Statement of End Goal #1:
Foster a culture of research that will lead to an increased level of extramural funding which in turn will lead to increased support for graduate students.

Rationale for End Goal:
Research output and external research/extramural funding and projects will help maintain and enhance the image and brand reputation of HRAD as a global leader in hospitality education. In order to have a viable and healthy HRAD doctoral program, extramural funding will be necessary to provide support and attract quality graduate students.

Timeline and Outcome Measures:
By 2016, identify areas of research emphasis based on faculty strength and potential funding opportunities. By 2019, external research and extramural funding will increase by 50% and 25% of graduate students will be supported through external research and extramural funding.

Strategies to Reach End Goal #1: (these may be fluid based on resources, trends, etc.)
- Hire tenured and tenure track faculty members with track record or potential in securing external funding.
- Provide research assistant support to tenured and tenure track faculty.
- Monitor and distribute funding opportunities alert to faculty on a weekly basis.
- Identify potential interdisciplinary collaborators across campus, with focus on partners within the College of Human Sciences such as the Center for Family Resiliency.
- Utilize the Center for Hospitality and Tourism Research to organize research workshops/seminars internally to share research funding opportunities and experiences and invite well-known researchers from other departments or institutions nationally and internationally to give external funding related seminars.
- Identify areas of research emphasis based on faculty publications and potential in funding opportunities.
- Coordinate with Global Hospitality Leadership Institute to identify potential funding opportunities with industry partners.
Statement of End Goal #2:

Establish the Global Hospitality Leadership Institute (GHLI) to seek out new partnership opportunities and to provide a global perspective to HRAD initiatives, projects and events.

Rationale for End Goal:

In a global society, more than ever, hospitality companies are operating in a globalized system and it is vital to bring a global perspective to not only the courses we teach, but all current as well as new initiatives, projects and events that are organized by HRAD. GHLI will enhance our engagement with stakeholders as well as maintain the image and brand recognition of HRAD.

Timeline and Outcome Measures:

By 2015 - a clear mission of GHLI will be crafted with measurable performance indicators. By 2019, GHLI will developed executive and leadership workshops/seminars that will attract regional, national, and international participants that will enhance the mission of HRAD as well as making GHLI a self-sustaining institute.

Strategies to Reach End Goal #2:

- Executive in residence and Director of HRAD will craft the mission of GHLI with input from HRAD faculty and external constituents.
- Identify revenue generation and service projects.
- Develop global hospitality leadership workshops and seminars.
- Develop global hospitality student leadership summit.
Statement of End Goal #3:
Create the Center for Beverage Education (CBE) to enhance the educational experience of both undergraduate and graduate students, as well as provide educational seminars and workshops open to the general public and industry practitioners.

Rationale for End Goal:
CBE will be one of the showcases of the new College of Human Sciences’ building wing; few hospitality programs in the country focus on beverage education. The CBE will provide a comprehensive learning experience in beverage education that will include not only alcoholic beverages, but coffee, teas, water, etc. This center will complement the current experiential learning we offer through Chef Series and Wine Forum, and will enhance the marketability of HRAD. Courses offered through the CBE will be open to all students and seminars/workshops will be open to general public. The CBE

Timeline and Outcome Measures:
By 2015 - a clear mission of CBE will be crafted with measurable performance indicators and an initial study of a craft beer forum will be conducted. By 2019, Wine Forum and Craft Beer Forum will be held on alternate years.

Strategies to Reach End Goal #3: (these may be fluid based on resources, trends, etc.)
- Secure seed funding for Craft Beer Forum feasibility study.
- Conduct feasibility study of Craft Beer Forum.
- Secure an endowment for a CBE professorship.
- Continue to expand and develop Wine Forum.
- Develop new courses in management and impact of non-alcoholic beverages in the hospitality industry.
- Develop new courses related to beverage design, inventory tracking, distribution, etc.

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