



Alfred Lerner College of
Business & Economics

303 Alfred Lerner Hall
Newark, DE 19716-2701

Bruce W. Weber, Ph.D.
Dean, and Professor of
Business Administration

Phone: 302-831-1211
Fax: 302-831-6750

October 3, 2018

Zvi Schwartz, Ph.D.
Professor and Chair
Hospitality Business Management Department
Alfred Lerner College of Business and Economics
University of Delaware

Dear Dr. Schwartz,

I would like to express my support of the proposed doctoral program in Hospitality Business Analytics.

Learning research methods in data analytics and hospitality management will position students for successful scholarship in these dynamic and fast-moving industries. Moreover, the PhD program will complement UD's recently launched Data Science Institute as a key hub for cross disciplinary and collaboration interest. The proposed program fits well with Lerner's initiatives in business analytics and fits the data science vision for UD, while also contributing to UD's initiatives to improve and expand graduate level education.

Best regards,

A handwritten signature in black ink that reads 'Bruce W. Weber'.



Alfred Lerner College
of Business & Economics

DEPARTMENT OF HOSPITALITY
BUSINESS MANAGEMENT

Raub Hall
14 W. Main Street
Newark, DE 19716-3365
Phone: 302-831-6077
Fax: 302-831-6395

October 4, 2018

Srikanth Beldona, Ph.D.

Professor and Director of Graduate Programs

Hospitality Business Management Department

Alfred Lerner College of Business and Economics

University of Delaware

Dear Dr. Beldona

This letter offers my strongest unequivocal support for the proposed doctoral program in Hospitality Business Analytics.

The HSBM department is ranked among the top 10 programs in the nation. Adding a doctoral program to our current graduate education offerings will help us achieve our long-term strategic goal of ranking among the top 5 programs in the nation, and elevating our international standing. Having an active doctoral program will contribute to the department's research productivity and will improve the attractiveness of our Master's program. Furthermore, a hospitality business analytics orientation is a timely proposition given that the hospitality industry is in the midst of a paradigm shift where data science, big data and analytics are incorporated in various aspects of the field in an accelerated pace. This shift calls for qualified employees and I anticipate that the need for qualified faculty in the area will continue to grow in the near future. We aim to be in that space, educating the next generation of hospitality business analytics educators and highly skilled industry professionals.

Finally, the department faculty has been engaged with Lerner's center for financial services analytics and their doctoral program, as well as with UD's newly established institute for data science, ensures that the proposed doctoral program in hospitality business analytics will benefit from, and contribute to, these two important initiative.

I thank the HSBM graduate curriculum committee for their work on this proposal.

Sincerely

Zvi Schwartz | Professor and Chair

Hospitality Business Management | Alfred Lerner College of Business & Economics |

University of Delaware

From: [Arnold, Michael A](#)
To: [Laws, Donna E](#)
Subject: RE: Hospitality Business Management - Ph.D. program proposal in Hospitality Business Analytics
Date: Thursday, October 4, 2018 1:17:33 PM
Attachments: [image001.png](#)

Donna:

The Economics Department supports use of this course for the Ph.D. program in Hospitality Business Analytics. The small number of students anticipated in the program should be easily accommodated in ECON803.

Sincerely,

Michael

From: Laws, Donna E
Sent: Thursday, October 4, 2018 1:15 PM
To: Arnold, Michael A <marnold@udel.edu>
Subject: FW: Hospitality Business Management - Ph.D. program proposal in Hospitality Business Analytics
Importance: High

From: Laws, Donna E
Sent: Wednesday, September 26, 2018 9:27 AM
To: Arnold, Michael A <marnold@udel.edu>
Cc: Beldona, Srikanth (beldona@udel.edu) <beldona@udel.edu>
Subject: Hospitality Business Management - Ph.D. program proposal in Hospitality Business Analytics
Importance: High

Dear Dr. Arnold:

Good morning. Dr. Beldona has asked me to reach out to you. The Hospitality Business Management Department is proposing a Ph.D. program in Hospitality Business Analytics this Fall 2018.

We are requesting permission to include the following course in the curriculum:

ECON803 Applied Econometrics

We anticipate that there will be two students per academic year. Please let us know if you approve. Thank you and we look forward to hearing from you.

Sincerely,



College of Education
& Human Development
SCHOOL OF EDUCATION

Willard Hall
Newark, DE 19716-2922
Phone: 302-831-2573
Fax: 302-831-4110

October 1, 2018

TO: Srikanth Beldona, Ph.D.
Professor and Graduate Director
Department of Hospitality Business Management
Alfred Lerner College of Business and Economics

FROM: Chrystalla Mouza *C. Mouza*
Director, School of Education

RE: Research Methods Courses

I am pleased to learn about your new Ph.D. proposal in Hospitality Business Analytics. I understand that you expect your students to acquire grounding in research methods and wish to include the following courses offered in the School of Education as part of your curriculum:

- EDUC856: Introduction to Statistical Inference
- EDUC826: Mixed Methods in Social Science Research
- EDUC812: Regression and Structural Equation Modeling
- EDUC874: Applied Multivariate Data Analysis

My colleagues and I are pleased to support your request and welcome your students in those courses. I wish you the greatest success in your program as you prepare the next generation of hospitality professionals.

From: [Chen, Bintong](#)
To: [Laws, Donna E](#)
Cc: [Beldona, Srikanth](#)
Subject: Re: Hospitality Business Management - Ph.D. program proposal in Hospitality Business Analytics
Date: Thursday, September 27, 2018 12:44:49 PM
Attachments: [image001.png](#)

Hi Donna and Sri,

You may use the two FSAN classes in your curriculum as long as the enrollment is 2-3 per class and the students have the proper mathematical and statistical background.

Thanks.

Bintong

Sent from my iPhone

On Sep 26, 2018, at 9:15 AM, Laws, Donna E <dlaws@udel.edu> wrote:

Dear Dr. Chen:

Dr. Beldona has asked me to reach out to you. The Hospitality Business Management Department is proposing a Ph.D. program in Hospitality Business Analytics this Fall 2018. I believe Dr. Schwartz and Dr. Beldona have already discussed this with you.

We are requesting permission to include the following two courses in the curriculum:

Financial Services Analytics

FSAN 815 Analytics I: Statistical Learning

FSAN 830 Business Process Management Innovation

We anticipate that there will be two students per academic year. Thank you and we look forward to hearing from you.

Sincerely,

<image001.png>

Donna Laws

Business Administrator II

Hospitality Business Management

14 W. Main Street, Newark, DE 19716

University of Delaware

(302) 831-6747

From: [Srikanth Beldona](#)
To: [Ilvento, Thomas W](#)
Cc: [Laws, Donna F; Kosinski, Tina M](#)
Subject: Re: Hospitality Business Management - Ph.D. program proposal in Hospitality Business Analytics
Date: Thursday, October 4, 2018 1:13:33 PM
Attachments: [image002.png](#)

Thank you Dr. Ilvento.

I will make sure that the courses are listed in a manner that pre-requisites match. Glad to know about the Online option.

Yes. A formal letter will be greatly appreciated.

Regards

Srikanth Beldona | Professor and Graduate Director

Alfred Lerner College of Business & Economics, Department of Hospitality Business Management

108 Raub Hall | Newark, DE 19716

T 302-831-6192 F 302-831-6395

[HSBM Website](#) | [Instagram](#) | [Facebook](#) | <http://www.udhospitality.com/>

On Tue, Oct 2, 2018 at 11:04 AM Ilvento, Thomas W <ilvento@udel.edu> wrote:

In general, we approve this request. With the advent of our online M.S. in Applied Statistics, some of these courses would be available year round and online (STAT611, STAT615, STAT613). However, in terms of the courses listed, there are some prerequisites that would come into play.

STAT602 requires the completion of STAT601

STAT617 requires the completion of STAT602

Perhaps an alternative to STAT617 would be STAT613. This is part of our online M.S. in Applied Statistics and will be offered starting in Spring 2019.

STAT 613 - APPLIED MULTIVARIATE STATISTICS (3CR.)

Credit(s): 3

APPLIED MULTIVARIATE STATISTIC

Component: Lecture

Good morning. Dr. Beldona has asked me to reach out to you. The Hospitality Business Management Department is proposing a Ph.D. program in Hospitality Business Analytics this Fall 2018.

We are requesting permission to include the following courses in the curriculum:

Statistics

STAT 602 Mathematical Statistics

STAT 611 Regression Analysis

STAT 615 Design and Analysis of Experiments

STAT 617 Multivariate Methods

STAT 620 Nonparametric Statistics

STAT 675 Logistic Regression

We anticipate that there will be two students per academic year. Please let us know if you approve. Thank you and we look forward to hearing from you.

Sincerely,

University of Delaware



Donna Laws

Business Administrator II

Hospitality Business Management


14 W. Main Street, Newark, DE 19716

University of Delaware

Explores the main topics of multivariate statistics, including principal components, discrimination, classification procedures, and clustering techniques. Emphasis on how to identify the correct technique for a given problem, computer packages for its computation, and how to interpret the results.

Let me know if you will need a formal letter.

dr Ilvento

	<p>Thomas W. Ilvento Department of Applied Economics and Statistics Professor, Chair and StatLab Coordinator 213 Townsend Hall Newark, DE 19716 Office: 302-831-6773 Cell: 302-690-3835 Fax: 302-831-6243 ilvento@udel.edu http://canr.udel.edu/faculty/ilvento-thomas/</p>
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From: "Laws, Donna E" <dlaws@udel.edu>

Date: Wednesday, September 26, 2018 at 9:18 AM

To: Tom ilvento <ilvento@udel.edu>

Cc: "Beldona, Srikanth" <beldona@udel.edu>

Subject: Hospitality Business Management - Ph.D. program proposal in Hospitality Business Analytics

Dear Dr. Ilvento:



University of Delaware Library

VICE PROVOST FOR LIBRARIES AND MUSEUMS
AND MAY MORRIS UNIVERSITY LIBRARIAN

181 South College Avenue
Newark, DE 19717-5267
Phone: 302-831-2231
Fax: 302-831-1046

October 10, 2018

Memorandum

To: Srikanth Beldona
Professor and Graduate Director
Department of Hospitality Business Management

From: Trevor A. Dawes
Vice Provost for Libraries and Museums
and May Morris University Librarian

I am responding to your request to supply information about the capability of the University of Delaware Library, Museums and Press to support the proposed PhD program in Hospitality Business Analytics.

The existing online and print collections of the University of Delaware Library, Museums and Press, which are strong in all areas within business and economics, the social sciences, and related interdisciplinary areas, are currently able to support this program. However, no additional funding is available for new resources. Enclosed is a description of collections, resources and services available for this purpose.

I would be pleased to respond to any questions.

Enclosure

c: Department of Hospitality Business Management
Donna Laws, Business Administrator II

University of Delaware Library, Museums and Press
Susan Davi, Associate Librarian, Head, Collection Management
and Licensed Electronic Content Department
M. Dina Giambi, Associate University Librarian for Budget and Collections
Meg Grotti, Associate Librarian and Assistant Head, Reference and
Instructional Services Department
Pauly Iheanacho, Librarian, Reference and Instructional Services Department
Dianna McKellar, Librarian, Reference and Instructional Services Department
Sandra Millard, Deputy University Librarian, and Associate University Librarian
for Public Services and Outreach
Carol Rudisell, Librarian and Head, Reference and Instructional Services Department

Faculty Senate
Karren Helsel-Spry, Administrative Assistant IV

administration, accounting, finance, economics, statistics, sociology and geography. The collections in these areas are excellent and continue to grow.

An experienced librarian, Dianna McKellar (mckellar@udel.edu), Librarian, Reference and Instructional Services Department, serves as the Library liaison to the faculty in the Department of Hospitality Business Management. As Library liaison, Ms. McKellar works with the Department to:

- Further develop Library collections, both print and electronic to support the teaching, learning and research needs of the Department
- Provide research support for faculty and students in a consultation setting
- Provide instruction in a classroom setting
- Serve as a resource for the information needs of the Department as they relate to the Library, Scholarly Communication, Open Access and other topics

Two other librarians have considerable expertise in related subject areas and can provide additional specialized services, as needed. They are:

- Pauly Iheanacho (pinacho@udel.edu) – business administration, economics, finance, accounting, operations research
- Meg Grotti (mgrotti@udel.edu) - education

More than 200 research guides [<guides.lib.udel.edu/>](http://guides.lib.udel.edu/) in all subject areas have been developed and are maintained by librarian liaisons. These research guides describe library resources and assist students in the research process. These guides introduce students to a wide array of useful resources including databases, eJournals, eBooks, reference materials, visual material and more. The librarians mentioned above are also available to work with faculty to develop research guides for specific courses within this program.

The Library subscribes to more than 400 online databases [<library.udel.edu/databases/>](http://library.udel.edu/databases/) which support research in all areas. A wide range of databases support research and study in Hospitality Business Analytics. Among the most important are: *Hospitality & Tourism Complete*, *Business Source Premier*, *NetAdvantage*, *Mergent Online*, *ABI/ INFORM*, *Business Insights:Global*, *EconLit*, *Nexis Uni*, *Sociological Abstracts*, *PAIS Index*, *Scopus*, and *Web of Science*.

In addition to its extensive print-based collections, the Library provides access to more than 100,000 electronic journals [<library.udel.edu/ejournals/>](http://library.udel.edu/ejournals/) and almost 670,000 electronic books [<library.udel.edu/ebooks/>](http://library.udel.edu/ebooks/). Within the Library's eJournal collection, the social sciences and business areas are very strong, including almost all the journals published by Elsevier, Springer, Wiley, Sage, and Taylor & Francis as well as the multidisciplinary JSTOR collection. Many full-text journals are included in the Business Source Premier, ABI/INFORM, and Hospitality & Tourism Complete databases.

Srikanth Beldona
October 10, 2018
Page 3

Information from current newspapers is available from *Nexis Uni* and ProQuest's *Global Newsstream*. Access to *The New York Times* is available from NYTimes.com.

The Library also subscribes to *iPoll* (public opinion data from the Roper Center) and *PolicyMap* (a data and mapping platform) which may be useful to students in this program. Other resources which support statistical and industry research are *Statista*, *Global Financial Data*, *Statistical Insight*, *Euromonitor Passport*, and *IBISWorld Industry Reports*. Finally, *SAGE Research Methods*, a cross-disciplinary research methods tool which includes books, journal articles, reference works, case studies, sample datasets and videos about designing and conducting a research project, may also be useful.

Within the eBook collection, online access to almost all ebooks published by Springer, now including Palgrave Macmillan, from 2005-present is of particular importance. Other related eBooks are available from ProQuest Ebook Central and EBSCOhost eBooks.

The Library subscribes to *RefWorks*, a web-based citation management tool that can be used with most databases. Access to *EndNote Online* via the Library's *Web of Science* subscription is also available.

The Library has strong collections of film and video <library.udel.edu/filmandvideo/> which support study and teaching in all subject areas.

The Library has a nationally recognized Student Multimedia Design Center <library.udel.edu/multimedia/> which provides access to equipment, software, and training related to the creation of multimedia projects. The Student Multimedia Design Center includes over 80 workstations, six studios, and two classrooms focused on multimedia creation. University of Delaware users also may borrow a wide variety of multimedia equipment. Through its Multimedia Literacy program, the Student Multimedia Design Center provides instructional support for faculty seeking to incorporate multimedia into their assignments.

The Library also maintains an Institutional Repository <udspace.udel.edu/>, which archives research reports, documents, and other resources produced by University of Delaware faculty and students.



Trevor A. Dawes
Vice Provost for Libraries and Museums
and May Morris University Librarian



University of Delaware Library

VICE PROVOST FOR LIBRARIES AND MUSEUMS
AND MAY MORRIS UNIVERSITY LIBRARIAN

181 South College Avenue
Newark, DE 19717-5267
Phone: 302-831-2231
Fax: 302-831-1046

October 10, 2018

Report on Library Services and Collections in Support of
the Proposed PhD in Hospitality Business Analytics

General Description

The University of Delaware Library, Museums and Press includes the Hugh M. Morris Library, where the main collection is housed; two branch libraries located on the Newark campus, the Chemistry Library and the Physics Library; and a third branch library, the Marine Studies Library, located in Lewes, Delaware. The Library collections parallel the University's academic interests and support all disciplines. The programs in Hospitality Business Management are directly supported by the Library's strong collections in business administration, economics, finance, the hospitality industry, accounting, communication, applied economics and statistics, geography and sociology.

Databases, full-text electronic journals and electronic books, books, periodicals, microforms, government publications, maps, manuscripts and media provide a major academic resource for the University of Delaware, the surrounding community, the state of Delaware and the nation. Library staff members provide a wide range of services.

The University of Delaware Library, Museums and Press is a U.S. depository library and a U.S. patent depository library and contains the complete file of every patent issued by the U.S. Patent and Trademark Office (USPTO).

The online catalog, DELCAT Discovery, provides access to millions of items by author, title, subject and keyword.

Library collections number over 2,720,000 and are broadly based and comprehensive. In 2016/2017, the Library Web <library.udel.edu> received over 3,900,000 page views.

Specific Support for the proposed PhD in Hospitality Business Analytics

The Library's collections are strong and are able to support this proposed PhD program. The Library has, for many years, supported related graduate and undergraduate programs in business