030
Faculty and staff retention.	94% & 95%	95%
Faculty and staff satisfaction.	N/A*	80%
Faculty and staff development programs offered annually.	Faculty = 11 Staff = 6	+2/year
Faculty and staff participation rate in college-sponsored activities.	N/A*	75%
Alumni engagement through events, partnerships, and collaborative opportunities.	28%	+20%/year
Community engagement programs initiated annually.	20 events (4,365 ppl)	+3 events/yr

*N/A = metric was not previously measured in AY2025

GOAL #4

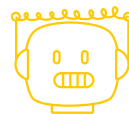
INNOVATION & TECHNOLOGY

Position UCF Rosen College as a global leader by integrating innovation, emerging technologies, and boundaryless collaboration into hospitality education and research.

OBJECTIVES



Advance student learning through innovative teaching practices.



Modernize academic programs with emerging technologies.



Establish UCF Rosen College as a hospitality technology research leader.



Grow external technology-focused partnerships.

METRIC	2025	2030
Incorporation of AI and emergent technologies across all academic programs.	0	80% of curriculum
Faculty trained in technology-focused teaching methods.	~25%	90%
Establish on-site innovation incubators for hospitality sub-sectors: accommodations, F&B, events, space hospitality and tourism, theme parks, etc.	Faculty = 11 Staff = 6	+2/year
Faculty and staff participation rate in college-sponsored activities.	0	4 new labs
Appointed Faculty Technology Fellows for innovation labs who will strategically advance teaching outcomes.	2	+2/year
Secure funded industry partnerships to advance technology-driven teaching, research, and impactful applied projects.	0	\$5 million
Advance innovation by integrating space hospitality and tourism into the college's teaching and research portfolio.	0	\$1M funding

CO-CREATE. REIMAGINE. TRANSCEND.

PROCESS

In Fall 2024, Dean Cynthia Mejia convened the UCF Rosen College of Hospitality Management Strategic Plan Steering Committee with the charge to engage students, faculty, staff, and external partners in shaping the college's vision, mission, goals, and strategic priorities. The committee gathered written and verbal input from a range of voices and, in November 2024, submitted a draft report outlining key recommendations, strategic opportunities, and challenges unique to UCF Rosen College.

In Spring 2025, college leaders and administrators used the draft plan to assure alignment with the four priorities of UCF's institutional strategic plan. The plan then underwent multiple iterations, incorporating continuous feedback from faculty and staff to refine the college's vision, mission, values, goals, and metrics to guide UCF Rosen College's future growth.

As we move into implementation, the college administrative team will monitor progress through clearly defined metrics aligned with our strategic goals. Some of these measures have not been previously benchmarked, therefore we are establishing initial targets conservatively with the aim of achieving meaningful progress by 2030. Annual reviews and ongoing input from faculty, staff, students, and external partners will ensure we remain accountable, responsive, and aligned with both institutional priorities and industry needs.



2024/25

UCF RCHM STRATEGIC PLAN COMMITTEES

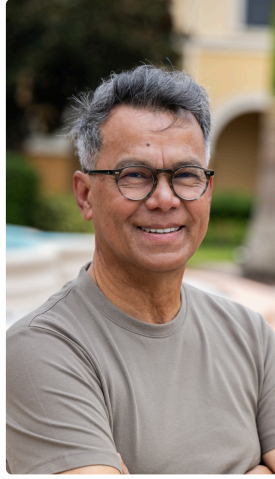
STEERING COMMITTEE

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Associate Professor
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**ROBERTICO
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Professor Emeritus
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Professor & CFHLA
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Professor
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Director, Internship Programs
Executive Director, Center for
the Study of Human
Trafficking & Modern Slavery
Department of Tourism,
Events, Entertainment &
Attractions

COLLEGE LEADERSHIP & ADMINISTRATIVE COMMITTEE



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Director, Budget & Finance



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Professor & Associate Dean of Academic Affairs
Visit Orlando Endowed Chair of Tourism Marketing



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Associate Professor & Interim Chair Depart. of Foodservice & Lodging Management Faculty Fellow of Space Tourism Programming & Initiatives



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Professor & Dean



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Professor Department of Foodservice & Lodging Management



MANUEL RIVERA, PH.D.

Associate Professor & Assistant Dean of Research



HOLLY ROBBINS, M.A.

Manager, Marketing & Communications

WHAT COMES NEXT

This plan reflects what matters most to us. It's rooted in honest conversations, shared goals, and a belief that hospitality, at its core, is about people.

We created it to stay focused on the work ahead, the values that guide us, and the future we're committed to building. Over the next five years, we'll transform how we teach, how we research, how we engage, and how we lead, while staying rooted in the traditions that set us apart.

Rosen College has built something truly special, and we are just getting started. The path forward will take creativity, care, and collaboration. It will require us to listen, adapt, and lead with intention. *But these are the things we do best.*

This is our opportunity to evolve with purpose. We honor where we've been while shaping what comes next. Leadership, service, and professionalism brought us here, and they will continue to ground us in the work ahead.

WELCOME TO ORLANDO
AMERICA'S **TOP** TOURISM DESTINATION
HOME OF THE NATION'S **NO. 1** HOSPITALITY
AND TOURISM MANAGEMENT PROGRAM

ROSEN COLLEGE OF HOSPITALITY MANAGEMENT





THE NEXT-LEVEL OF
HOSPITALITY
EXCELLENCE

starts here!

