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# PERCEPTIONS OF THE TRAVEL, TOURISM, & SPORTS INDUSTRIES IN ARLINGTON

Prepared by CNM  
For Travel & Sports Legacy Foundation  
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TRAVEL & SPORTS  
LEGACY FOUNDATION®

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## EXECUTIVE SUMMARY

The Travel and Sports Legacy Foundation (TSLF) connects the Arlington community with great careers, tourism enterprises with talented people, and the tourism industry with a more sustainable and employable future. TSLF focuses on assisting youth and persons in underserved communities with educational attainment, financial support and career opportunities, and workforce solutions for tourism and sports industry stakeholders.

CNM's mission is to strengthen communities by working with nonprofits and other stakeholders to focus on results through strategic management and data expertise and leading-edge technology because we believe communities thrive when committed stakeholders are equipped to tackle issues in a meaningful way. We are known throughout North Texas for partnering with nonprofit organizations and other stakeholders for over 40 years to advance nonprofit leadership, scale impact, and help the philanthropic community achieve its goals.

The scope of this project focused on perceptions of students, educators, and employers regarding wage and benefits, promotion and development opportunities, and work flexibility in the tourism and sports management industries.

Slightly more than half of student respondents (51%) reported being “very interested” or “somewhat interested” in a career in the hospitality, tourism, and/or sports management industries (Figure 1). Responses show that students believe an individual with the right skill set can do well in these industries without a college degree (Table 2), which aligns with employers reporting that the highest level of education required to perform entry level jobs in their organization was high school/GED. Also, students see the industries as offering definite career pathways. Educators echoed student sentiments about the ease of entering and moving through the hospitality, travel, and/or sport management industries (Table 4).

In their survey responses, employers noted customer service and communication skills as some of the top skills desired for employment and promotability, as well as skills they would like their employees to receive more training on (Tables 7-9). This aligns with 49% of students reporting they are interested in receiving training in Business Management for career advancement, which would include a focus on customer service and communication skills (Figure 6). With this training, students are poised to enter the hospitality, travel, and/or sports management industries with the skills and training necessary to succeed.

## INTRODUCTION AND PURPOSE

CNM was contracted by TSLF to conduct three focus groups to help answer the following question:

1. What are the most common perceptions of the tourism and sports management industries (as perceived by students, parents, and educators) around:
  - a. Wage and benefits
  - b. Promotion and career development opportunities
  - c. Work flexibilities

Focus groups for students and educators evolved into online surveys for students, educators, and employers at the request of TSLF due to changing student programming and evolving collaborations. However, perceptions around the hospitality, tourism, and sports management industries amongst these surveys remained the key focus.

The findings contained in this report are based on primary data collected from three surveys: one for students, one for educators, and one for employers in the travel, tourism, and sports industries. Where applicable, results are compared to a 2022 survey conducted for TSLF by CNM.

## METHODOLOGY

### DATA COLLECTION

Three surveys were developed by CNM in collaboration with TSLF’s Executive Director and the University of Texas at Arlington staff. Surveys were distributed electronically across the Metroplex via SurveyMonkey. Customized and individualized surveys were sent to students, educators, and employers in the travel tourism and sports industries.

Students were asked a series of 21 questions about their views and needs around the travel, tourism, and sports industries (Appendix A). Educators were asked nine questions pertaining to their students’ perceptions of and needs in these areas (Appendix B). Finally, employers in the travel, tourism, and sports industries were asked 12 questions about their views and needs around these industries (Appendix C).

Demographic data was collected for student survey participants (Appendix D).

The survey was voluntary, and responses were not tied to specific names or identifying information. Names and email addresses were collected for students and educators interested in learning more about TSLF scholarships and college opportunities, but this identifying information was removed prior to analysis. No incentive was provided for participation. A total of 156 surveys were completed (students = 144; educators = 8; employers = 4).

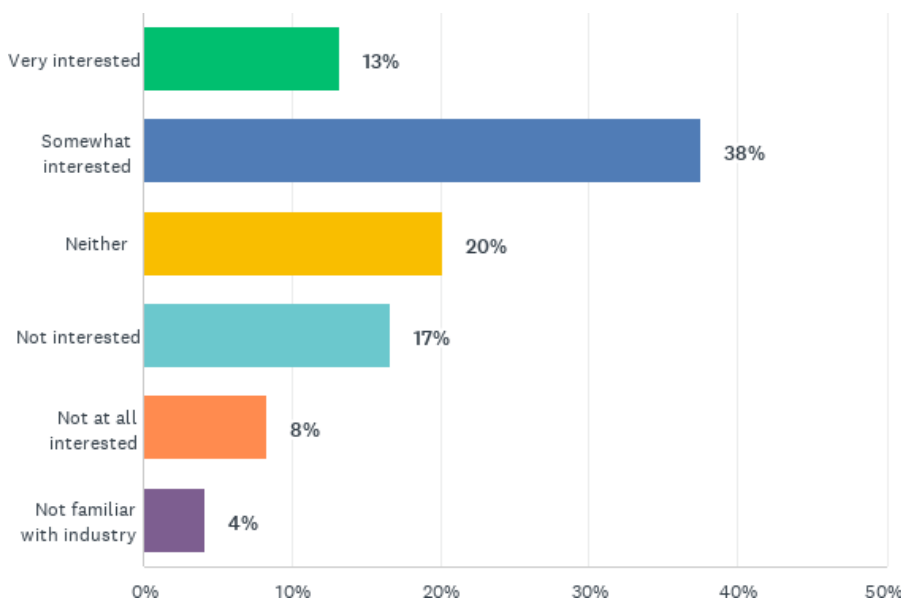
Due to the small sample sizes for educators and employers, our ability to generalize the results is limited, it does not negate the findings or insights.

## FINDINGS

### STUDENTS

The first set of questions in the student survey were around students’ perceptions of the hospitality, travel, and/or sports management industries. Of the 144 student respondents, 13% reported being “very interested” in working in these industries and 38% said they are “somewhat interested” (Figure 1). Only 8% reported no interest at all.

*Figure 1. Percentage of Student Interest in Hospitality, Travel, and/or Sports Management Industries*



Students were asked to rank 12 topics from highest to lowest priority in their future career. A weighted average of the rankings revealed that most students reported interesting work was their highest priority in a future career (Table 1). A job with a sense of purpose was ranked second highest, while companies with strong corporate cultures, compassionate leaders, and mentoring opportunities, as well as companies with travel and hospitality perks were ranked as the lowest priorities. A majority (65%) of respondents reported that they believe the hospitality, travel, and/or sports management industries provide these opportunities.

In 2022, CNM conducted a similar survey for TSLF. At that time, students identified opportunities for career advancement, competitive salaries, and job security as important supports to retain employees. In the 2024 survey, these aspects ranked high (with a weighted average of 7.39 and above) but did not rank as the most important aspects for students. This could be due to something as simple as the 2022 survey not listing “interesting work” or “a job with a sense of purpose” as options for students, thus eliminating them from taking the highest rank in 2022. Regardless, the results of both the 2022 and 2024 surveys show students do consider job security, career advancement, and competitive salaries important.

*Table 1. Weighted Average of Desirable Qualities in Future Career for Students*

<b>Quality</b>	<b>Weighted Average</b>
Interesting work	<b>9.46</b>
A job with a sense of purpose	<b>9.24</b>
Opportunities for advancement	8.03
A job with a secure future	9.06
High earnings at beginning of career	7.54
High earnings over length of career	7.39
Opportunities to serve the community	4.92
Social prestige, respect	4.67
Work-life balance	6.76
Flexible working hours or hybrid schedule (home/office worksite)	4.87
Companies with strong corporate cultures, compassionate leaders, and mentoring opportunities	<b>3.01</b>
Companies with travel and hospitality perks	<b>3.04</b>

Student respondents were then asked to rate how closely they agree or disagree with a list of statements about the hospitality, travel, and/or sports management industries on a scale of “strongly agree,” “agree,” “neither agree nor disagree,” “disagree,” and “strongly disagree.”

Responses show that students believe an individual with the right skill set can do well in the hospitality, travel, and/or sports management industries without a college degree (Table 2). Also, students see the industries as offering definite career pathways.

*Table 2. Average Student Agreement Rating of Statements on a 5-Point Scale*

<b>Statement</b>	<b>Average Rating</b>
You need an associate degree to excel in the hospitality, travel, or sports management industries	2.69
An individual with the right skill set can do well in the hospitality and sports industries without a college degree	<b>1.83</b>
Your education or training must be specifically in a tourism or hospitality field to excel in the hospitality, travel, and/or sports management industries	2.80
The hospitality, travel, and sports management industries can offer definite career pathways	<b>2.17</b>
Information about job opportunities in the hospitality, travel, and/or sports management industries is easily accessible	2.43
Hospitality, travel, and sports management industry jobs are seasonal	3.00

*5-Point Scale: 1 = Strongly Agree, 2 = Agree, 3 = Neither Agree nor Disagree, 4 = Disagree, 5 = Strongly Disagree*

In the 2022 survey, over two-thirds of college students viewed working in the industry as a career, whereas one-third of high school students viewed it as a career. This difference was not tested for statistical significance, which makes comparison to the 2024 survey results difficult. However, on average, students agree that the hospitality, travel, and sports management industries can offer definite career pathways.

The next set of questions in the survey targeted students' specific interests as they relate to continued areas of study and future careers. Thirty-three percent (33%) of students reported an interest in pursuing graduate or post-baccalaureate training (Figure 2), and 28% of students reported they were willing to travel more than 50 miles for educational opportunities (Figure 3). For those interested in attending college, there was not a majority response in any one field of study, but 15% reported an interest in studying Nursing or Hospital Administration, and 13% reported an interest in Business and Economics (Figure 4). Ten percent reported an interest in Hospitality Management. Open-ended responses for those who selected "Other" are listed in (Appendix E).

*Figure 2. Percentage of Student Interest in Education Level for Future Employment*

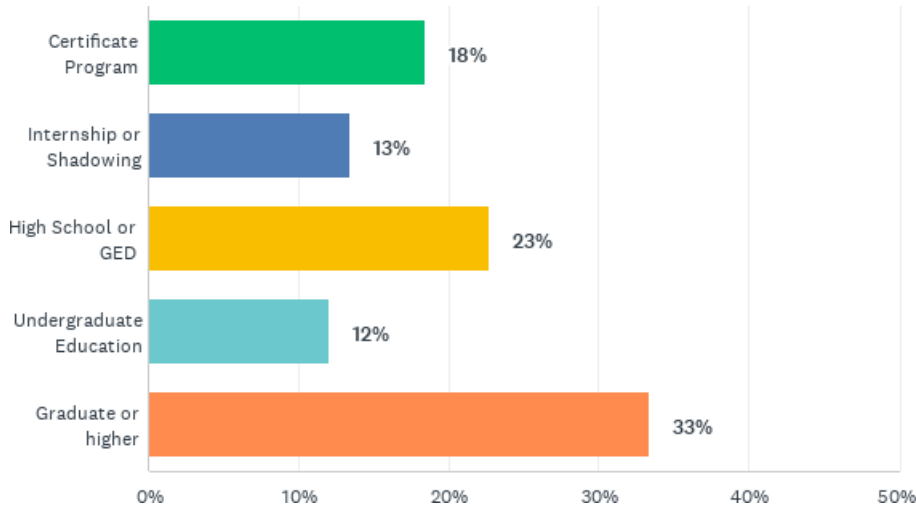


Figure 3. Distance Students Willing to Travel for Educational Opportunities

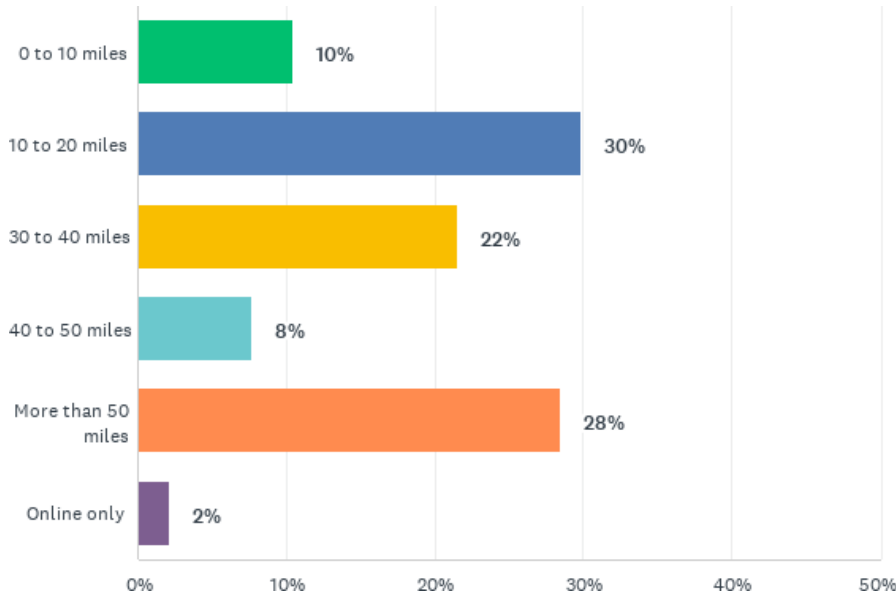
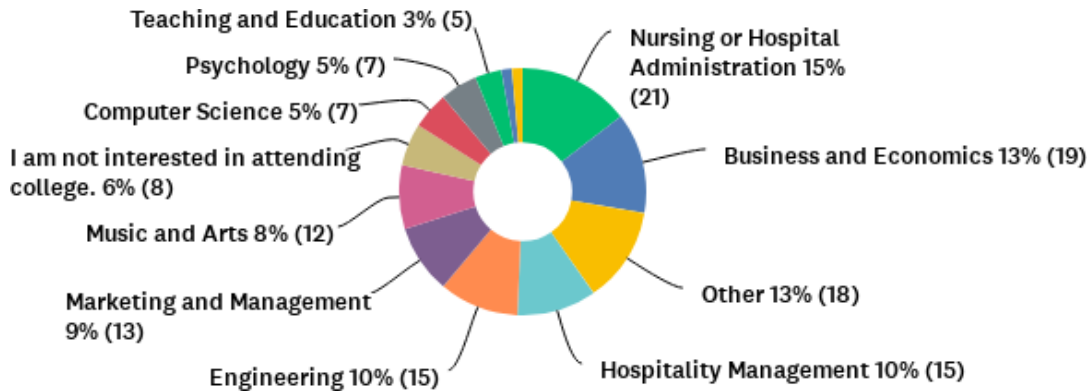


Figure 4. Percentage of Student Interest in Areas of Study



Thirty-six percent (36%) of students said they saw themselves in business or as an entrepreneur long-term, while 25% said they saw themselves in the hospitality, travel, and/or entertainment industry (Figure 5). Open-ended responses for those who selected “Other” are listed in (Appendix E). This aligns with 49% of students reporting they are interested in receiving training in Business Management for career advancement (Figure 6). Forty percent (40%) of students reported an interest in Marketing and Advertising and 38% selected Leadership.

Figure 5. Percentage of Students' Desired Industry

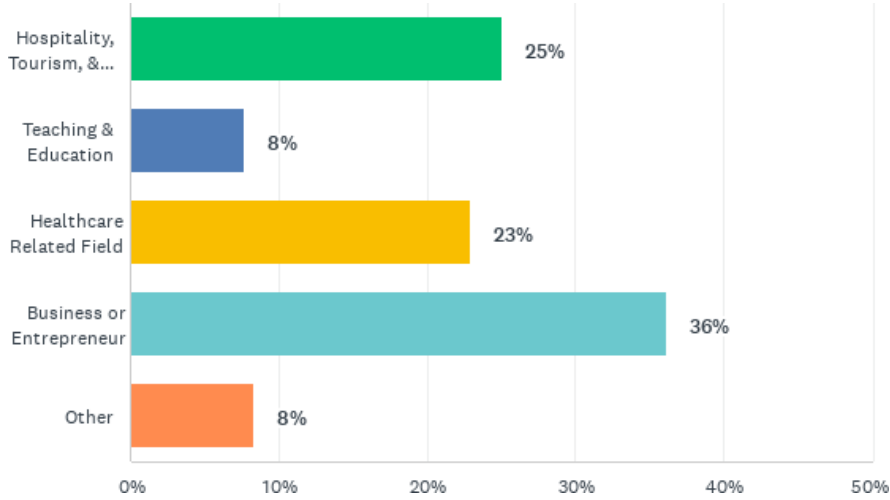
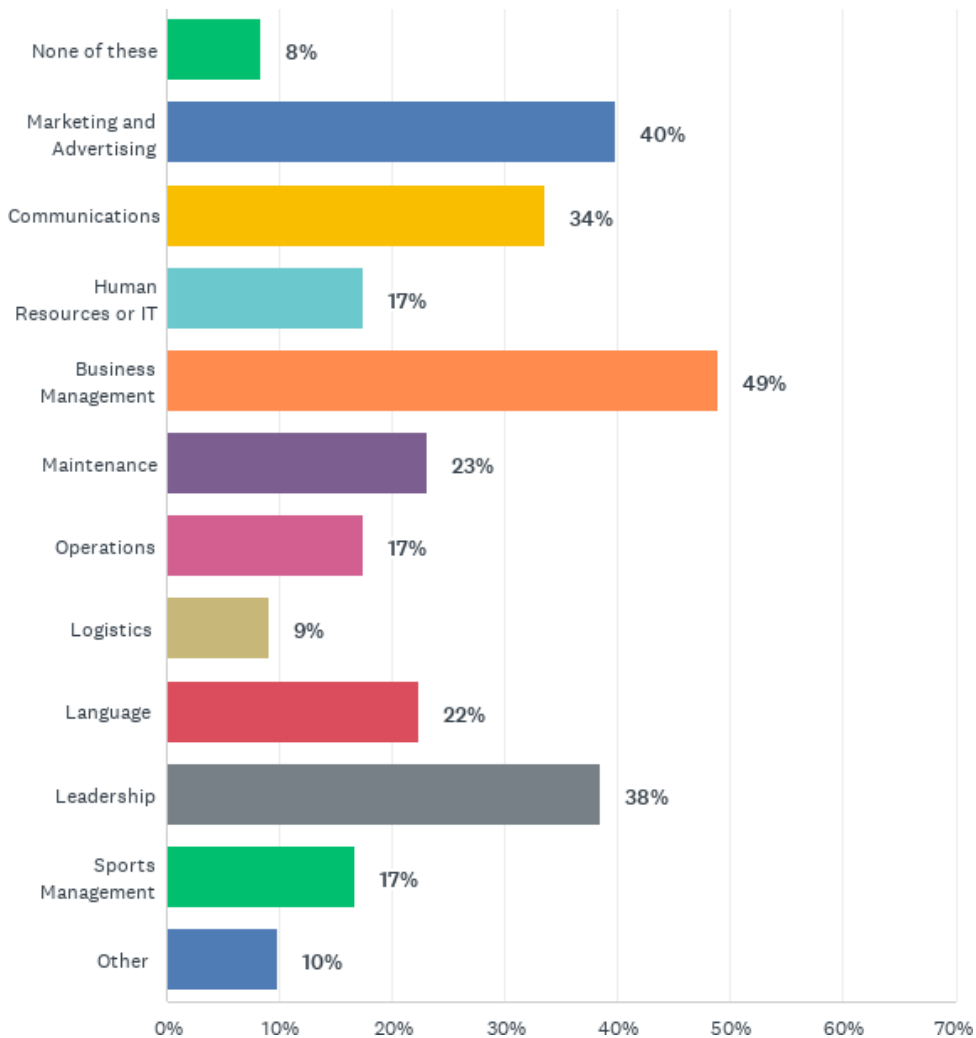


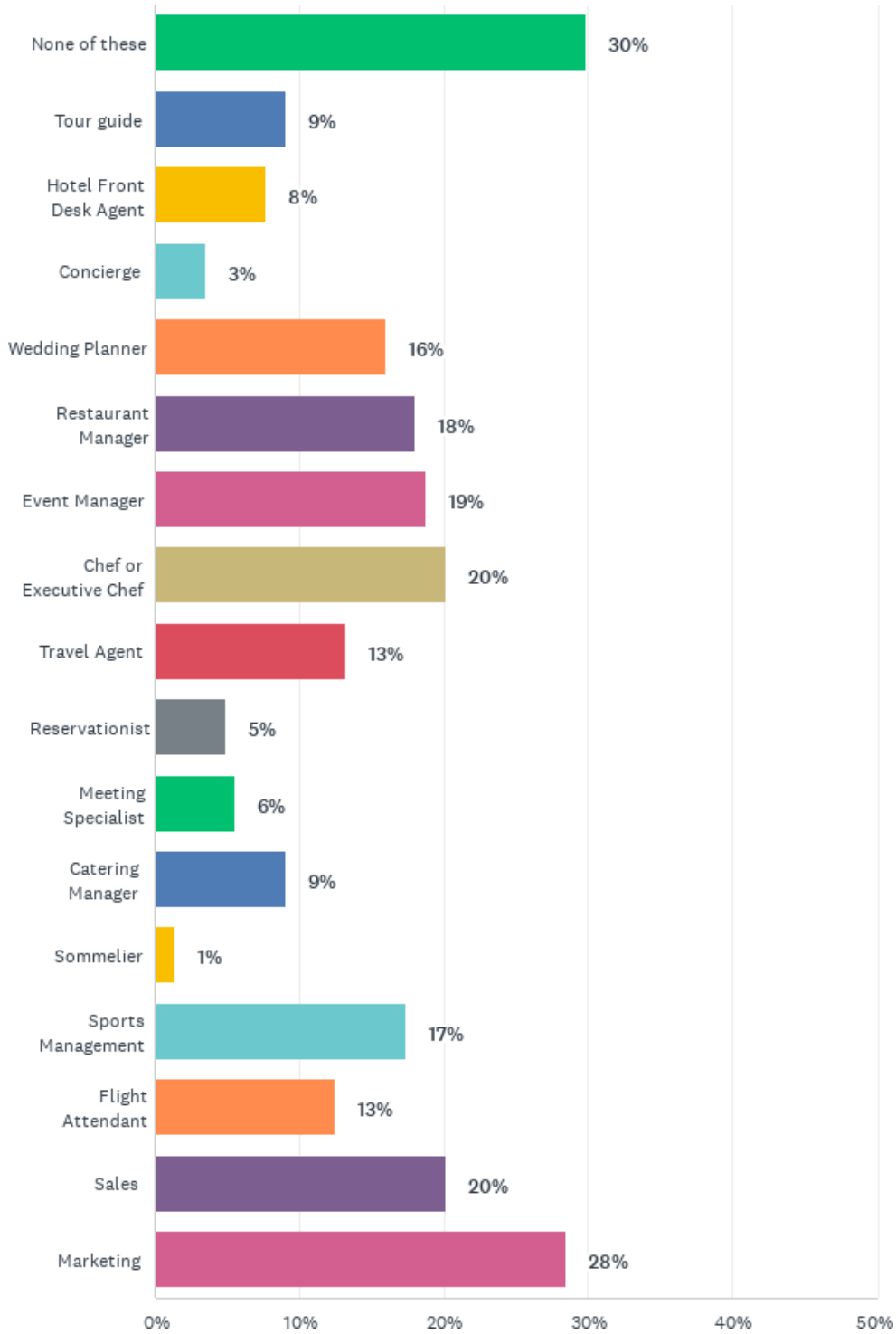
Figure 6. Percentage of Student Interest in Areas of Training





Specific to hospitality training, 28% of students reported an interest in receiving training in Marketing (Figure 7). However, 30% reported not having an interest in any of the topics listed.

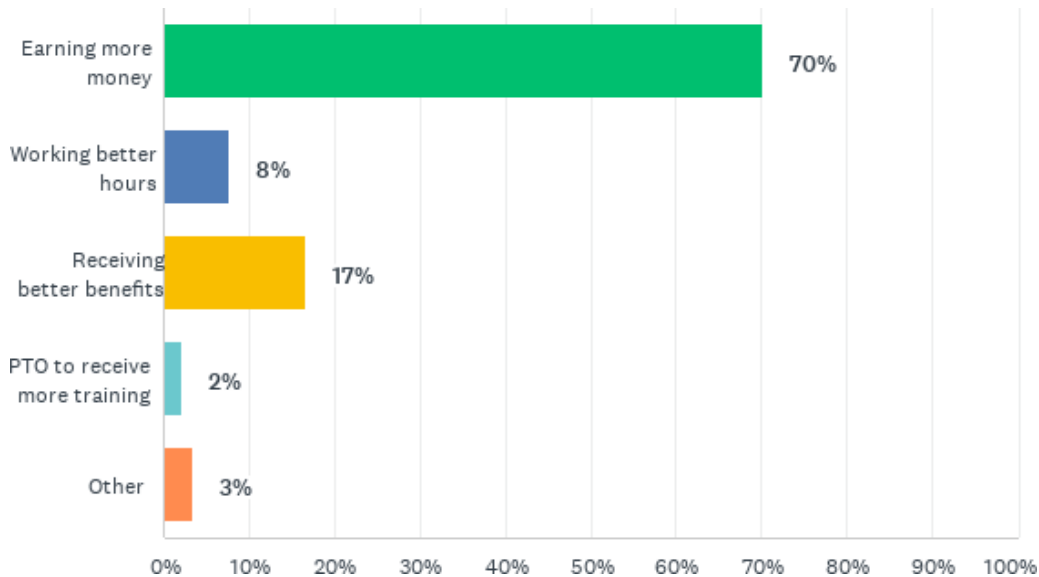
Figure 7. Percentage of Student Interest in Areas of Training Specific to Hospitality



Finally, earning more money was the top response on what is most important to students in their current or future positions (70%) (Figure 8). Open-ended responses for those who selected “Other” are listed in (Appendix E).

This complements the 2022 survey analysis that nearly half of students believe working in the industry provides a living wage (48%).

*Figure 8. Percentage of Importance Benefits in Current or Future Career for Students*



## EDUCATORS

Educators were surveyed on their and their students’ perceptions of the hospitality, travel, and/or sports management industries. First, educators were asked to rank 13 topics from highest to lowest priority in their students’ future careers. A weighted average of the rankings revealed that most educators believe their students are looking for careers that have potential for high earnings both at the beginning and throughout the length of their career (Table 3). Companies with travel and hospitality perks and opportunities to serve the community were viewed as the lowest priorities. One hundred percent (100%) of respondents reported that they believe the hospitality, travel, and/or sports management industries provide these opportunities.

*Table 3. Weighted Average of Desirable Qualities in Future Career for Students as Perceived by Educators*

<b>Quality</b>	<b>Weighted Average</b>
Interesting work	7.88
A job with a sense of purpose	6.38
Opportunities for advancement	7.63
A job with a secure future	8.50
High earnings at beginning of career	<b>12.13</b>
High earnings over length of career	<b>10.25</b>
Opportunities to serve the community	<b>3.13</b>
Social prestige, respect	6.38
Opportunities to travel	5.50
Work-life balance	7.63
Flexible working hours or hybrid schedule (home/office worksite)	6.38
Companies with strong corporate cultures, compassionate leaders, and mentoring opportunities	4.75
Companies with travel and hospitality perks	<b>4.50</b>

In the 2022 survey, educators ranked job security/advancement, salary, and flexible schedules as three of the most important current issues in the industry. Similarly, in 2024, these aspects ranked moderate to high (with a weighted average of 6.38 and above).

Next, educator respondents were asked to rate how closely they agree or disagree with a list of statements about the hospitality, travel, and sports management industries on a scale of “strongly agree,” “agree,” “neither agree nor disagree,” “disagree,” and “strongly disagree.”

Just as students reported, educator responses show that they believe an individual with the right skill set can do well in the hospitality, travel, and/or sports management industries without a college degree (Table 4). Also, educators see the industries as offering upwardly mobile and sustainable wage jobs and careers.

*Table 4. Average Educator Agreement Rating of Statements on a 5-Point Scale*

<b>Statement</b>	<b>Average Rating</b>
You need an associate degree to excel in the hospitality, travel, or sports management industries	3.00
An individual with the right skill set can do well in the hospitality and sports industries without a college degree	<b>1.38</b>
Your education or training must be specifically in a tourism or hospitality field to excel in the hospitality, travel, and/or sports management industries	3.75
The hospitality, travel, and sports management industries can offer upwardly mobile and sustainable wage jobs and careers	<b>1.75</b>
Information about job opportunities in the hospitality, travel, and/or sports management industries is easily accessible	2.13
Hospitality, travel, and sports management industry jobs are seasonal	3.00

*5-Point Scale: 1 = Strongly Agree, 2 = Agree, 3 = Neither Agree Nor Disagree, 4 = Disagree, 5 = Strongly Disagree*

Just as in 2022, educators in 2024 are mixed on whether a career path in the industry is attainable without a college degree. In 2022, 13% agreed it was, 25% disagreed, 38% felt it was somewhat attainable, and another 25% reported they were unsure. Similarly, most educators in 2024 stated they neither agreed nor disagreed that students need an associate degree to excel in the hospitality, travel, or sports management industries.

## EMPLOYERS

Employers in the hospitality, travel, and/or sports management industries were surveyed on their specific needs regarding future employees. Seventy-five percent (75%) of employers reported being in the hospitality industry, and the other 25% reported working with a sports venue.

First, employers were asked to rank the roles most in need of staffing in their organization. A weighted average of the rankings showed that the most needed position was Housekeeping, followed by Sales (Table 5). One hundred percent (100%) of respondents said that the highest level of education required to perform entry level jobs in their organization was high school/GED.

*Table 5. Weighted Average of Roles Most in Need of Staffing*

Role	Weighted Average
Clerk	8.50
Housekeeping	<b>11.50</b>
Food Server	9.50
Hostess	7.50
Concierge	7.00
Office Staff	7.75
Accountant	7.50
Auditor	5.00
Maintenance	7.25
Operations	9.50
Sales	<b>10.25</b>
Marketing	6.25
Management	4.75
Executive	2.75

A weighted average of skills/trainings employers ranked as essential for their current employees showed that interpersonal skills and verbal communication topped the list (Table 6). Technology ranked lowest.

This differs from the 40% of employers who selected Technology as the top area where employees and students need the most training to be successful in the 2022 survey. However, the response options employers could choose from vary from the 2022 to the 2024 survey so true comparison is difficult.

*Table 6. Weighted Average of Essential Skills/Training for Current Employees*

Skill	Weighted Average
Written communication	5.00
Verbal communication	<b>5.50</b>
Interpersonal skills	<b>5.75</b>
Organizational skills	3.75
Computer literacy	4.00
Time management	2.25
Technology	1.75

When asked to select competencies most desired in employees, customer service skills (100%), a positive attitude (75%), and communication skills (50%), among other competencies were selected the most (Table 7). Similarly, the competency employers reported most important for employee promotability was communication skills (75%) (Table 8). Neither sales nor cultural awareness were reported by employers in either category.

*Table 7. Competencies Most Important for Employees to Have*

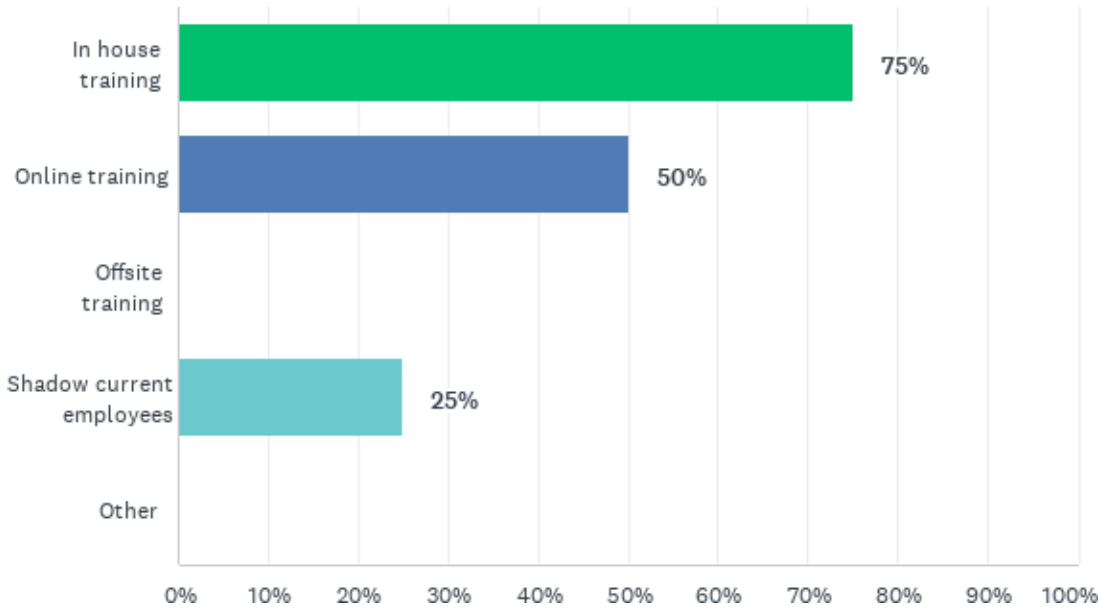
<b>Competency</b>	<b>Survey Respondents (%)</b>
Communication skills	50%
Problem solving	25%
Time management	25%
Customer service skills	<b>100%</b>
Attention to detail	50%
Language skills	50%
Organizational skills	0%
Teamwork	25%
Interpersonal skills	50%
Sales	25%
Scheduling	0%
Cultural awareness	0%
Professionalism	0%
Negotiation	0%
Positive attitude	<b>75%</b>
Active listening	0%
<i>*Note: This was a multi-select question so percentages will not equal 100%</i>	

*Table 8. Competencies Most Important for Employee Promotability*

<b>Competency</b>	<b>Survey Respondents (%)</b>
Communication skills	<b>75%</b>
Problem solving	50%
Time management	25%
Customer service skills	50%
Attention to detail	25%
Language skills	50%
Organizational skills	50%
Teamwork	50%
Interpersonal skills	25%
Sales	0%
Scheduling	25%
Cultural awareness	0%
Professionalism	50%
Negotiation	25%
Positive attitude	25%
Active listening	25%
<i>*Note: This was a multi-select question so percentages will not equal 100%</i>	

To train or prepare new employees, 75% of employers reported providing in-house training by staff with competency tests required (Figure 9). Online training modules (50%) and shadowing current employees (25%) were also reported.

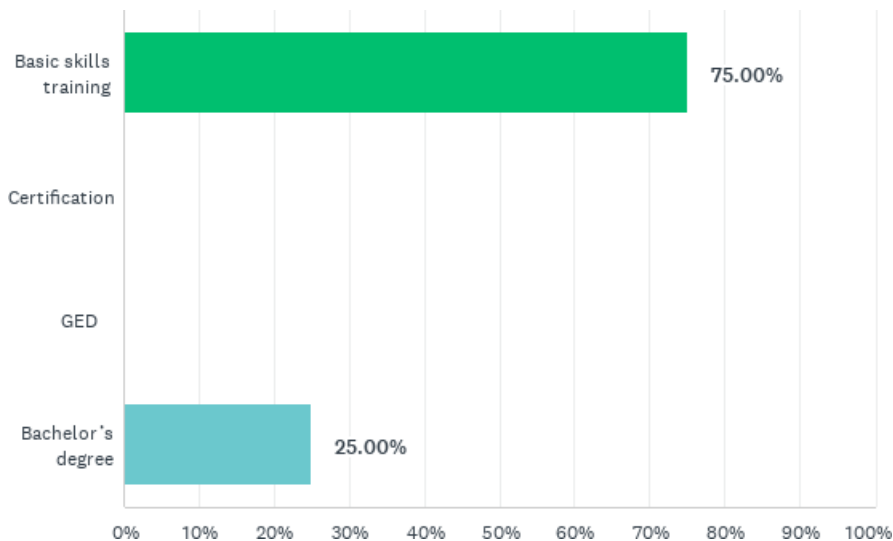
Figure 9. Percentage of Ways New Employees are Trained.



Note: This was a “select all that applies question,” so percentages do not add to 100%.

When asked what type of training/education would most likely be utilized by employees, employers chose basic skills training (75%) (Figure 10)

Figure 10. Percentage of Training/Education Most Likely To Be Utilized By Employees



*Table 9. Training Options/Certificates Employers Desire for Employees*

<b>Training Option</b>	<b>Survey Respondents (%)</b>
Customer service	50%
Texas Food Handler Certificate	<b>75%</b>
TABC License	25%
Hospitality	50%
Interpersonal communication	25%
Food Service Management	0%
Personnel Management	50%
Advertising	25%
Sales	25%
Business writing	25%
Web design	25%
Adobe professional software	25%
Data science	25%
Health and wellness	0%
Cybersecurity	25%
Sports Management	25%
Other	0%

*\*Note: This was a multi-select question so percentages will not equal 100%*

Customer service was a top choice for desired employee competencies, and it was also a top choice for training options or certificates that employers felt would be a good fit for their employees (Table 9). More so, Texas Food Handler Certificate training was chosen by 75% of employers as a need.

Again, this differs from the 40% of employers who selected Technology as one area where employees and students need the most training to be successful in the 2022 survey. However, because Technology was broken out into various areas of interest in the 2024 survey – web design, Adobe professional software, cybersecurity – it is difficult to compare. Only 20% of employers in 2022 chose Food and Beverage as a top training needed compared to the 75% of employers in 2024 who chose Texas Food Handler Certificate training as a desired skill. This could be due to the specificity of the choices given in the 2024 versus the 2022 survey, allowing for more nuanced answers from employers.

Communication skills also rose to the top as training employers would like to receive more information about from Tarrant County College or the University of Texas at Arlington (Table 9). Hospitality was chosen by 100% of employers, and management training was chosen by 75%.

*Table 10. Percentage of Employers Desiring More Information on the Following Trainings*

<b>Training Option</b>	<b>Survey Respondents (%)</b>
Communication skills	50%
Technical training	50%
Business	50%
Maintenance	50%
Operations	50%
Hospitality	<b>100%</b>
Management	<b>75%</b>
Human Resources	25%
Sports Management	0%
Other	0%
None of these	0%

*\*Note: This was a multi-select question so percentages will not equal 100%*

## REFLECTIONS AND RECOMMENDATIONS

### Interest in Industry

Students report that “interesting work” and “a job with a sense of purpose” are their highest priorities for future careers.

- Consider how the hospitality, travel, and/or sports management industries can highlight positions that provide interesting and meaningful work.

Students report high interest in business and economics as a career choice.

- Consider how TSFL might partner with educators to highlight the professionalism of the hospitality, travel, and/or sports management industries to appeal to students’ interest in a career in business.

Both students and educators indicate “earning more money” as a primary driver for choosing a career. While the 2022 survey shows a belief among students that the hospitality, travel, and/or sports management industries offers the opportunity to earn “a living wage”, there may be a disconnect between the desire for “a living wage” and the desire to “earn more money”.

- Consider how the hospitality, travel, and/or sports management industries can promote the opportunity for career advancement (and corresponding higher wages) to students.

There seems to be some disconnect between what students’ value in making career choices and what educators think that students value. Students indicate “interesting work” and “a job with purpose” as their highest priorities, while educators believe that students are most interested in “high earnings at the beginning of their career” and “high earnings over the course of their career”.

- Consider how TSFL might work with educators to highlight how careers in the hospitality, travel, and/or sports management industries can be interesting and meaningful while also providing appropriate wages.

### Needed Positions and Skills

Employers reported that the highest need in the industry is for housekeeping and sales positions. These positions may not be seen by students as interesting or meaningful and may not provide wages that are appealing to students.

- Consider how sales positions can be connected to student interest in business.
- Consider how all positions can be connected to the opportunity for career advancement and increased wages over time.

Employers report that the skills most needed for future employees are customer service, a positive attitude, and communication skills.

- Consider how TSLF might partner with educators and students to offer opportunities to train or practice these soft skills through curriculum enhancements, opportunities for internships or shadowing highly skilled employees or other programs.



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## APPENDICES

### APPENDIX A. STUDENT SURVEY

#### Travel & Sports Legacy Foundation Student Survey 2024

*The Travel and Sports Legacy Foundation (TSLF), in partnership with CNM, has designed the following survey to understand the views and needs of students around the travel, tourism, and sports industry in Arlington. The results from this survey will be used to make decisions about future programs and training opportunities within the travel, tourism, and sports industry and, when possible, make changes. The survey should take no more than 10 minutes, and no one will be able to link your name to your responses. Please answer the following questions to the best of your ability.*

#### **Perceptions on Hospitality, Travel, and Sports Management Industries**

1. To what extent are you interested in working in the hospitality, travel, and/or sports management industries?
  - Very interested
  - Somewhat interested
  - Neither interested nor uninterested
  - Not interested
  - Not at all interested
  - I'm not familiar with jobs in these industries
  
2. What are you looking for in a future career? Please rank from highest (1) priority to lowest (12) priority.
  - Interesting work
  - A job with a sense of purpose
  - Opportunities for advancement
  - A job with a secure future
  - High earnings at beginning of career
  - High earnings over length of career
  - Opportunities to serve the community
  - Social prestige, respect
  - Work-life balance
  - Flexible working hours or hybrid schedule (home/office worksite)
  - Companies with strong corporate cultures, compassionate leaders, and mentoring opportunities
  - Companies with travel and hospitality perks
  
3. Is there anything you are looking for in a future career that was not mentioned above?
  
4. Do you believe the hospitality, travel, or sports management industries provide the opportunities listed previously?
  - Yes
  - No
  - I'm not sure I'd like to learn more about opportunities in the travel and sports industries
  
5. If you would like to learn more, please provide your name and email address.

6. Express the degree to which you agree or disagree with the following statements.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
You need an associates or undergraduate degree to excel in the hospitality, travel, or sports management industries.					
An individual with the right skill set can do well in the hospitality and sports industries without a college degree.					
Your education or training must be specifically in a tourism or hospitality field to excel in the hospitality, travel, and/or sports management industries.					
The hospitality, travel, and sports management industries can offer definite career pathways.					
Information about job opportunities in the hospitality, travel, and/or sports industries is easily accessible.					
Hospitality, travel, and sports industry jobs are seasonal.					

### **About Your Interests**

7. What areas of training/knowledge would you like to receive for career advancement?

- Marketing and Advertising
- Communications
- Human Resources or IT
- Business Management
- Maintenance
- Operations
- Logistics
- Language
- Leadership
- Sports Management
- Other
- None of these

8. What areas of hospitality training are you most interested in? *Select all that apply.*

- Tour Guide
- Hotel Front Desk Agent
- Concierge
- Wedding Planner
- Restaurant Manager
- Event Manager
- Chef or Executive Chef
- Travel Agent
- Reservationist
- Meeting Specialist
- Catering Manager
- Sommelier
- Sports Management
- Flight Attendant
- Sales
- Marketing
- None of these

9. What level of education are you most interested in for future employment?
- Certificate Program
  - Internship or Shadowing
  - High School or GED
  - Undergraduate Education
  - Graduate or Post Baccalaureate Training
10. What is most important to you in your *current* or future position?
- Earning more money
  - Working better hours
  - Receiving better benefits
  - Paid time off to receive more training
  - Other
11. In which industry do you see yourself long term?
- Hospitality, Tourism, and Entertainment
  - Teaching and Education
  - Healthcare Related Field
  - Business or Entrepreneur
  - Other
12. The Travel & Sports Legacy Foundation provides scholarships to Tarrant County College and University of Texas at Arlington students. Would you like to receive more information about TSLF scholarships or college opportunities available in Arlington?
- Yes
  - No
13. If yes, please provide your name and email address.
14. If you are interested in attending college, what degree would you pursue?
- Hospitality Management
  - Kinesiology and Sports Management
  - Nursing or Hospital Administration
  - Marketing and Management
  - Computer Science
  - Psychology
  - Engineering
  - Business and Economics
  - Music and Arts
  - Teaching and Education
  - Architecture
  - Other
  - I am not interested in attending college
15. How far are you willing to travel for educational opportunities?
- 0 to 10 miles
  - 10 to 20 miles
  - 30 to 40 miles
  - 40 to 50 miles
  - More than 50 miles
  - Online only

## **About You**

16. What is your gender?
- Female
  - Male
  - Other
  - Prefer not to say
17. How old are you?
- Under 18
  - 18-24
  - 25-34
  - 35-44
  - 45-54
  - 55+
  - Prefer not to say
18. What is your ethnicity? *Select all that apply.*
- American Indian or Alaska Native
  - Asian
  - Black or African American
  - Hispanic or Latino or Spanish origin
  - Native Hawaiian or Other Pacific Islander
  - White
  - Other
  - Prefer not to say
19. In which county do you currently reside?
- Tarrant
  - Dallas
  - Denton
  - Parker
  - Johnson
  - Other
20. What is your current level of formal education?
- Some High School
  - High School Diploma or GED
  - Some College
  - Some College with Certification/Licensure
  - Associate Degree
  - Bachelor's Degree
  - Advanced Degree
21. What best describes your current status?
- Student
  - Part-Time Employee/Full-Time Student
  - Full-Time Employee/Part-Time Student



## APPENDIX B. EDUCATOR SURVEY

### Travel & Sports Legacy Foundation Educator Survey 2024

*The Travel and Sports Legacy Foundation (TSLF), in partnership with CNM, has designed the following survey to understand the views and needs of students around the travel, tourism, and sports industry in Arlington. The results from this survey will be used to make decisions about future programs and training opportunities within the travel, tourism, and sports industry and, when possible, make changes. The survey should take no more than 10 minutes, and no one will be able to link your name to your responses. Please answer the following questions to the best of your ability.*

#### **Perceptions on Hospitality, Travel, and Sports Management Industries**

1. What do you believe your students are looking for in a future career? *Please rank from highest (1) priority to lowest (13) priority.*
  - Interesting work
  - A job with a sense of purpose
  - Opportunities for advancement
  - A job with a secure future
  - High earnings (or competitive salary) at beginning of career
  - High earnings (or competitive salary) over length of career
  - Opportunities to serve the community
  - Social prestige, respect
  - Opportunities to travel
  - Work-life balance
  - Flexible working hours or hybrid schedules
  - Companies with strong corporate cultures, compassionate leaders, and mentoring opportunities
  - Companies with travel and hospitality perks
2. Is there anything that was not mentioned above that you believe your students are looking for in a career?
3. Do you believe the hospitality, travel, or sports management industries provide the opportunities listed previously?
  - Yes
  - No
  - I'd like to learn more about opportunities in the Travel and Sports Management Industries
4. If you would like to learn more, please provide your name and email address.

5. Express the degree to which you agree or disagree with the following statements.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
You need an undergraduate or advanced degree to excel in the hospitality, travel, or sports management industries.					
An individual with the right skill set can do well in this industry without a college degree.					
Your education or training must be specifically in a tourism or hospitality field to excel in the hospitality, travel, and/or sports management industries.					
The hospitality, travel, and sports management industries can offer upwardly mobile and sustainable wage jobs and careers.					
Information about job opportunities in the hospitality, travel, and/or sports industries is easily accessible.					
Hospitality, travel, and sports industry jobs are seasonal.					

**About You**

6. What grade level do you teach? *Select all that apply.*

- 9<sup>th</sup>
- 10<sup>th</sup>
- 11<sup>th</sup>
- 12<sup>th</sup>
- Undergraduate
- Graduate

7. Are you familiar with the Travel & Sports Legacy Foundation’s Tarrant County College and University of Texas at Arlington scholarships?

- Yes
- No

8. Would you like to receive more information about TSLF scholarships?

- Yes
- No

9. If yes, please provide your name and email address.



## APPENDIX C. EMPLOYER SURVEY

### Travel & Sports Legacy Foundation Employer Survey 2024

*The Travel and Sports Legacy Foundation (TSLF), in partnership with CNM, has designed the following survey to understand the needs of employers in the travel, tourism, and sports industries in Arlington. The results from this survey will be used to make decisions about future programs and training opportunities within the travel, tourism, and sports industries and, when possible, make program changes. Please answer the following questions to the best of your ability.*

1. Which industry best describes your organization or business?
  - Hospitality
  - Sports Venue
  - Entertainment
  - Lodging
  - Restaurant
  - Theater
  - Concert hall
  - Airline
  - Theme Park/Water Park
  - Tourism
  - Arts and Culture
  - Other

#### **Needs in the Hospitality, Travel, and Sports Management Industries**

2. Which roles are most in need of staffing in your organization? *Please rank from most to least needed.*
  - Clerk
  - Housekeeping
  - Food Server
  - Hostess
  - Concierge
  - Office Staff
  - Accountant
  - Auditor
  - Maintenance
  - Operations
  - Sales
  - Marketing
  - Management
  - Executive
3. Are there any roles in great need of staffing in your organization that were not listed above?
4. What type of skills/training is essential for current employees? *Please rank from most to least needed.*
  - Written communication
  - Verbal communication
  - Interpersonal skills
  - Organizational skills
  - Computer literacy
  - Time management
  - Technology
5. Are there any skills/training essential for current employees that were not listed above?



6. What level of education is required to perform entry level jobs in your company?
- Completed high school/GED
  - Completed certification or licensure
  - Completed some college/Associate Degree
  - Completed Bachelor's Degree or beyond
7. How do you currently train or prepare new employees? *Select all that apply.*
- In house training by staff with competency test required
  - Online training modules
  - Complete training offsite
  - Shadow current employees
  - Other
8. Which of the following training options or certificates would be a good fit for your employees? *Select all that apply.*
- Customer service
  - Texas Food Handler Certificate
  - TABC License
  - Hospitality
  - Interpersonal communication
  - Food Service Management
  - Personnel Management
  - Advertising
  - Sales
  - Business writing
  - Web design
  - Adobe professional software
  - Data science
  - Health and wellness
  - Cybersecurity
  - Sports Management
  - Other
9. Which of the following competencies are the most important for your employees to have? *Select the top five.*
- Communication skills
  - Problem solving
  - Time management
  - Customer service skills
  - Attention to detail
  - Language skills
  - Organizational skills
  - Teamwork
  - Interpersonal skills
  - Sales
  - Scheduling
  - Cultural awareness
  - Professionalism
  - Negotiation
  - Positive attitude
  - Active listening

10. Which of the following competencies are the most important skills for employee promotability? *Select the top five.*
- Communication skills
  - Problem solving
  - Time management
  - Customer service skills
  - Attention to detail
  - Language skills
  - Organizational skills
  - Teamwork
  - Interpersonal skills
  - Sales
  - Scheduling
  - Cultural awareness
  - Professionalism
  - Negotiation
  - Positive attitude
  - Active listening
11. What type of training/education would most likely be utilized by your employees?
- Basic skills training
  - Certification
  - GED
  - Bachelor's degree
12. What areas of training would you like to receive more information about from Tarrant County College or the University of Texas at Arlington? *Select all that apply.*
- Communication skills
  - Technical training
  - Business
  - Maintenance
  - Operations
  - Hospitality
  - Management
  - Human resources
  - Sports management
  - Other
  - None of these

## APPENDIX D. DEMOGRAPHICS

### STUDENTS

Characteristics	Survey Respondents N (%)
<b>Gender</b>	
Female	72 (50%)
Male	62 (43%)
Other	2 (1%)
Prefer not to say	8 (6%)
<b>Age</b>	
Under 18	124 (86%)
18-24	7 (5%)
25-34	0 (0%)
35-44	0 (0%)
45-54	1 (1%)
55+	5 (3%)
Prefer not to say	7 (5%)
<b>Race/Ethnicity*</b>	
American Indian or Alaska Native	1 (1%)
Asian	20 (14%)
Black or African American	46 (32%)
Hispanic or Latino or Spanish origin	61 (42%)
Native Hawaiian or Other Pacific Islander	4 (3%)
White	26 (18%)
Other	5 (3%)
Prefer not to say	7 (5%)
<b>County</b>	
Tarrant	94 (66%)
Dallas	33 (23%)
Denton	1 (1%)
Parker	1 (1%)
Johnson	0 (0%)
Other	14 (10%)
<b>Highest Level of Education</b>	
Some High School	123 (86%)
High School Diploma or GED	9 (6%)
Some College	0 (0%)
Some College with Certification/Licensure	2 (1%)
Associate' Degree	1 (1%)
Bachelor's Degree	4 (3%)
Advanced Degree	4 (3%)
<b>Current Status</b>	
Student	110 (76%)
Part-Time Employee/Full-Time Student	25 (18%)
Full-Time Employee/Part-Time Student	7 (5%)

*\*Note: This was a multi-select question so percentages will not equal 100%*

## EDUCATORS

Characteristics	Survey Respondents N (%)
Grade Level*	
9 <sup>th</sup>	2 (24%)
10 <sup>th</sup>	3 (38%)
11 <sup>th</sup>	4 (50%)
12 <sup>th</sup>	4 (50%)
Undergraduate	4 (50%)
Graduate	1 (13%)
Familiar with TSLF TCC and UTA Scholarships	
Yes	5 (63%)
No	3 (37%)

*\*Note: This was a multi-select question so percentages will not equal 100%*

## EMPLOYERS

Characteristics	Survey Respondents N (%)
Industry	
Hospitality	3 (75%)
Sports Venue	1 (25%)
Entertainment	0 (0%)
Lodging	0 (0%)
Restaurant	0 (0%)
Theater	0 (0%)
Concert Hall	0 (0%)
Airline	0 (0%)
Theme Park/Water Park	0 (0%)
Tourism	0 (0%)
Arts and Culture	0 (0%)
Other	0 (0%)

## APPENDIX E. OPEN-ENDED SURVEY RESPONSES

### STUDENTS

**Is there anything you are looking for in a future career that was not mentioned above?**

no
opportunities for off days
Not going into debt trying to work towards the career.
No
A veterinarian and business classes
no.
nutritionist
no
N/A
respect for workers
IN THE FUTURE IM WARE BE A MAN
just a job that secures financial security
No
No
the ability to make food
a job that you can instantly go for when out of high school and that pays well.
no
A job that allows me to be myself and take control over my own projects.
no
no
Good pay
No
A workplace with a comfortable work environment and really chill people.
no
No
A nontoxic workplace.
nothing right now
Lots of money
n/a
Not really, I just want to be able to work in a safe environment no matter what I'm doing.
no there is not
I want to be a traveling nurse
no
Real estate agent
No
No.
I want my career to make me rich.
no
Nope
A supportive environment
No

n/a
Friends and social life
I would say that it has great benefits but lets you challenge yourself
no
There wasn't, but I honestly think any job I have is a job I'd enjoy
Creativity and adventures
no
No
no
Nope
no
business owner
No
no
None
No
No
I am looking for a welcoming and friendly job where i can feel like a part of something.
no
Independence
Nothing else
No not really
No.
No
NO
I want to help people mostly
Nope
no
no, it covered everything
No
No
Nope
nope
no
No.
no
No
No
no
no
none
no
no
No
idk

no
no
no
Enough was mentioned.
No
non-toxic work environment
no
no
n/a
maybe this falls under perks but the chance to travel the world
No, not really, I think this covered just about all the main things people are looking for.
I would like to be a nurse, so anything related to that.
A job that will make a big impact.
no
no
No.
no
no
N/A
No
No
no
No
A culture that doesn't require absolute professionalism when conversing with teammates.
moving around
no
other work benefits
No
Nah
no
No
No
Culinary Prep Chef
business owner of a bakery
No
no
Work that i really enjoy doing
Ability to express my creativity
No
Being of service to an engaged but changing clientele.
No
no

**Those who answered “Other” to “What areas of training/knowledge would you like to receive for career advancement?”**

Music
community outreach
nutritionist
soft were engineering
culinary
Anything involving the medical field.
traveling
traveling nurse
adventuring
Blue collar
human services
Medical
culinary

**Those who answered “Other” to “What is most important to you in your current or future position?”**

all of the above
Working for myself
helping other people
Good pay, reasonable hours, and good benefits
remote/flex hours

**Those who answered “Other” to “In which industry do you see yourself long term?”**

In some field of music
Boxing or military.
soft were / hard were
engineering
culinary
Food or even doing art
Fine Arts
Law
hvac
I'd rather not :)
Sports Management
engineering



**Those who answered “Other” to “If you are interested in attending college, what degree would you pursue?”**

pharmacy
a veterinarian
culinary
Real estate
Baking and Pastry Arts
Medical degree
Audio/Video Tech production
something that's gonna make me money
Culinary Arts
Trade school
English
teaching for music
physical therapy
Sports management
Veterinary Medicine
Film and culinary
culinary
Pharmaceuticals

## EDUCATORS

**Is there anything that was not mentioned above that you believe your students are looking for in a career?**

Sense of purpose should also include autonomy, creativity, and relations development.
N/A
No, I think the above questions touch base with the expectations on the students.
no
Family expectations/wants
No
Not that I can think of.
One with an easy application and interview process.

## EMPLOYERS

**Are there any roles in great need of staffing in your organization that were not listed above?**

No
We are fine now, but skilled trades and landscaping team are always difficult to staff.
No
Shuttle driver



**Are there any skills/training essential for current employees that were not listed above?**

No
Sales training. Financial literacy. Staying current with business technologies.
Physical Fitness (especially Housekeeping, Food serving)
pos training