

Redefining and Transforming the Landscape of Hospitality Education and Research: Challenges and Opportunities

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Hospitality Education:

Enrollment Strategies

Curriculum Mapping

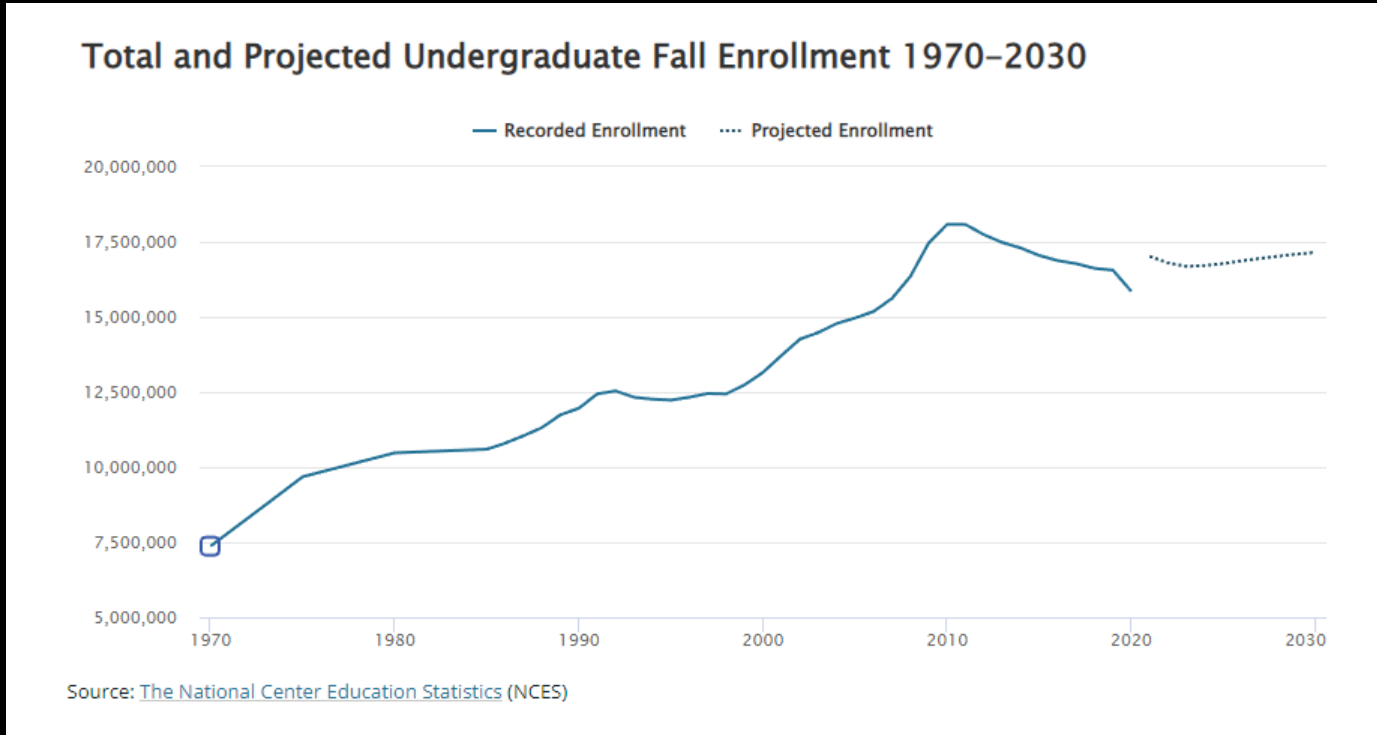
Students & Industry Engagement

Workforce Development



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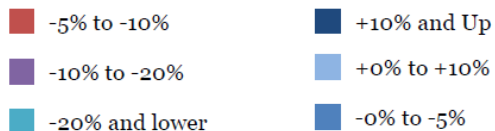
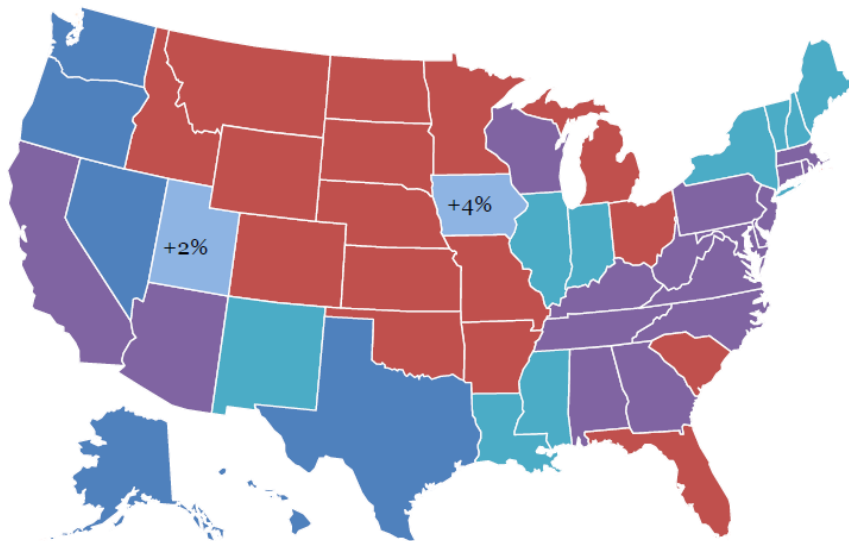
Total and Projected Undergraduate Fall Enrollment 1970-2030



A Nearly-Universal Population Cliff

Falling Birthrates Will Hit Institutions Across the US

Percent Change in the Population of 18-Year-Olds, 2025-2035



Demographics Hit Regional Institutions Much Harder

Change in demand, 2025-2035

- 6% *Private Institutions*
- 1% *'Elite'*
Top 50⁺ research universities & liberal arts colleges
- 5% *National*
Top 50-100⁺ research universities & liberal arts colleges
- 10% *Regional*
Ranked^t outside of Top 100

Based on US News and World Report

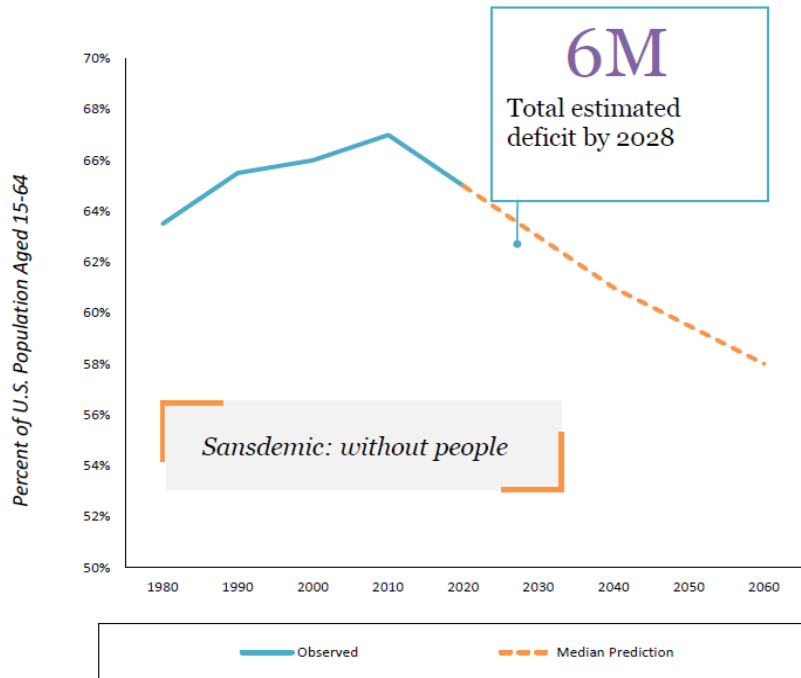
Sources: Grawe, Nathan D., *The Agile College: How Institutions Successfully Navigate Demographic Changes*. 2021: EAB analysis.



The Other Side of the Demographic Cliff

From Great Resignation to Great Sansdemic

Decline in working age population



Pandemic Losses Largely in On-Site, Lower-Level Jobs

Change in jobs from 2019-2021

-5% Office/Clerical Staff

-4% Service/Maintenance Staff

+5% Technical/Para-professional Staff

Forthcoming Wave of Losses Likely in Competitive Fields

40%

HR and IT employees at least "Somewhat Likely" to be looking for new work in 2022

Source: EAB Analysis of 2021 CUPA-HR data; "The Demographic Drought: Bridging the Gap in our Labor Force," April 2021, Emsi Burning Glass. "EDUCAUSE and CUPA-HR QuickPoll Results: The Misalignment of Preferences and Realities for Remote Work," *Educause Review*; EAB interviews and Analysis

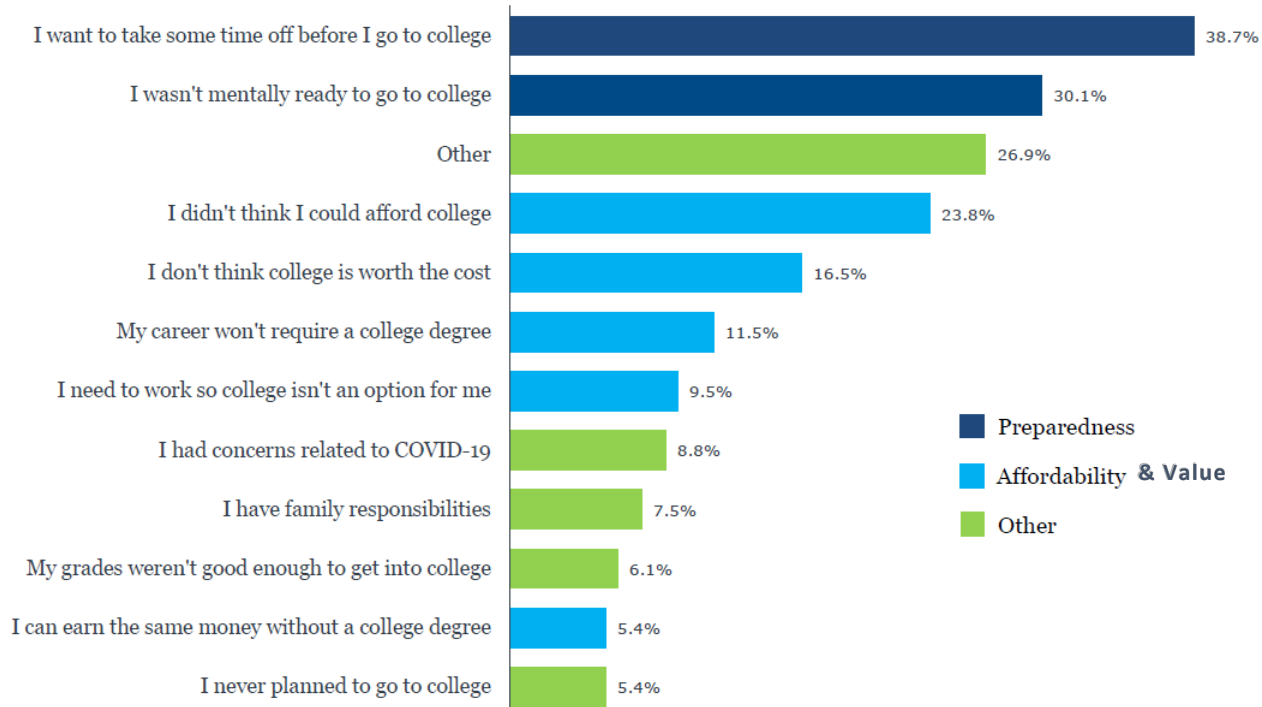


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Why Are Students Opting Out?

EAB 2022 Freshman Survey

“Why did you decide not to enroll at a college or university?”





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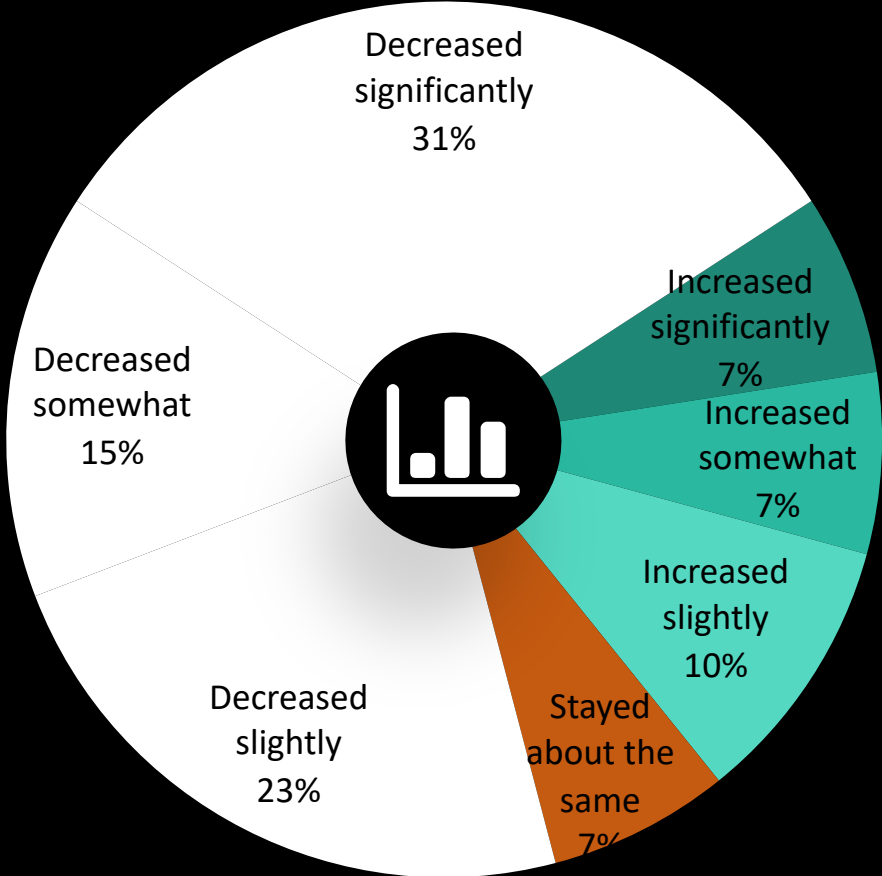
Hospitality Management Programs: Current Status and Trajectory

International Survey Results from STR



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Which of the following statements best describes enrollment trends over the past five years related to your Bachelor's program?

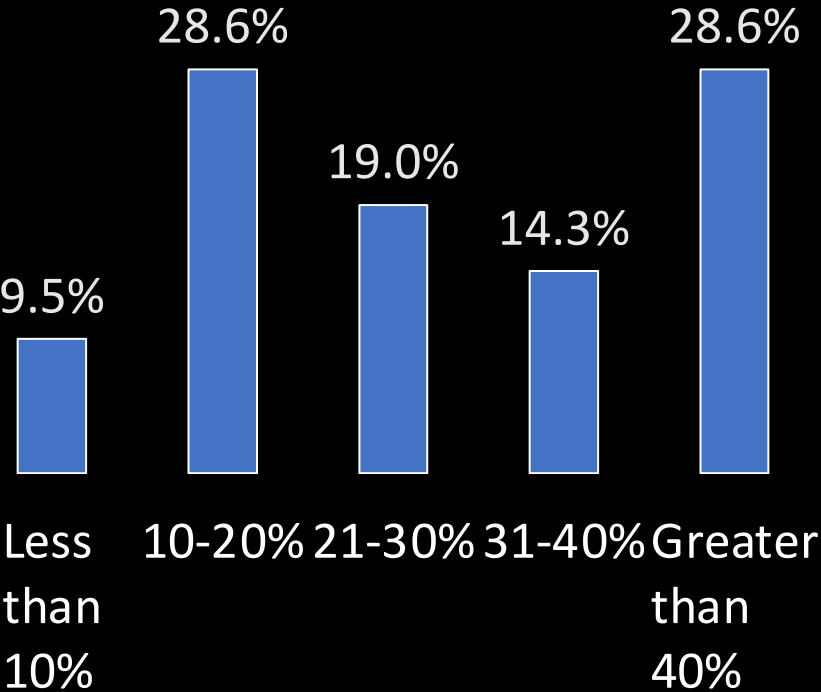


Responses: 60

Increased significantly	4
Increased somewhat	4
Increased slightly	6
Stayed about the same	4
Decreased slightly	14
Decreased somewhat	9



Can you describe the amount of decrease your Bachelor's program has experienced?



Responses: 42

Less than 10%	4
10-20%	12
21-30%	8
31-40%	6

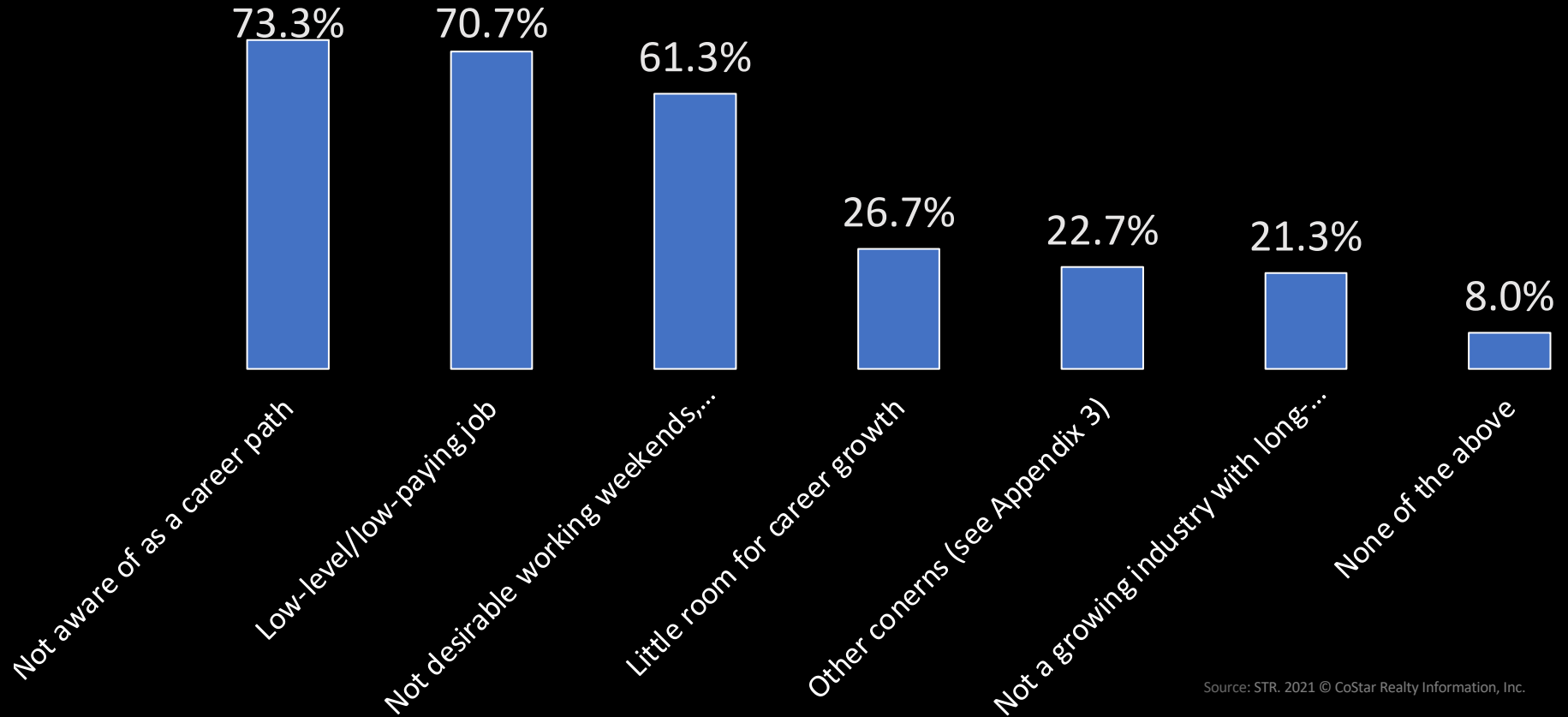
Greater than 40% CoStar Realty Information, Inc.



What additional enrollment trends have you observed in recent years?

- Parents of students not very supportive of their children going into this program.
- Overall lower enrollment university wide in 2020, significantly lower in Fall 2021/2022.
- Less interest in full time programs. More interest in online due to flexibility.
- Increase in transfer students and dual enrollments (high school students).
- Certificates versus degree are popular.
- International admissions significantly affected. Market specific.
- Increase in students entering Meeting & Events/Meeting Planning, less interest in Hospitality Management.
- More students seeking general business degrees rather than Hospitality Management.
- Fewer males enrolling.

Which of the following are you hearing from your parents and students? (select all that apply)





What are some other concerns you're hearing from parents and students?

When we travel, we see front desk agents, flight attendants, and waiters. Thus, students and their parents believe these are the positions that exist in our industry.

They don't understand that it is a profession, not a vocation.

They might get stuck in entry-level positions.

Does it offer opportunity for a job after graduation?

Some parents have a fear of hospitality and tourism industry jobs due to the volatility seen during the pandemic.

Hospitality is not as desirable a career as STEM and Health fields, overall poor working conditions, poor reputation for diversity, equity, and inclusion.

A business degree will better prepare a student for any career not just hospitality.

Inadequate salary. There is little need.

Not lucrative.

Long-term pay is very bad; hospitality is perceived as a vocation; hospitality isn't glamorous; tourism is just business, so have them major in general business.

Hospitality Education: Reimagining and Recharging

Embrace the GOLDEN triangle!



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Balance the BLUE triangle!

Quality

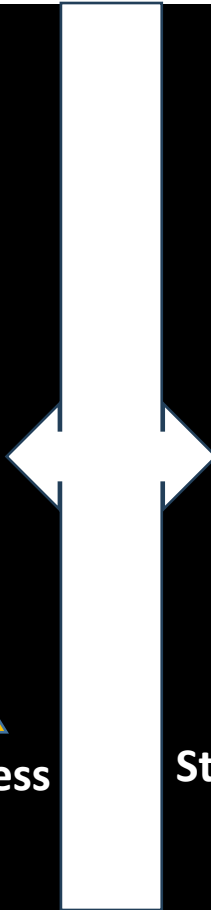
Cost

Access

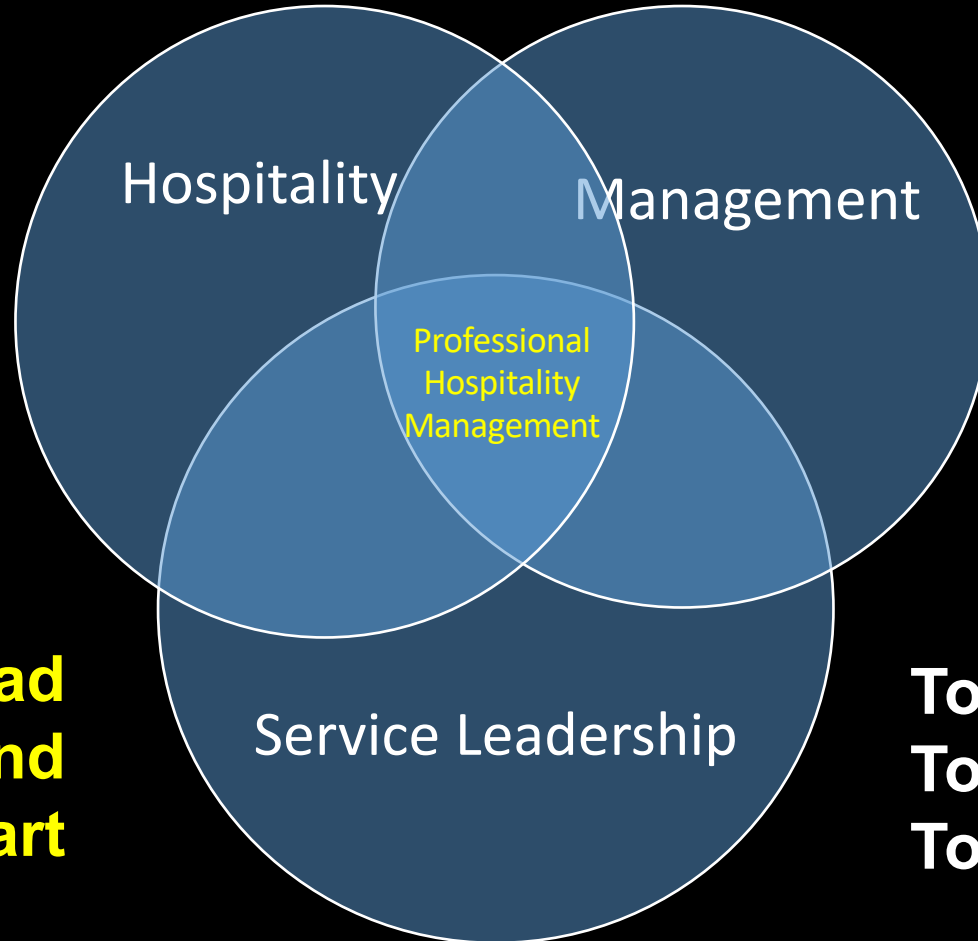
Teaching/Curriculum

Students/Business

Research/Scholarship



Program Orientation and Curriculum Structure



Equip the **Head**
Train the **Hand**
Nurture the **Heart**

To **Know**
To **Do**
To **Value**

The Changing Education Model...



Input
Knowledge learning +
Basic Skills Training



Output
Entry Level
Professional Jobs



Critical
Thinking

Value &
Judgement

Creativity

Compassion



Leadership



Hospitality is about business!



All businesses will be about hospitality!



Let's Co-Create the Future!



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