Texas Tech University
External Reviewer Site Evaluation
Ph.D. Hospitality Administration
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- Supplied Strategic Plan was dated 2000-2006 and we are now into 2007. I would suggest an update and revision of the Strategic Plan.

- Interesting benchmark #1 on student diversity that would mirror the high school population of Texas. The undergraduate program meets this benchmark but the graduate program enrollment does not.

- I think the entry GRE score for doctoral students could be raised from the old scoring of 1050 to 1100 and the GMAT score from 525 to 550.

- No comment on the TOEFL score requirement in the report provided but the faculty indicated a computer score of 213 with is acceptable.

- Recruiting faculty is a concern in the Hospitality program. An initial review of credentials listed 12 faculties. One strength is that all faculty have an appropriate terminal degree, but 5 of the 12 have a terminal degree from Texas Tech University (TTU). I would strongly encourage hiring non-TTU faculty for the next round of searches. Of course this assumes the College provides a competitive salary and start up package to programs to successfully recruit new faculty.

- The faculty indicated that starting salary offers were in the USD$50-$55,000 range. I would strongly encourage that this be raised to USD$60,000 to $65,000 for a new assistant professor which balances the lower cost of living in the Lubbock, TX area with a more attractive, nationally competitive salary.

- If increased starting salaries for new assistant professors cause salary compression within the current faculty, the Dean and Department Head, with possible support from the Provost, should develop over time, a strategy for salary compression adjustments for academically productive, current faculty members.

- I support all those items listed in Benchmarks for Goal #4.

  - One concern re: 4.1, bullet #5. I would greatly hope this is a program standard and not an issue that has to be suggested. This is a faculty ethics issue.
• With regard to external funding in the Hospitality program, the program should be
complemented in its success with regards to the Wine Marketing Research
Institute and the Welfare to Work grants.

  o Tenured faculty with an interest and proven track record with grants
    will need to be identified and an additional class release time (2-1
    load) awarded with the firm expectation of an agreed amount of
    proposals and dollar amount of proposals submitted each year to
    State and federal agencies in return for a one class teaching load
    reduction.

  o Large graduate class size enrollments are also an impediment to
    increased grant activity. Almost all hospitality core classes are at or
    have exceeded acceptable graduate class enrollments of N=25 based
    on the data supplied. With the exception of one outlier of N=11 in the
    core classes, hospitality graduate classes ranged from N=20 to N=32.
    Thus graduate enrollment management could occur with a possible
    cap of N=25 students per graduate level class. Large graduate
    classes require a considerable investment of faculty time which is a
    finite commodity that could be also distributed to the pursuit of
    external funding.

2. **Faculty Productivity: Rating: Satisfactory.**

• The graduate, tenure track and tenured faculty have an acceptable teaching load
  (2-2) and sufficient graduate student research assistants. However, they need to
  devote more faculty energy to the submission and publication of refereed journal
  articles (N=13) versus the reliance on conference proceedings (N=73) for
  research outlets. There is an imbalance in the research outlets utilized. The
  issue of publishing in top tiered journals is not necessary at this point in time, but
  will evolve naturally in the next 5-10 years as more Ph.D. students graduate and
  publish with their major professor.

• From the perspective of this reviewer, there appears to be sufficient graduate
  faculty to supervise N=33 doctoral students, but insufficient instructors or non-
  graduate, assistant professors to teach the undergraduate classes. Thus, an
  increase in the number of Instructors with a corresponding 4-4 load or non-
  graduate faculty, assistant professors with a 3-3 load would seem appropriate.

• As the program develops, the ability for graduate faculty to receive a
  departmental annual reduced 2-2 teaching load should not be viewed as an
  entitlement, but a reward for graduate student doctoral supervision and increased
  refereed publication productivity. A reduced 2-2 teaching load should directly be
  tied to a combination of supervising an average of 3 Ph.D. students per year and
  publishing an average of 2 refereed journal articles per year over a revolving
  three year time period.

• In order to continue having graduate faculty assigned a 2-2 annual teaching load
  which requires the extensive supervision of doctoral students and publication
demands, departmental instructors without lab responsibilities and without an expectation for publishing, should be assigned a 4-4 teaching load per year.

- A review of the documentation provided indicated that some graduate faculty may be supervising too many doctoral students (N=7) while five of the six Assistant Professors are supervising no doctoral students. Thus the requirement should be initiated that, in order to receive an annual 2-2 annual teaching load, all graduate faculty must equally be involved in the supervision of doctoral students.

- Since there appears, from the documentation provided, that the graduate faculty are supervising N=36 doctoral students and if each full time, graduate faculty member assumed an average of 3 doctoral students each, the impact would indeed be more balanced across the entire departmental graduate faculty without a reduction of the number of doctoral students enrolled.

- I would suggest that those graduate faculty that hold 50% or 100% administrative assignments take caution in supervising too many doctoral students as the administrative demands that are often time specific can reduce the time and attention that a doctoral student can receive from his or her Chair.

- If a graduate faculty member does not average annually the required 2 refereed publications and supervision of 3 doctoral students over the revolving three year window, s/he should be assigned an increased teaching load such as a 3-3 class assignment.

- One additional factor needs to be addressed is the number of undergraduate students enrolled in the program. Documentation provided indicates that undergraduate enrollment is N=618 (pg. 18) which equates to large undergraduate class sizes for individual faculty. Again even with adequate graduate teaching assistants for grading, etc. large undergraduate classes can have a negative effect on a graduate faculty member's ability to fully embrace or balance a developing graduate education "culture" with an undergraduate education "culture". This may also work against the increase of publications in refereed journals and the submission of external grants.

- As part of an overall desire to increase research productivity, I would encourage a discussion of putting a cap on undergraduate enrollment in RHIM/HA at a level less than the current N=618 students noted in the provided documentation. This, in turn, could raise the quality of undergraduate students who may then enroll in the MS degree program in Hospitality Administration.

- An increase in the production of refereed journal articles may reduce efforts in the submission of grants. Thus, there is a need to identify those faculties with documented skills and an interest in the pursuit of external funding and develop a formula that equates annual grant submissions to an additional one class reduction over a revolving three year window in order to receive an annual reduced 2-1 teaching load for those willing to submit and receive external funding.
• There needs to be a department graduate student culture that directs all Ph.D. students to submit and publish refereed journal articles before graduating from TTU. I would suggest a target of 2 refereed articles co-authored with their major professor before graduation. This target was also mentioned by the graduate students who attended our joint meeting. However, there was no data provided that supports the student’s ability to achieve this reasonable objective. This, in turn, will help the major professor increase research productivity.

• There does not seem to be significant research productivity of recent TTU Hospitality Ph.D. graduates with their major professor as co-author. It may be too soon to make a firm assessment in this area since the program was only started in 2002, but there needs to be a commitment to the submission of refereed publications by a TTU Ph.D. graduate with the graduate student as first author and the committee members as second, third, etc. authors.

3. Quality and Quantity of Graduate Students and Graduates: Rating: Excellent.

• The quality and diversity of the Ph.D. students was appropriate and better than other similar doctoral program in hospitality administration across the country.

• The Ph.D. students who attended the meeting with the Review Committee were very enthusiastic about the program and had minimal negative comments.

• The quantity of doctoral students (N=27) is, in my opinion, is approaching its maximum (N=33), based on the number of faculty available (N=10 plus 2 on 50% appointments).

• The number of doctoral degrees awarded by Texas Tech in 2005-06 has already placed the new program as the largest in this field in the country. This is commendable since this program was started in 2002.

• I am concerned about the mean GRE verbal score of 392 in 2005 for NHR incoming graduate students. This could indicate future difficulty with teaching and in the submission of refereed publications while a doctoral student and after graduation with a Ph.D. degree.


• I like the Hospitality Administration Program of Study and especially a program commitment to teaching as well as research.

• I would suggest a few less curriculum classes (N=4) and the addition of a few courses (N=2) on pedagogy.

• There is a gap between the perceptions of the graduate students versus the perception of the faculty with regard to an adequate selection of graduate
courses sufficient for timely completion of a full graduate program. Faculty rated this as 4.33/5.00 but students rated this only 3.45/5.00. This needs to be addressed by the faculty as it is obvious from the student's perspective, that there are insufficient courses or limited offerings of graduate level course. I also suspect more limited graduate course offerings is a function of N=618 undergraduate students which again reinforces the need to cap undergraduate student enrollment at a number that allows for a balance of graduate program excellence and undergraduate program excellence without a reduction in university and college resources.

- There is a gap between the perceptions of the graduate students versus the perception of the faculty with regard to graduate course level and rigor. The "audience" believes that the courses are not rigorous enough (3.25/5.00) versus the faculty who rated this similar question at 3.92/5.00. Again this may be a result of a historical undergraduate "classroom culture" versus the adoption of a graduate class "culture" with its corresponding increased course rigor. I again suspect this may be partially a function of N=618 undergraduate students which again reinforces the need to cap undergraduate student enrollment.

- The graduate faculty indicated that a doctoral student did not select his or her Committee Chair and advisor at the point of admission, but 1.5 years into their studies. Based on my experiences at other institutions, this practice has led to a graduate student being admitted into a doctoral program only to latter be unable to find a faculty member who is willing to serve as his or her Committee Chair or find a Chair that matches the student's academic interests. Thus I would suggest that unless a member of the Hospitality Administration graduate faculty is willing to agree to chair a perspective doctoral student at the time of admission, this student should not be admitted into the program in spite of his or her qualifications or the availability of assistantships.

- I only counted 89 graduate credit hours on the Program of Study provided? Did I miss one credit hour as Ph.D. degrees require a minimum of N=90 credit hours.

- Are the dissertation research hours only N=12 or N=30? If N=12, is this normal for this College and University?

5. Facilities and Resources: Rating: Excellent.

- The Hospitality Administration program has excellent food and beverage facilities that put it among the best in the country, but would benefit for a similar facility in lodging management.

- The Hospitality Administration program has good space resources for graduate students.
• There is a gap between the perceptions of the graduate students versus the perception of the faculty with regard to graduate teaching assistantship stipends. Survey results for the students rated this question 3.53/5.00 but faculty rated it at 2.67/5.00. Since the faculty may be aware of assistantship funding levels at peer institutions, this may be an area that needs to be addressed by increasing annual stipends for all students assuming sufficient college and university resources. If necessary, one funding source could be a reduction of the overall number of assistantships annually awarded (N=18 to N=15) with these savings directed to increasing the remaining assistantship stipend funding levels.

Masters Degree Comments:

While a review of the M.S. degree was not a part of this assignment, I feel it is worthy of a brief discussion.

• The regular MS degree seems a viable degree option and populated with talented students. I most certainly would recommend that it be continued.

• If the On-line Hospitality Masters degree does not utilize any faculty resources in its teaching or administration anc generates financial support, I would suggest continuation. However, based on the documentation provided, enrollment is small and stagnant. However, the departmental faculties seem to have a viable strategy to stabilize enrollment numbers via "cohort" on-line enrollment management strategy. This strategy should be given an opportunity to be fully implemented and then evaluated.

• However, if the On-line MS degree begins to utilize faculty resources that would be better served via increased refereed publications, increased external grants and the supervision of doctoral students, I would suggest program review and potential elimination.