

**DEFINITION**

*These are the minimum requirements for approval. Individual undergraduate concentrations may have additional requirements.*

A concentration is a formalized selection of courses within a major.

An undergraduate concentration:

- Requires a minimum of 15 semester hours of which at least 9 semester hours must be upper division. Specialized concentrations (e.g. BIS Concentrations) may have additional or different requirements.
- Is offered by a single unit and is intended exclusively for students pursuing that particular major. If a concentration consists of courses from more than one college the approval of each college Dean is required.

**PROPOSAL PROCEDURES CHECKLIST**


Before academic units can advertise undergraduate concentrations or include them in their offerings as described in the university catalogs, they must be recommended for approval by the Curriculum and Academic Programs Committee and approved by the Executive Vice President and Provost.

A complete proposal should include:

- 1. A supporting letter from the chair of the academic unit verifying that:
  - The proposed concentration has been reviewed and has received faculty approval through appropriate governance procedures in the unit.
  - The unit has the resources to support the concentration as presented in the proposal, without impacting core course resources.
- 2. A supporting letter from the office of the supervising dean verifying that the concentration has been reviewed and has received approval through appropriate governance procedures in the college.
- 3. A supporting letter from each college/school dean from which individual courses, or the entire concentration, are taken. (Email included)
- 4. A statement concerning demand for the program (student/community/market).
- 5. A description of the requirements for this concentration. Be specific in listing required courses and specify the total minimum number of hours required for the concentration.
  - Are any new courses required? If so, provide course syllabi and Proposal for Curriculum Action forms. (Descriptions included, will be submitted for approval in ACRES as instructed by Julie Ramsden)
- 6. A list of the primary faculty participants.
- 7. A minimum residency requirement: How many hours of the concentration must be ASU credit?
- 8. Please prepare and attach a Major Map.
- 9. A completed Appendix document. This information is to be used during the implementation phase to ensure this program appears correctly and completely on Degree Search.
- 10. Attach other information that will be useful to the review committees and the Office of the Provost.

November 9, 2010

To: Debra Friedman, Dean  
Afsaneh Nahavandi, Associate Dean  
College of Public Programs

From: Kathleen Andereck, Director   
School of Community Resources and Development

Attached is a proposal to establish a concentration in Resort and Accommodations Leadership within the Tourism Development and Management degree program. The concentration in Resort and Accommodations Leadership will attract students and professionals who have interests in the diverse areas of knowledge needed within the accommodations sector such as meeting the expectations of hotel and resort guests; the interrelated functions within departments of the lodging and food and beverage industries; ecological, social and economic sustainability practices in the industry; management and leadership specifically for the accommodations sector; and career opportunities. A concentration in Resort and Accommodations Leadership will provide students an academic option to study in-depth the resort and accommodations system/sector and gain knowledge of the importance of the business relationships between suppliers, intermediaries/vendors, guests, and the public and private sectors. The concentration will prepare students to serve our community by developing the skills, knowledge, techniques and capabilities to address major issues related to resorts and other tourism accommodations.

The concentration was approved by the School Curriculum Committee, a sub-committee working on this concentration, and the Tourism faculty as a whole. Three new courses will be added over the next two years. Two courses will also serve a proposed concentration in sustainable tourism as well as be electives for all TDM majors. Because the new courses will be added over a two year period, the School is able to provide the resources needed without negatively effecting any other aspects of the program.

Date: November 15, 2010

To: Office of the Executive Vice President and Provost of the University

From: Afsaneh Nahavandi, Associate Dean, College of Public Programs *AN*

Re: Concentration in Resort Accommodations Leadership

The COPP office of the dean has reviewed the School of Community Resources and Development's proposal to establish a concentration in Resort and Accommodations Leadership. The proposal has been reviewed and approved by the college and the school's appropriate governance structures and has the full support of the dean's office.

Cc: Dean Debra Friedman

**Office of the Dean**

## Kathleen Andereck

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**To:** Kay Faris  
**Subject:** RE: new concentration

Yes, that's fine Kay. Many thanks. We appreciate your support.  
Kathy

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Kathleen Andereck, Ph.D.  
Director and Professor  
School of Community Resources and Development  
Arizona State University  
411 North Central Avenue, Suite 550  
Phoenix, AZ 85004  
(602) 496-1056  
Fax (602) 496-0953  
[kandereck@asu.edu](mailto:kandereck@asu.edu)

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**From:** Kay Faris  
**Sent:** Monday, November 08, 2010 1:01 PM  
**To:** Kathleen Andereck  
**Cc:** Kay Faris  
**Subject:** RE: new concentration

Kathy, I checked with our department. We have no problems with LES 305, MGT 380 or MGT 310. However, MGT 320 is restricted to management majors only and they are expecting capacity problems. So, if you can remove that one course, the other three should be fine. Will that work for you?

Kay Faris  
Associate Dean  
W. P. Carey School of Business  
Arizona State University  
Tempe, AZ 85287-3406  
Phone: 480-965-7587  
Fax: 480-965-3846

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**From:** Kathleen Andereck  
**Sent:** Thursday, November 04, 2010 2:05 PM  
**To:** Kay Faris  
**Subject:** new concentration

Hi Kay,

We are adding a concentration in Resort and Accommodations Leadership to our BS in Tourism Development and Management. As part of the concentration we would like to include four classes from management (along with a couple of our own classes) as electives if you have no objections. The students would take only one of the classes from the list so it probably won't amount to more than a handful of students in any one year. The classes are:

MGT 380 Management and Strategy for Nonmajors  
LES 305 Legal, Ethical and Regulatory Issues in Business  
MGT 310 Collaborative Team Skills (3.5 GPA required)  
MGT 320 Managing People in Organizations (3.5 required)

If you have no issues with the inclusion of these classes I will need a letter or email from you to that effect.

Thanks much.

Kathy

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## **Proposal for a Concentration in Resort and Accommodations Leadership School of Community Resources and Development**

### *Demand for the concentration*

Phoenix, Scottsdale and other surrounding communities are well known for providing travelers with high-end resort accommodations. Currently, the total number of resort and hotel rooms in Phoenix has reached some 59,000 (City of Phoenix, 2010), and according to AAA (American Automobile Association), which rates lodgings throughout the United States based on a scale of 1 diamond to 5 diamonds, there are currently 5 resorts in the Phoenix area that qualified for AAA's highest ranking of 5 diamonds. Furthermore, as reported by the *Arizona Republic* (2010), \$1.9 million of total wages and salary are provided by hotels and other lodging establishments in the U.S. Within the School we have a great deal of student interest in working in the tourism accommodations sector. For example, we have more than 20 students participating in our selective and increasingly popular A-LiST (Applied Learning in Sustainable Tourism) internships. The A-LiST internship placements are predominantly within hotels, resorts, restaurants, and other travel and tourism companies. This program is building long term connections with the community through mutually beneficial partnerships. Considering these facts, there is strong demand for a Resort and Accommodations Leadership Concentration within the Tourism Development and Management major.

Consistent with our mission and values in the School, the concentration will have a strong community sustainability orientation. It will attract students and professionals who have interests in the diverse areas of knowledge needed within the accommodations sector such as meeting the expectations of hotel and resort guests; the interrelated functions within departments of the lodging and food and beverage industries; environmental, social and economic sustainability practices in the industry; management and leadership specifically for the accommodations sector; and career opportunities. A concentration in Resort and Accommodations Leadership will provide students an academic option to study in-depth the resort and accommodations system/sector and gain knowledge of the importance of the business relationships between suppliers, intermediaries/vendors, guests, and the public and private sectors. The concentration will prepare students to serve our community by developing the skills, knowledge, techniques and capabilities to address major issues related to resorts and other tourism accommodations. The development of a concentration in Resort and Accommodations Leadership will improve visibility of the program and attract new students with an interest in resort and accommodations marketing and management.

Although the concentration will not affect other programs, the development of a concentration is likely to increase student enrollment in the School. In particular, the improved visibility provided by this concentration is expected to increase enrollment not only from high school students who have an interest in resort and accommodation services but also from students at the community colleges in Arizona who want to transfer to this program. Several community colleges offer hospitality programs with students who would like a degree option at ASU. There is potential for some coursework to be offered online to meet the needs of students in other states, as well as the needs of employees who want to broaden their knowledge and skills while they are working at resorts or other tourism accommodations businesses.

There is a wide variety of job opportunities for resort or hotel professionals ranging from entry level as a management trainee to an assistant manager or manager in various departments, such as a front desk operations, room divisions, sales/marketing, guest services, catering/banquet, and convention sales. Through this enhanced program, more of our students will be prepared to fill the growing need for talented leadership in the industry. The diversity of opportunities makes the Resort and Accommodations Leadership Concentration an appealing option within the TDM major. Students who choose this concentration are truly committed to enhancing their career opportunities and contributing to their communities.

*Requirements for the concentration*

The Resort and Accommodations Leadership concentration will fall under the B.S. degree in Tourism Development and Management and require students to take 18 credits of classes. At least 12 upper division credits must be taken at ASU. This proposed program will add a new set of skills and knowledge to the degree program as well as integrate some existing classes into an area of concentration and improve visibility of the program. All of the required courses will be offered by the School along with a few electives from the Management Department. One class, TDM 325 Tourism Accommodations, is being renamed and numbered to TDM 225 Introduction to Tourism Accommodations. The purpose of this change is to facilitate community college transfer students who are in hotel and restaurant management. TDM 225 will articulate with HRM 110 Introduction to Hospitality.

*Required:*

TDM 225 Introduction to Tourism Accommodations (3 credits)

(currently listed as TDM 325 Tourism Accommodations—change submitted)

TDM 335 Organizational Culture and Leadership (3 credits—to be offered Fall 2012)\*

TDM 481 Sustainable Food Management in Tourism (3 credits—to be offered Spring 2012)\*

TDM 482 Sustainable Revenue Management in Tourism (3 credits—to be offered Spring 2013)\*

\*New courses. TDM 481 and 482 will also be part of a proposed concentration in Sustainable Tourism.

*Electives from which to choose (choose two classes):*

TDM 345 Meeting and Convention Planning (3 credits)

TDM 386 Convention Sales and Management (3 credits)

TDM 415 Tourism Transportation Systems

TDM 394/494 Special Topics

PRM 475 Entrepreneurial Recreation & Tourism

MGT 380 Management and Strategy for Nonmajors

LES 305 Legal, Ethical and Regulatory Issues in Business

MGT 310 Collaborative Team Skills (3.5 GPA required)

PAF 410 Building Leadership Skills (SB and COPP interdisciplinary requirement)

*Primary faculty*

Kathleen Andereck, Professor and Director  
Deepak Chhabra, Assistant Professor  
Nina Davis, Program Coordinator  
Rebekka Goodman, Lecturer  
Woojin Lee, Assistant Professor  
Gyan Nyaupane, Assistant Professor  
Brandon Royal, Lecturer  
Victor Teye, Associate Professor  
Dallen Timothy, Professor and TDM Program Director  
Timothy Tyrrell, Professor

*Description of new courses*

TDM 335 Organizational Culture and Leadership (3 credits—to be offered Fall 2012)

This course will allow students to research and evaluate examples of organizational culture and leadership in action. Case studies and team assignments will illustrate the deterioration that is likely when these two topics are mis-aligned and the successes that can seem effortless through alignment. Students will learn how to see into an organization via their culture – strengthening their ability to evaluate best “fit” for future employment relative to shared values. Students will gain a glimpse and/or gain full awareness of the impact of leadership on a culture – and how they, as individuals, in any position held, can combine the application of leadership techniques with organizational culture alignment to increase successful career experiences.

TDM 481 Sustainable Food Management in Tourism (3 credits--to be offered Spring 2012)

Food is an essential component of tourism. In recent years, a wide range of publications have addressed interrelationships of food and tourism from perspectives including authenticity, innovation, and regional development. However, issues related to sustainability have received comparably little attention. Sustainable Food Management in Tourism will address issues such as farmers markets, local foods, organic food, heritage cuisines, food waste management, cultural sensitivity and other topics. Course work for this class will include field trips and off-campus experiences with organizations that now focus on a “farm to table” food life cycle management.

TDM 482 Sustainable Revenue Management in Tourism (3 credits—to be offered Spring 2013)

Revenue management in the tourism industry has traditionally addressed the problem of maximizing revenues by allocating capacity and setting prices. In recent years the scope has expanded to include wide ranges of interrelated marketing and finance issues. This course examines the economic notions of revenue management and develops a framework for addressing the dynamic, long-term concepts of sustainable revenue management. The focus will be on the Arizona lodging industry and guest speakers from local resorts and hotels will provide expert accounts of the best current practices.



Course Subject and Title <i>(courses in bold/shading are critical)</i>	Hrs.	Upper Division	Completed Transfer Pathway:		Completed General Education:	
			<input type="checkbox"/> MAPP <input type="checkbox"/> TAG <input type="checkbox"/> ATP <input type="checkbox"/> None	Transfer Course/Grade	Minimum Grade if Required	<input type="checkbox"/> AGEC <input type="checkbox"/> IGETC/CSUGE <input type="checkbox"/> None
<b>TERM ONE: 0-15 CREDIT HOURS</b>						
<b>PRM 120: Leisure and the Quality of Life (SB)</b>	3	<input type="checkbox"/>			Grade of C	<ul style="list-style-type: none"> <li>ASU 101 and TDM 191 are for ASU freshman students only. Not required of transfer students.</li> <li>An SAT, ACT, Accuplacer, or TOEFL score determines placement into first-year composition courses.</li> <li>ASU Math Placement Exam score determines placement in Mathematics course.</li> <li>MILESTONE – Recommend meeting with advisor to discuss career field experience requirement.</li> </ul>
ENG 101 or 102: First-Year Composition or ENG 105: Advanced First-Year Composition or ENG 107 or 108: English for Foreign Students	3	<input type="checkbox"/>			Grade of C	
<b>MAT 142: College Mathematics (MA)</b>	3	<input type="checkbox"/>			Grade of C	
ASU 101: The ASU Experience AND TDM 191 Freshman Seminar	2	<input type="checkbox"/>				
Social & Behavioral Science (SB)	3	<input type="checkbox"/>				
Public Programs interdisciplinary requirement (select course from list in additional notes below)	3	<input type="checkbox"/>				
<b>TERM TWO: 16-30 CREDIT HOURS</b>						
<i>Complete 1 course from:</i> <b>TDM 210: Community Services and Professions</b> <b>TDM 205: Introduction to Travel and Tourism (G)</b>	3	<input type="checkbox"/>			Grade of C	
ENG 101 or 102: First-Year Composition or ENG 105: Advanced First-Year Composition or ENG 107 or 108: English for Foreign Students	3	<input type="checkbox"/>			Grade of C	
Computer/Statistics/Quantitative (CS)	3	<input type="checkbox"/>				
Natural Science Quantitative (SQ)	4	<input type="checkbox"/>				
Humanities, Fine Arts & Design (HU)	3	<input type="checkbox"/>				
<b>TERM THREE: 31-45 CREDIT HOURS</b>						
<i>Complete remaining course from:</i> <b>TDM 210: Community Services and Professions</b> <b>TDM 205: Introduction to Travel and Tourism (G)</b>	3	<input type="checkbox"/>			Grade of C	<ul style="list-style-type: none"> <li>Completion of First-Year Composition requirement with minimum grades of C.</li> <li>Completion of MAT 142 or higher with a minimum grade of C.</li> </ul>
TDM 301: Sustainable Communities	3	<input checked="" type="checkbox"/>			Grade of C	
Natural Science Quantitative (SQ) or General (SG)	4	<input type="checkbox"/>				
Humanities, Fine Arts & Design (HU)	3	<input type="checkbox"/>				
Public Programs interdisciplinary requirement (select course from list in additional notes below)	3	<input type="checkbox"/>				
<b>TERM FOUR: 46-60 CREDIT HOURS</b>						
<b>COM 225: Public Speaking (L)</b>	3	<input type="checkbox"/>			Grade of C	
TDM 302: Inclusive Community Development (C)	3	<input checked="" type="checkbox"/>			Grade of C	
TDM 225: Introduction to Tourism Accommodations	3	<input type="checkbox"/>			Grade of C	
Elective UD Humanities, Fine Arts & Design (HU) or Social Behavioral Science (SB)	3	<input checked="" type="checkbox"/>			Grade of C	
<b>TERM FIVE: 61-75 CREDIT HOURS</b>						
TDM 350: Tourism Marketing	3	<input checked="" type="checkbox"/>			Grade of C	
TDM 372: Tourism Planning (L)	3	<input checked="" type="checkbox"/>			Grade of C	
TDM 394 (335): Organizational Culture and Leadership	3	<input checked="" type="checkbox"/>			Grade of C	
Historical Awareness (H)	3	<input type="checkbox"/>				
Public Programs interdisciplinary requirement (select course from list in additional notes below)	3	<input type="checkbox"/>				
<b>TERM SIX: 76-90 CREDIT HOURS</b>						
TDM 401: Tourism Management	3	<input checked="" type="checkbox"/>			Grade of C	
TDM 458: International Tourism (G)	3	<input checked="" type="checkbox"/>			Grade of C	
TDM 480: Sustainable Tourism	3	<input checked="" type="checkbox"/>			Grade of C	
TDM 494 (481) Sustainable Food Management in Tourism	3				Grade of C	
TDM Concentration elective (select course from list in additional notes below)	3	<input checked="" type="checkbox"/>				
<b>TERM SEVEN: 91-105 CREDIT HOURS</b>						
TDM 402: Assessment and Evaluation of Community Services	3	<input checked="" type="checkbox"/>			Grade of C	
TDM 403: Leadership & Professional Development	3	<input checked="" type="checkbox"/>			Grade of C	
TDM 494(482) Sustainable Revenue Management in Tourism	3	<input checked="" type="checkbox"/>			Grade of C	
TDM Concentration elective (select course from list in additional notes below)	3	<input checked="" type="checkbox"/>				
Elective	2	<input type="checkbox"/>				
<b>TERM EIGHT: 106-120 CREDIT HOURS</b>						
TDM 463: Senior Internship	12	<input checked="" type="checkbox"/>				

**Graduation Requirements Summary:**

Total Hours (120 minimum)	Total Hrs at ASU (30 minimum)	Hrs Resident Credit for Academic Recognition (56 minimum)	Major GPA (2.000 Min.)	Total UD Hrs (45 minimum)	Total Comm. College Hrs. (64 maximum)

**General University Requirements: Legend**

- General Studies Core Requirements:
  - Literacy and Critical Inquiry (L)
  - Mathematical Studies (MA)
  - Computer/Statistics/Quantitative applications (CS)
  - Humanities, Fine Arts, and Design (HU)
  - Social and Behavioral Sciences (SB)
  - Natural Science-Quantitative (SQ)
  - Natural Science-General (SG)
- General Studies Awareness Requirements
  - Cultural Diversity in the US (C)
  - Global Awareness (G)
  - Historical Awareness (H)
- First-Year Composition

**Additional Notes:**

**TDM Concentration elective course list (choose one in term 6 and one in term 7)**

- TDM 345: Meeting and Convention Planning (3 credits)
- TDM 386: Convention Sales and Management (3 credits)
- TDM 415: Tourism Transportation Systems
- TDM 394/494: Special Topics
- PRM 475: Entrepreneurial Recreation & Tourism
- MGT 380: Management and Strategy for Nonmajors
- LES 305: Legal, Ethical and Regulatory Issues in Business
- MGT 310: Collaborative Team Skills (3.5 GPA required)
- PAF 410: Building Leadership Skills (SB and COPP interdisciplinary requirement)

*Public Programs interdisciplinary requirement (must complete 3 courses from the following list. Courses must be taken in at least two different areas. \*Preferably, courses at the 300 and 400 level, should be taken in terms 5-8):*

- Area 1
  - CRJ 100: The Justice System (SB)
- Area 2
  - URB 240: Urban Policy (C)
  - URB 300: Intro to Urban & Metropolitan Studies (SB)\*
  - PAF 410: Building Leadership Skills (SB)\*
  - PAF 411: Leadership & Change (SB)\*
- Area 3
  - SWU 171: Introduction to Social Work (SB, H)
  - SWU 250: Stress Management Tools (SB)

**APPENDIX - PROPOSAL TO ESTABLISH A NEW UNDERGRADUATE CONCENTRATION**

(This information is used to populate the Degree Search/catalog website.  
Please consider the student audience in creating your text.)

**1. Program Description (150 words maximum)**

The concentration in Resort and Accommodations Leadership will attract students and professionals who have interests in the diverse areas of knowledge needed within the accommodations sector such as meeting the expectations of hotel and resort guests; the interrelated functions within departments of the lodging and food and beverage industries; ecological, social and economic sustainability practices in the industry; management and leadership specifically for the accommodations sector; and career opportunities. A concentration in Resort and Accommodations Leadership will provide students an academic option to study in-depth the resort and accommodations system/sector and gain knowledge of the importance of the business relationships between suppliers, intermediaries/vendors, guests, and the public and private sectors. The concentration will prepare students to serve our community by developing the skills, knowledge, techniques and capabilities to address major issues related to resorts and other tourism accommodations.

**2. Contact and Support Information**

Office Location (Building & Room): UCENT 550

Campus Telephone Number: 6-0550

Program email address: [scrd@asu.edu](mailto:scrd@asu.edu)

Program website address: [scrd.asu.edu](http://scrd.asu.edu)

**3. Additional Program Description Information**

A. Additional program fee required for this program? Yes  No

B. Does this program have a second language requirement? Yes  No

**4. Career Opportunities & Concentrations** Provide a brief description of career opportunities available for this degree program. If program will have concentrations, provide a brief description for each concentration.

There are a variety of job opportunities for resort or hotel professionals ranging from entry level as a management trainee to an assistant manager or manager in various departments such as a front desk manager, room division manager, sales/marketing manager, guest services manager, catering/banquet manager, and convention sales manager.

**5. Additional Admission Requirements** If applicable list any admission requirements (freshman and/or transfer) that are higher than and/or in addition to the university minimum undergraduate admission requirements.)  
none

**6. Keywords** List all keywords used to search for this program. Keywords should be specific to the proposed program.  
Tourism, resort, accommodation, hotel, resort, hospitality, sustainability

**7. Advising Committee Code** List the existing advising committee code associated with this degree.  
PPTDMBS

OFFICE OF THE EXECUTIVE VICE  
PRESIDENT AND PROVOST OF  
THE UNIVERSITY

8. **Minimum Math Requirement** List the minimum math course required to satisfy this degree.  
MAT 142

9. **Area(s) of Interest**

A. Select one (1) primary Area of Interest from the list below that applies to this program.

- |   |   |
|---|---|
| <input type="checkbox"/> Architecture, Construction & Design    | <input type="checkbox"/> Engineering & Technology                     |
| <input type="checkbox"/> Artistic Expression & Performance      | <input type="checkbox"/> Environmental Issues & Physical Science      |
| <input type="checkbox"/> Biological Sciences, Health & Wellness | <input type="checkbox"/> Interdisciplinary Studies                    |
| <input type="checkbox"/> Business, Management & Economics       | <input type="checkbox"/> Languages & Cultures                         |
| <input type="checkbox"/> Communication & Media                  | <input type="checkbox"/> Law & Justice                                |
| <input type="checkbox"/> Computing & Mathematics                | <input checked="" type="checkbox"/> Social Science, Policies & Issues |
| <input type="checkbox"/> Education & Teaching                   |   |

B. Select any additional Areas of Interest that apply to this program from the list below.

- |  |  |
|--|--|
| <input type="checkbox"/> Architecture, Construction & Design         | <input type="checkbox"/> Environmental Issues & Physical Science |
| <input type="checkbox"/> Artistic Expression & Performance           | <input type="checkbox"/> Engineering & Technology                |
| <input type="checkbox"/> Biological Sciences, Health & Wellness      | <input type="checkbox"/> Interdisciplinary Studies               |
| <input checked="" type="checkbox"/> Business, Management & Economics | <input type="checkbox"/> Languages & Cultures                    |
| <input type="checkbox"/> Communication & Media                       | <input type="checkbox"/> Law & Justice                           |
| <input type="checkbox"/> Computing & Mathematics                     | <input type="checkbox"/> Social Science, Policies & Issues       |
| <input type="checkbox"/> Education & Teaching                        |  |