



Mark Molinaro, Executive Director

- Warm Welcome
- 400 Current Students
- 5000 Graduates
- 250+ Industry Partners
- HRM Overview and Strategic Plan



School of Hotel and
Restaurant Management



Our vision

We aspire to create a dynamic, authentic, and practical learning environment, preparing students for successful careers. Come find your home at HRM!

Our mission

To educate, elevate, and celebrate the leaders impacting hospitality excellence.

Strategic Plan Updates



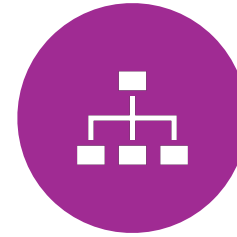
**GOAL 1: INCREASE
TOTAL HRM
ENROLLMENT TO 500
STUDENTS.**



**GOAL 2: INCREASE
FRESHMAN RETENTION
TO 85%.**



**GOAL 3: REVIEW, REVISE,
AND IMPLEMENT
UPDATED HRM
CURRICULUM AND
CURRICULUM
CONTINUOUS
IMPROVEMENT
PROCESS.**



**GOAL 4: IDENTIFY,
ORGANIZE, AND
IMPLEMENT HRM
PROGRAM OPERATING
PROCESSES AND
PROCEDURES.**



**GOAL 5: IDENTIFY AND
INCREASE HRM
PROGRAM IMPACT ON
LOCAL, STATE, AND
NATIONAL LEVELS.**



C·CAP
CAREERS through
CULINARY ARTS PROGRAM



**CLUB
MANAGERS
ASSOCIATION
OF AMERICA**



*The
Lodging
Conference*

Mesa Workforce Development Center

1. Launching 3-year degree in Hospitality Business Administration (Fall 2025)
2. ABOR approval secured; awaiting HLC approval (May/June)
3. **Target Audience:**
 - * Working professionals
 - * Career changers
 - * Traditional students in underserved locations
4. Flexible learning: Online & in-person options

Serving Arizona

By the numbers: Arizona's public universities

ECONOMIC IMPACT

\$1.6B

Total state taxes paid by university alumni

Source: FY 2022 Alumni Wages Report

30.9K

Total employees working at Arizona's public universities

Source: FY 2024 Personnel Report

\$24,924

Wage gap in Arizona for those with a bachelor's degree compared to someone with a high school diploma

Source: FY 2022 Alumni Wages Report

182

Patents earned by university students and faculty

Source: FY 2024 Technology and Research Initiative Fund Report

21

Startup companies formed by universities' students and faculty

Source: FY 2024 Technology and Research Initiative Fund Report

ENROLLMENT

250K

Students enrolled at Arizona's public universities

Source: 2024 Fall Enrollment Report

52K

Bachelor's and graduate degrees awarded by Arizona's public universities

Source: 2022 College Completion Report

104K

Online students enrolled at Arizona's public universities

Source: 2024 Fall Enrollment Report

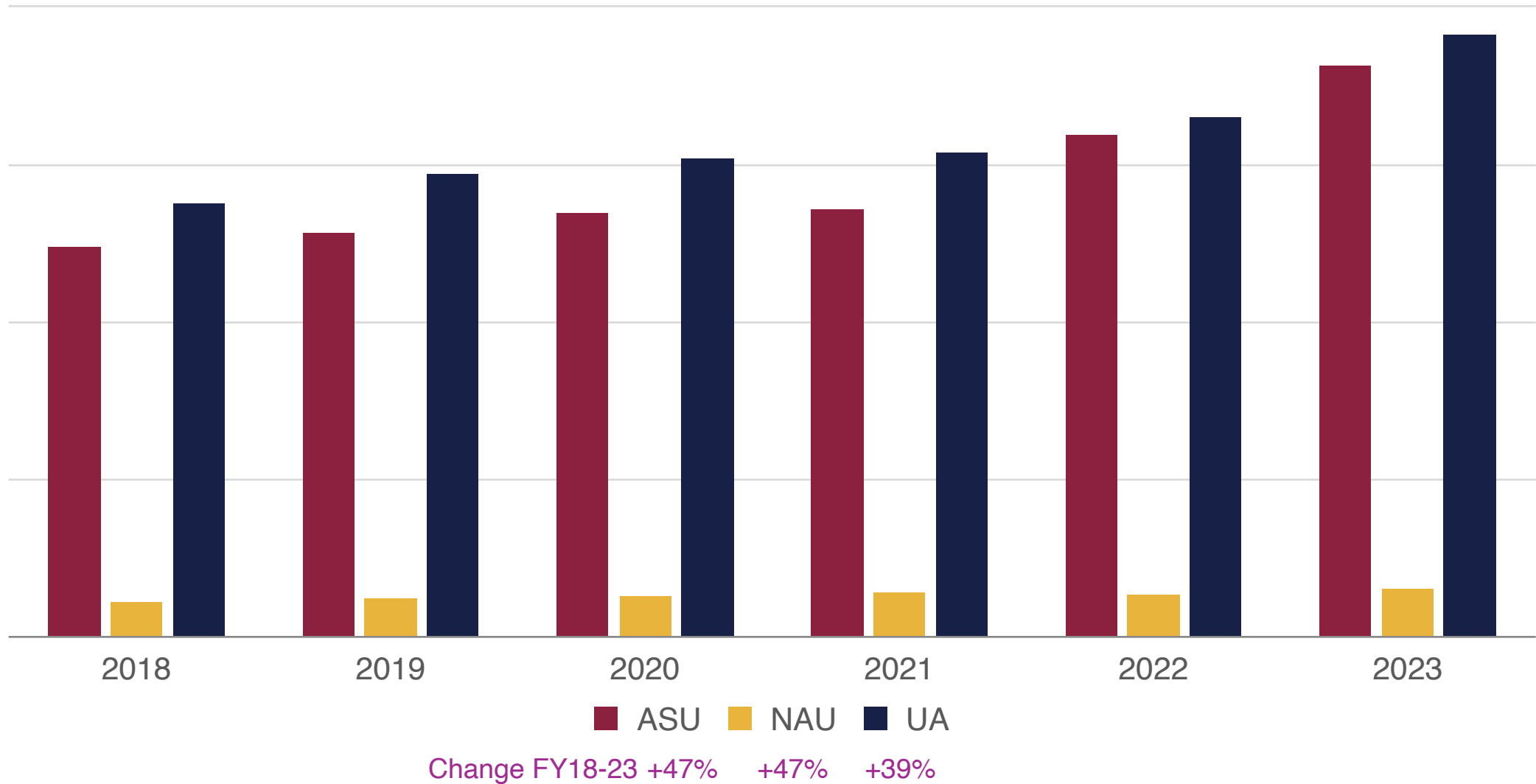
Arizona's public universities – At-a-glance



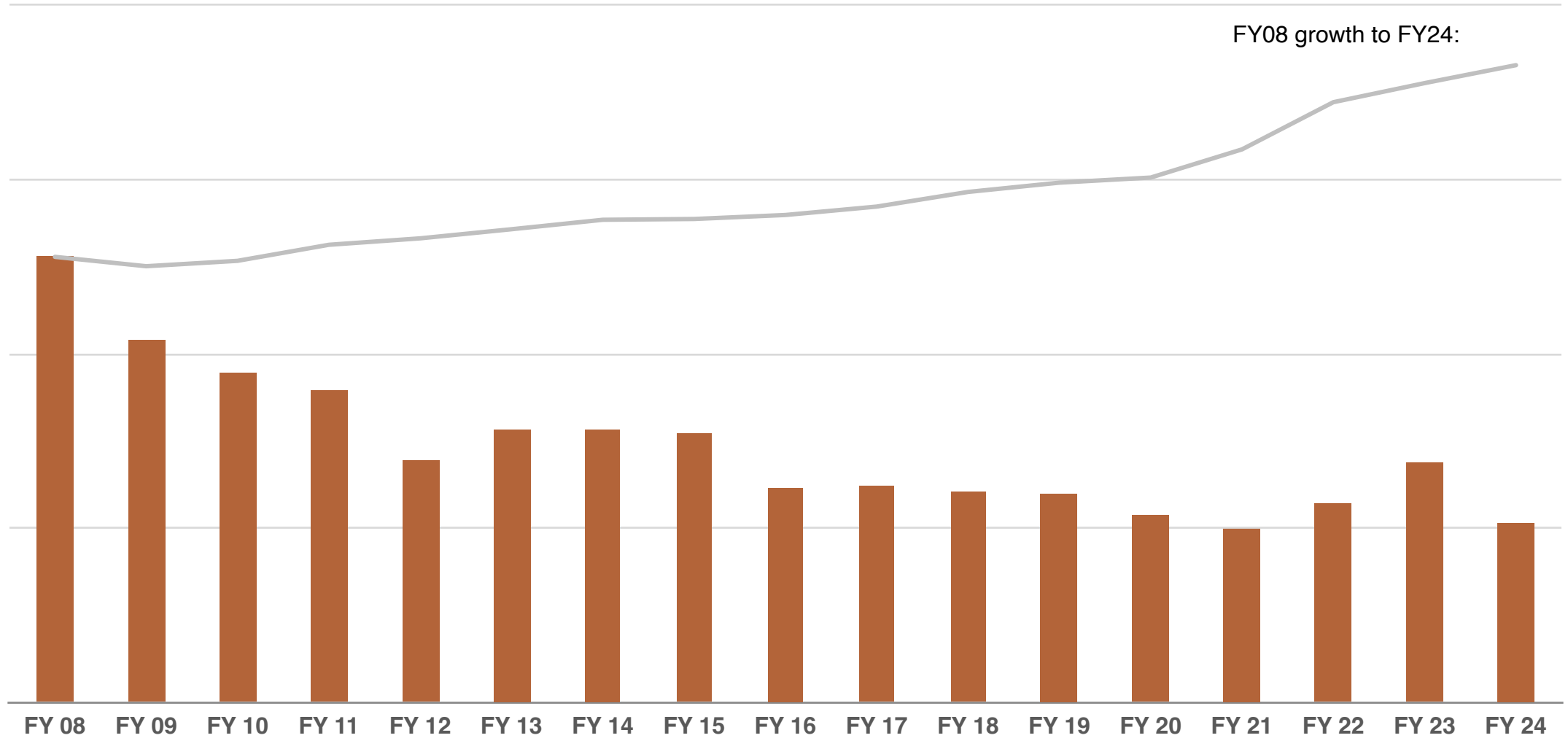
	ASU	NAU	U of A	Total
Total Enrollment	145,655	28,186	77,353	251,194
Freshman Retention	85.3%	72.7%	87.8%	83.3%
Six-Year Graduation	69.3%	56.9%	65.9%	65.5%
Total Degrees Awarded	23,579	5,268	7,772	36,619
Number of Employees	12,451	3,131	11,836	27,418
Total Revenues (in millions)	\$4,187.0	\$654.0	\$2,501.2	\$7,342.2

Research supports state's economy

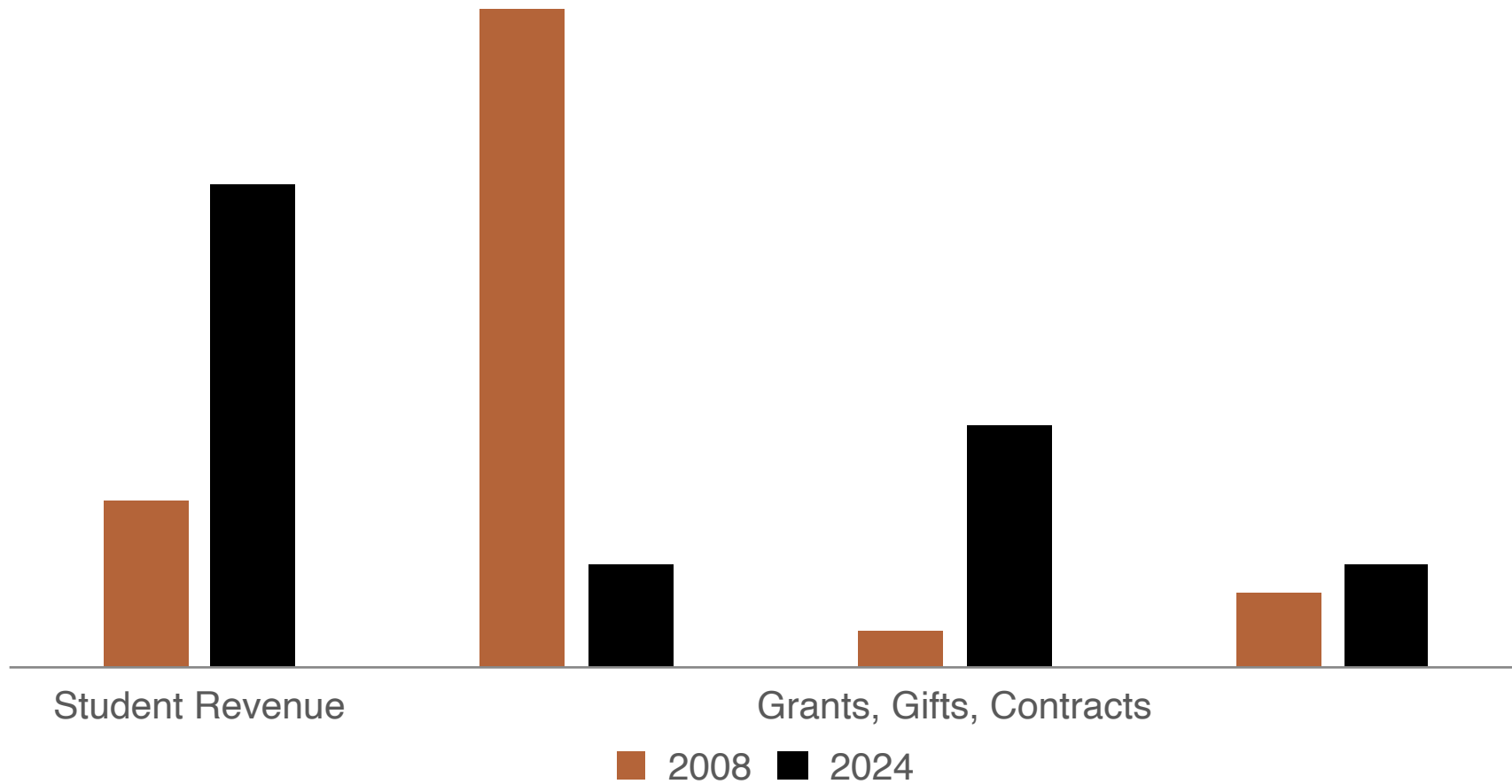
(total research expenditures in millions)



State Appropriations per FTE student



University funding mix relies less on state





State Disinvestment in Public Higher Education Impacts Students and Families

AZ Opportunity: The ABOR Budget Priorities

Operational Funding Restoration

AZ Healthy Tomorrow

Workforce, Innovation and Technology

Increasing Affordability

Capital Investment

Enrollment Trends

1. **Spring 2025:**

- * NAU: Down 1.2%
- * College of Business: Up 4.4%
- * HRM: Flat

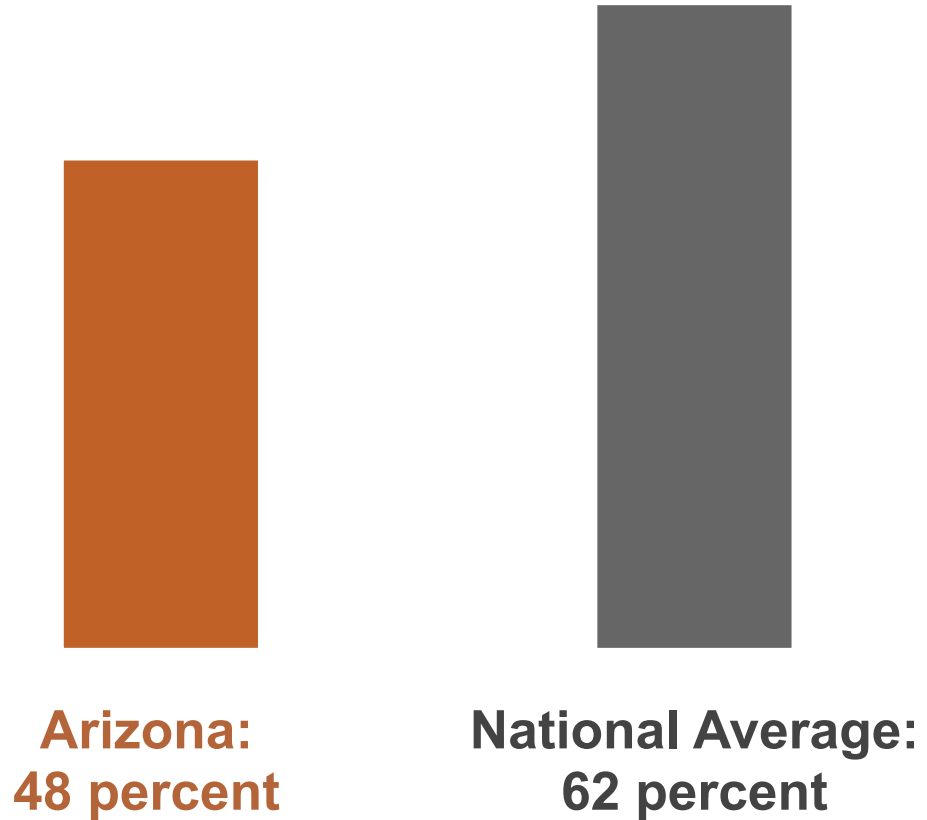
2. **Fall 2025 Projections:**

- * NAU: Tracking a 2.2% decline
- * FCB: Up 3.1%
- * HRM: Up 9.3%

3. National enrollment decline due to demographic shifts, rising education costs, changing perceptions of higher education, institutional challenges, etc.

College going rate lags national average

- Less than half of Arizona high school graduates enroll in some form of postsecondary education.
- Arizona consistently trails the national college going rate by **15 percentage points**.



Sources: ABOR 2022 Postsecondary Attainment Report and the NCES Immediate College Enrollment Rate publication.

Projected Arizona annual degree shortfalls

Annual Demand for Bachelor's Degrees	68,000
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- Bachelor's Degrees from recent graduates	22,500
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- Bachelor's Degrees from in-migration	19,200
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Annual Shortage of Degrees	26,300
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Simply by reaching the U.S. average for educational attainment, Arizona would benefit by nearly \$5 billion in additional state and local tax revenues over 10 years. Furthermore, fully resolving the bachelor's degree shortage would result in a 10-year cumulative state and local fiscal impact of \$8 billion.

Elevating Arizona's educational attainment

Educational Attainment Including High School Graduation Rates

Here are the educational achievements of a sample high school class of 1,000 freshmen:

High School Diploma	534
Certificate or Credential	32
Associate Degree	22
Bachelor's Degree	178

Industry Outlook

The hospitality industry encompasses a wide array of sectors dedicated to housing, feeding, transporting, and entertaining guests. Traditionally it includes five main sectors: food and beverage, lodging, travel and tourism, outdoor recreation, and meetings and events.¹⁰ Recently, it also includes such interrelated sectors as attractions, entertainment, cruise ships, casinos, and technology.¹¹ While each sector offers distinct goods and services, they often intersect and collaborate to deliver a seamless and comprehensive hospitality experience.¹²

After facing significant financial challenges due to the pandemic, the global hospitality industry has been on an upward trajectory in recent years. According to the *Hospitality Global Market Report 2023*, the industry grew at a 7% compound annual growth rate (CAGR), increasing from \$4.39 trillion in 2022 to \$4.7 trillion in 2023.¹³ The restaurant and food service industry is one of the largest drivers of the U.S. economy, and demonstrates significant resilience and adaptability in the post-pandemic period.¹⁴ The U.S. full-service restaurant industry experienced substantial growth, reaching an estimated total output of over 76.5 billion U.S. dollars in 2022.¹⁵ According to the U.S. Department of Commerce's Bureau of Economic Analysis (BEA), the food service industry contributed approximately 2.5% (or \$684 billion) of the nation's GDP in 2023.¹⁶ According to the National Restaurant Association, the food service industry sales are projected to exceed \$1 trillion, a historic milestone, in 2024. The sector is also set to add 200,000 jobs, bringing total employment to 15.7 million workers.¹⁷

However, restaurant and food service industry operators continue struggling with rising costs of labor expenses, increased food costs, and intense competition.¹⁸ Many restaurants are adapting through menu adjustments, operational changes, and increased technology integration that is focused on sustainability, experiential dining, health-conscious choices and personalized experiences.¹⁹ Despite these challenges, the long-term outlook for the hospitality and restaurant sector remains positive,²⁰ with continued expansion driven by consumer demand, economic recovery, and tourism growth.²¹ Restaurants and food service establishments will account for most new hospitality jobs, with more than 545,000 projected positions added in the nation by 2033.²²

The leisure and hospitality sector focuses on services related to entertainment, recreation, food, and lodging.²³ As a key contributor to global economies, the leisure and hospitality industry not only provides

¹⁰ <https://www.webrestaurantstore.com/blog/3726/what-is-the-hospitality-industry.html>

¹¹ <https://cothm.ae/what-are-the-sectors-of-the-hospitality-industry/>

¹² <https://www.webrestaurantstore.com/blog/3726/what-is-the-hospitality-industry.html>

¹³ <https://www.netsuite.com/portal/resource/articles/erp/hospitality-industry-trends.shtml>

¹⁴ <https://www.escoffier.edu/blog/world-food-drink/us-restaurant-foodservice-industry-statistics/>

¹⁵ <https://helplama.com/restaurant-industry-statistics/>

¹⁶ <https://www.escoffier.edu/blog/world-food-drink/us-restaurant-foodservice-industry-statistics/>

¹⁷ <https://restaurant.org/research-and-media/research/research-reports/state-of-the-industry/>

¹⁸ <https://www.allculinaryschools.com/restaurant-management/hospitality-jobs-outlook/>

¹⁹ <https://www.forbes.com/sites/garyocchiogrosso/2024/01/20/trends-shaping-the-ever-changing-restaurant-business-in-2024>

²⁰ <https://www.foodanddrinktechnology.com/news/56620/hospitality-industrys-outlook-is-still-positive-savills>

²¹ <https://hospitalityinsights.ehl.edu/hospitality-industry>

²² <https://blog.dol.gov/2024/11/12/1-in-8-new-jobs-will-be-in-this-sector#:~:text=Food>

²³ <https://www.bls.gov/iag/tgs/iag70.htm#:~:text=The%20leisure%20and%20hospitality%20supersector%20is%20part%20of%20the%20service,and%20Food%20Services:%20NAICS%2072>

Education and Careers in the Hospitality and Tourism Industry

A high school diploma or equivalent may be enough for entry-level positions such as housekeeping, serving, or bartending.^{37 38} However, a bachelor's degree in hospitality is typically required for managerial and executive roles.³⁹ Many institutions offer associate and bachelor's degrees in this field, making it a great option for those who are interested in careers involving food, travel, or tourism.⁴⁰

Career growth depends on the degree pursued and individual goals. For example, food service managers typically need a high school diploma and several years of experience, while lodging managers can enter the field through a high school diploma with experience, an associate degree, or a bachelor's degree in hospitality.⁴¹

A formal education in hospitality and tourism can open the door to many opportunities within the industry, especially when it comes to higher positions. An associate degree qualifies graduates for roles such as assistant hotel manager, event coordinator, or travel agent.⁴² A bachelor's degree opens doors to positions like hotel manager, restaurant manager, or tourism development officer, offering more leadership opportunities.⁴³ A master's degree focuses on advanced business strategies and specialized fields, preparing graduates for senior management roles like director of operations or general manager of a hotel chain (Table 3).⁴⁴

Success in hospitality, whether managing a hotel, overseeing a restaurant, coordinating events, or working in tourism, depends on a strong set of skills such as customer service, communication, and problem-solving, time management, flexibility, teamwork and culture awareness.⁴⁵

"Successful [hospitality professionals] combine practical business acumen with effective people skills, adapting to situational needs to provide quality customer service with strong attention to detail. Hospitality professionals integrate knowledge of management, procurement, inventory management, logistics, finance and marketing with practical experience in hotel or culinary operations. It provides them with the opportunity to deliver high-quality personalized experiences that demonstrate an eye for craftsmanship — the application of business expertise toward something they're strongly passionate about." [Joseph Aranyosi, an associate dean in the College of Business and Information Technology at University of Phoenix]⁴⁶

Table 3. Education Level and its alignment with specific job titles, responsibilities, and career potentials

³⁷ <https://www.glion.edu/magazine/career-paths-in-hospitality/>

³⁸ <https://www.cesarritzcolleges.edu/en/news/hospitality-and-tourism-education-requirements/>

³⁹ <https://www.glion.edu/magazine/career-paths-in-hospitality/>

⁴⁰ <https://www.indeed.com/career-advice/career-development/hotel-and-restaurant-management>

⁴¹ <https://www.bls.gov/ooh/management/food-service-managers.htm>

⁴² <https://www.cesarritzcolleges.edu/en/news/hospitality-and-tourism-education-requirements/>

⁴³ <https://www.cesarritzcolleges.edu/en/news/hospitality-and-tourism-education-requirements/>

⁴⁴ <https://www.cesarritzcolleges.edu/en/news/hospitality-and-tourism-education-requirements/>

⁴⁵ <https://www.glion.edu/magazine/career-paths-in-hospitality>

⁴⁶ <https://www.phoenix.edu/blog/what-is-hospitality-management.html>

Arizona Demographics and Hospitality Industry Overview

Arizona has 91 incorporated cities and towns, spread across 15 counties in the state.⁴⁷ Its population was 7.2 million, accounting for 2.2% of the U.S. and ranking the 14th among the fifty states and the District of Columbia.⁴⁸ The latest population distribution among 15 counties in Arizona in 2023, and the number of High Schools offering culinary arts programs could be found in Appendix C.

Phoenix is the state capital and the largest city in Arizona with a population of approximately 1.66 million.⁴⁹ The Greater Phoenix area, also known as the Valley of the Sun, is one of the largest metropolitan regions in the United States, home to nearly 5 million people. Spanning over 500 square miles of the Sonoran Desert, the Great Phoenix metro area includes 24 distinct municipalities. Each of them offers unique characteristics, attractions, and cultural influences that contribute to Phoenix's status as the nation's fifth-largest city.⁵⁰ These cities, particularly in Maricopa County (the fourth largest county in the U.S. with 4.4 million residents⁵¹), serve as economic, cultural, and residential hubs, shaping Arizona's urban landscape and contributing to its rapid growth.⁵² Arizona population and its distribution among 15 counties in 2023 could be found in Appendix C.

⁴⁷ <https://libguides.asu.edu/salad/cities>

⁴⁸ <https://www.azeconomy.org/2024/06/economy/a-birds-eye-view-of-the-25-largest-cities-in-maricopa-county/>

⁴⁹ https://en.wikipedia.org/wiki/Phoenix,_Arizona

⁵⁰ https://en.wikipedia.org/wiki/Phoenix,_Arizona

⁵¹ <https://www.azeconomy.org/2024/06/economy/a-birds-eye-view-of-the-25-largest-cities-in-maricopa-county/>

⁵² <https://www.maricopa.gov/5312/Cities-Towns>

Hospitality Industry Pipeline through Career and Technical Education (CTE) Programs

Career and Technical Education (CTE) programs equip students with the academic and vocational skills necessary to compete in the job market.⁸⁷ Arizona has six Career and Technical Student Organizations (CTSOs): DECA, FBLA, FCCLA, FFA, HOSA, and SkillsUSA.⁸⁸

For example, DECA (Distributive Education Clubs of America)⁸⁹ prepares emerging leaders and entrepreneurs for careers in marketing, finance, hospitality, and management in high schools and colleges around the globe. FCCLA (Family, Career and Community Leaders of America) helps young people become leaders in the areas of Culinary Arts, Early Childhood Education, Education Professions, Fashion Design and Merchandising, Hospitality Management, and Interior Design.⁹⁰ SkillsUSA (formerly known as Vocational Industrial Clubs of America, VICA) is a partnership of students, teachers, and industry working together to ensure America has a qualified workforce with focus on skilled trades.⁹¹

Arizona has 1,003 high schools, including 926 public and 77 private schools.⁹² Among them, 218 high schools offer CTE Culinary Arts programs, with some also providing Hospitality Management (27 in total, Appendix D-Attached Excel file),⁹³ and ProStart program.⁹⁴ The ProStart, a two-year nationwide program by the National Restaurant Association Educational Foundation (NRAEF), integrates classroom learning with industry experience to prepare students for careers in culinary arts and restaurant management.⁹⁵

The Careers through Culinary Arts Program (C-CAP), a national nonprofit, connects 23,000 students annually to opportunities in the hospitality industry through education, scholarships, and career development.⁹⁶ Currently, 38 of the 218 Arizona high schools offering Culinary Arts programs also participate in C-CAP (Appendix D-Attached Excel file).⁹⁷ These schools serve as a strong pipeline to hospitality management academic programs and the broader hospitality industry in Arizona.

Thank you for
connecting with HRM!