

Hospitality & Tourism



HOSPITALITY
ACADEMY *of* MAUI



2019

ANNUAL REPORT OF PROGRAM DATA



UNIVERSITY *of* HAWAII®
MAUI COLLEGE

1. Program Description

- a) The Hospitality & Tourism (HOST) program is designed to meet the needs of those who wish to prepare themselves for successful employment in leadership positions in Hawaii's number one industry, as well as those who are already employed in the hospitality services industry. Accredited by the Accreditation Commission for Program in Hospitality Administration (ACPHA), the HOST degree and certificate programs offer a range of hospitality and tourism courses that train students with knowledge and skills essential in the industry. To broaden the students' knowledge and perspectives, a variety of business and general education courses are included in the program map. Students aiming to transfer to a four-year hospitality & tourism programs/institutions can also follow a pathway by taking required courses at UHMC under the guidance of HOST counselor and faculty. Program Learning Outcomes include the following:

Upon successful completion of the Associate in Applied Science degree in Hospitality and Tourism, graduates are able to do the following:

- 1) Demonstrate essential hospitality operations and management skills, including accounting, marketing, and information technology.
- 2) Communicate effectively with guests and co-workers through writing, speech, listening and nonverbal expression appropriate for the hospitality workplace.
- 3) Analyze diverse and dynamic hospitality workplace situations to solve problems and achieve goals through leadership and teamwork.
- 4) Assess personal work performance through various lenses, including Hawaiian cultural values, multicultural "global" perspectives, ethical reasoning, legal principles, and sustainability.

In addition to the Program Level Student Learning Outcomes, the AAS Degree in Hospitality & Tourism fulfills the College-wide Academic Student Learning Outcomes (CASLO); Critical Thinking, Creativity, Oral Communication, Written Communication, Information Literacy, and Quantitative Reasoning. These outcomes are interwoven throughout the HOST Program Map, through both foundation and diversification courses. Students earning their degree develop strong critical thinking skills to be able to effectively address challenges and solve problems in the hospitality industry. The creativity outcome ensures that students develop the ability to express their ideas clearly through a variety of forms and for diverse audiences in the workplace. Practicing ethical and responsible oral and written communication for specific audiences is an integral part of various content areas within the HOST program map, in addition to the specific foundation courses in career and customer service and introduction to hospitality & tourism. Information literacy and quantitative reasoning, include the ability of students to access, evaluate and utilize information effectively, ethically, and responsibly, as well as to synthesize and articulate said information through appropriate mathematical methods. Both of these skills address the need to problem solve in real-world situations in the hospitality and tourism industry.

- b) Program Mission: Prepare students for effective work performance and leadership in the hospitality industry through learning experiences that emphasize Hawaiian culture, multicultural "global" awareness, sustainability, and ethical decision making.

- c) Date Program Website Last Reviewed/Updated: Fall 2019 (Request for changes to be submitted on November 12, 2019.)
- d) Date Program Page Reviewed/Updated in Catalog: Fall 2019 (Request for changes submitted on October 28, 2019.)

2. Analysis of the Program

Demand Indicators		2016 - 17	2017 - 18	2018 - 19	Demand Health
1.	New & Replacement Positions (State)	317	303	302	Healthy
*2.	New & Replacement Positions (County Prorated)	57	55	55	
3.	Number of Majors	62	66	61	
3a.	Number of Majors Native Hawaiian	11	17	10	
3b.	Fall Full-Time	43%	57%	58%	
3c.	Fall Part-Time	57%	43%	42%	
3d.	Fall Part-Time who are Full-Time in System	3%	3%	3%	
3e.	Spring Full-Time	50%	55%	42%	
3f.	Spring Part-Time	50%	45%	58%	
3g.	Spring Part-Time who are Full-Time in System	2%	6%	7%	
4.	SSH Program Majors in Program Classes	459	480	333	
5.	SSH Non-Majors in Program Classes	150	170	218	
6.	SSH in All Program Classes	609	650	551	
7.	FTE Enrollment in Program Classes	20	22	18	
8.	Total Number of Classes Taught	20	17	13	

NOTE: New & Replacement jobs updated ([View Methodology](#)).

Efficiency Indicators		2016 - 17	2017 - 18	2018 - 19	Efficiency Health
9.	Average Class Size	11	13	14	Healthy
*10.	Fill Rate	54.9%	59%	62.5%	
11.	FTE BOR Appointed Faculty	2	2	2	
*12.	Majors to FTE BOR Appointed Faculty	31	33	30	
13.	Majors to Analytic FTE Faculty	31	33	30	
13a.	Analytic FTE Faculty	2	2	1	
14.	Overall Program Budget Allocation	\$165,101	\$165,801	\$0	
14a.	General Funded Budget Allocation	\$163,822	\$164,499	\$0	
14b.	Special/Federal Budget Allocation	\$0	\$0	\$0	
14c.	Tuition and Fees	\$1,279	\$1,302	\$0	
15.	Cost per SSH	\$271	\$0	\$0	
16.	Number of Low-Enrolled (<10) Classes	10	6	3	

- a) The Overall HOST Program identified as healthy. Demand Indicators reflect a healthy growth of the industry needs and the number of majors in the HOST program. As Hawaii's tourism still remains strong, the consistent employment is promising in the hospitality and tourism field within the local community and state (#1 & #2). All graduates in 2018-2019 are currently employed in the hospitality and tourism industry.

Efficiency Indicators demonstrate the relative health of the program. The 62.5% fill rate (#10) communicates a gradual improvement in the number of students enrolled in various HOST classes. The number of Majors to FTE BOR appointee two faculty remained constant. The program fill rate has gained

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incremental improvement over the past three years. The number of low-enrolled classes declined by 3. Two low-enrolled classes include HOST 293 *Hospitality & Tourism Internship* and HOST 294 *Hospitality Internship Abroad*. The primary reasons are twofold: The low enrollment of the HOST 293 Hospitality & Tourism Internship class is due to the fact that some students need to take the class to graduate. The HOST Program Map change results in a shifting cycle of HOST students' academic schedule. The HOST 294 *Hospitality Internship Abroad* class is a specialized class. Given the distinctive characteristic of such a class, it is expected to attract students who meet the GPA requirements and are psychologically and financially ready to take on the study abroad challenges. Based on a survey, HOST students expressed great interest in participating in an international internship, yet the class fill rate remains low. Tactics to consider include offering merit-based scholarships to encourage more students to be part of the cohort.

Effectiveness Indicators		2016 - 17	2017 - 18	2018 - 19	Effectiveness Health
17.	Successful Completion (Equivalent C or Higher)	84%	78%	83%	Cautionary
18.	Withdrawals (Grade = W)	6	6	9	
*19.	Persistence Fall to Spring	71%	74%	72%	
19a.	Persistence Fall to Fall	49%	51%	50%	
*20.	Unduplicated Degrees/Certificates Awarded	17	22	16	
20a.	Degrees Awarded	7	9	11	
20b.	Certificates of Achievement Awarded	4	5	13	
20c.	Advanced Professional Certificates Awarded	0	0	0	
20d.	Other Certificates Awarded	15	13	3	
21.	External Licensing Exams Passed	0	0	0	
22.	Transfers to UH 4-yr	0	3	2	
22a.	Transfers with credential from program	0	0	1	
22b.	Transfers without credential from program	0	3	1	

Distance Indicators		2016 - 17	2017 - 18	2018 - 19	
23.	Number of Distance Education Classes Taught	5	3	2	
24.	Enrollments Distance Education Classes	18	21	8	
25.	Fill Rate	21%	30%	13%	
26.	Successful Completion (Equivalent C or Higher)	83%	71%	88%	
27.	Withdrawals (Grade = W)	0	0	0	
28.	Persistence (Fall to Spring Not Limited to Distance Education)	67%	100%	67%	

Perkins Indicators		Goal	Actual	Met	
29.	1P1 Technical Skills Attainment	93	83.33	Not Met	
30.	2P1 Completion	55	50	Not Met	
31.	3P1 Student Retention or Transfer	81.9	100	Met	
32.	4P1 Student Placement	66.25	81.82	Met	
33.	5P1 Nontraditional Participation	N/A	N/A	N/A	
34.	5P2 Nontraditional Completion	N/A	N/A	N/A	

Effectiveness Indicators reflect a cautionary status. From the period of 2016-2019, the HOST Program's successful completion rate (equivalent C or higher) has averaged 81.6% and persistence rates from Fall to Spring has averaged 72%. Persistence from Fall to Fall continues to increase; yet more focus is still needed to track students throughout their educational journey in the HOST program to ensure completion. Degrees awarded number increased from 9 to 11, and Certificate of Achievement awarded raised from 5 to 13. Other certificates awarded (#20d) declined to 3. One of the reasons might be due to the modifications made to the Certificate of Competence (CO) as the HOST program map was updated to reflect recommendations made by the accreditation commission.

The HOST Program meets Perkins Goal Indicators for 3P1 Student Retention and Transfer, and 4P1-Student Placement. With the newly improved HOST curriculum that is better aligned with the two UH baccalaureate degree programs, an increasing amount of HOST majors are seeking a baccalaureate degree opportunities either through the ABIT program or UH West Oahu. A more effective and clear academic advising by the counselor and faculty may play a major role as well. In the strong employment climate in the Hospitality and Tourism industry, all of our HOST graduates successfully landed jobs in the industry. Whereas, Perkins Indicators reflect that the HOST Program does not meet Perkins Goal Indicators for 1P1 – Technical Skills Attainment and 2P1 Completion. Students in the HOST program sometimes stop out due to financial reasons, family obligations, and/or employment opportunities that are readily available at entry level positions with no requirement of a postgraduate degree or a certificate in the industry.

Performance Indicators		2016 - 17	2017 - 18	2018 - 19	
35.	Number of Degrees and Certificates	11	14	24	
36.	Number of Degrees and Certificates Native Hawaiian	0	0	3	
37.	Number of Degrees and Certificates STEM	Not STEM	Not STEM	Not STEM	
38.	Number of Pell Recipients ¹	7	2	8	
39.	Number of Transfers to UH 4-yr	0	3	2	

* Used in Rubric to determine Health Indicator

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Glossary/Rubric

Performance Indicators (#35) on the number of degrees, certificate of achievement in the program conferred in the year of 2018-2019 leaps to 24, a significant jump from previous 11, and 14. It suggests an overall performance of the program be healthy. Furthermore, the number of native Hawaiian students receiving the degree and certificate is 3, a positive change from the previous 0. #38, number of Pell Recipients not STEM is 8, and (#39) number of transfers to UH 4-yr is 2, including the ABIT program at UH Maui College.

- b) **Distance learning modalities** offered in the HOST program include online via Laulima and hybrid course that employ both online as well as face-to-face delivery. HOST 293 *Hospitality & Tourism Internship* course, for example, is offered as a hybrid class. Zoom software license has been requested so HOST online courses such as HOST 101 *Introduction to Hospitality & Tourism*, HOST 200 *Hospitality Internship*, and HOST 258 *Hospitality Marketing* could employ both synchronous and asynchronous sessions. Distance indicators demonstrate the increase of the past year's success rate - from 71% to 88%. As it is commonly understood, online courses as a whole were found to be "ineffective" compared to the outcomes of face-to-face courses, [USA Today](#) reported. Research shows online students seemed to have a higher failure rate and

tend to earn lower grades. Given similar demographic data of our enrolled online students over the past years, one of the explanations of this improvement may be attributed to the online instructors' persistent monitoring of the students progress and sending reminder messages to those students who fell behind. It is safe to add that instructors diligent effort and intervention strategies coupled with the student support and retention system- "MySuccess" enabled the improvement.

We would like to note here that the ARPD data of number (8) enrollments in distance education classes in line #24 appeared to be inaccurate. Our record shows that 32 students enrolled into three HOST distance learning courses: HOST 101 *Introduction to Hospitality and Tourism* in Fall 2018 counted six, HOST 258 *Hospitality Marketing* in Fall 2018 was fourteen, and HOST 260 *Hospitality Law* in Spring 2019 had twelve students.

c) **Innovative student support** endeavors at UHMC continue to develop. Efforts to enhance the First Year Experience (FYE), Early Admit and Sheltered Courses are constantly evolving. We aim to work within the Ka'ao Student Success Framework of Hua (dream), Ha'alele (commit), Huaka'i (experience) and Ho'i (contribute). Faculty teaching FYE courses are mindful and share resources in how one can incorporate the four concepts into course content. HOST faculty assist students in finding resources such as academic advising, tutoring, technical support, research support, industry connections, career support as our HOST students navigate their way at the college. During the 2018-2019 academic year, all three sections of the HOST 100 Career & Customer Service skills class were designated as FYE. In these courses, HOST majors share their Hua and are connected to career exploration resources (i.e. Myers-Briggs and Strong Inventory). The FYE support team of counselors conduct follow up workshops in class. Throughout the semester, campus resources are introduced and student assignments are interwoven within the Ka'ao framework.

One particular assignment that has been successful in the HOST 100 FYE designated course is the mock interview. This assignment connects students with industry leaders and helps students validate career goals. Students are partnered with an industry leader (based on their career goals and company preference) who conducts a mock interview at the hotel property. These networking opportunities have opened the doors for employment and internships for students in subsequent semesters.

Since Spring 2019, several selected simulations for Hotel Management & Lodging Operations by *Knowledge Matters* have been incorporated into the learning and teaching into three HOST courses: HOST 150 *Housekeeping Operations*, HOST 152 *Front Office Operations*, and HOST 258 *Hospitality Marketing*. The objectives of such adoption is fourfold: 1) Train students problem-solving skills through real-world case scenarios in hotel operations and management. It is aligned with the update HOST Program Learning Outcomes (PLO3) - *Analyze diverse and dynamic hospitality workplace situations to solve problems and achieve goals through leadership and teamwork*; 2) Assist students to apply theory/concepts learned in classes to real-world decision making practices; 3) Increase students' motivation for learning among the millennials and Gen Z students through game-based learning tools; 4) Boost students self-confidence in the process of decision-making. Examples of case simulations we have been using include: Operations - Housekeeping, Operations - Front Office, Revenue Management, and Sales & Marketing - Marketing ROI (Return on Investment). According to the results of a survey, most HOST students found the "gamification" of the case simulation compelling - a more interactive experience than a typical textbook while some expressed technical challenges in completing the last phase of the simulation. To sustain the adoption of such simulations and avoid adding any financial burden to our student users, we will look into Perkins

funding source to cover the simulation fee. In the meantime, the HOST program coordinator is negotiating with the simulations developing company for a program level access license at a lower rate. To further analyze the value and validity of using case simulations, we also sent out a survey to the industry professionals via our HOST Advisory Committee members.

HOST Program faculty support the initiative of the Interstate Passport Program. We currently rely on the academic counselor to share course information provided by the requested student, and then evaluate case by case prior to acceptance at our HOST program at UHMC. It is time consuming and less effective for both faculty and students. Acceptance in the *Interstate Passport Network* would demonstrate an agreement that the learning outcomes at UHMC are congruent with those of the Interstate Passport, and are acceptable as block transfer for general education (GE) credits. The idea of block transferring passport will assist students with future transfers to participating institutions, allowing students to attend UHMC for the first 30 credits of GE courses.

In order to provide an additional baccalaureate degree option for HOST students, program faculty are currently in the process of developing an articulation agreement with Robert Morris University. An initial draft of the agreement includes the acceptance of 54 credits for students who have successfully completed an Associate in Applied Science Degree in Hospitality & Tourism at UH Maui College. Students who transfer to Robert Morris University will then be required to complete an additional two years of upper division coursework online to earn a baccalaureate degree in Hospitality & Tourism Management.

3. Program Student Learning Outcomes

The Accreditation Commission for Programs in Hospitality Administration suggested the revision of the HOST program learning outcomes (PLOs) to reflect the specific knowledge, skills, and abilities the graduates should have attained as a result of their matriculation. In response, the HOST Program Coordinator and Department Chair met with the college CASLO coordinator and the HOST Advisory Committee members several times to discuss the modifications. Three key questions to consider when developing PLOs: Do our PLOs establish appropriate learning goals for graduates of our program? How can the PLOs be crafted to convey their value to students? Do the PLOs describe reasonable expectations of what graduates should and be able to do? In light of the above points, below is the update HOST Program PLOs, effective Fall 2018:

Upon successful completion of the Associate in Applied Science degree in Hospitality and Tourism, graduates are able to do the following:

- 1) Demonstrate essential hospitality operations and management skills, including accounting, marketing, and information technology.
- 2) Communicate effectively with guests and co-workers through writing, speech, listening and nonverbal expression appropriate for the hospitality workplace.
- 3) Analyze diverse and dynamic hospitality workplace situations to solve problems and achieve goals through leadership and teamwork.

- 4) Assess personal work performance through various lenses, including Hawaiian cultural values, multicultural “global” perspectives, ethical reasoning, legal principles, and sustainability.

The HOST program faculty also developed separate measurable outcomes for the Certificate of Competency (CO) and Certificate of Achievement (CA) based on the ACPHA team recommendation. The Certificate of Achievement (CA) PLOs include: Upon successful completion of the Certificate of Achievement in Hospitality and Tourism, graduates are able to do the following:

- 1) Demonstrate essential workplace skills in key facets of hotel operations, including front office, housekeeping, food and beverage, and human resources.
- 2) Communicate effectively to provide guest services and achieve workplace objectives.
- 3) Reflect on work experiences through Hawaiian cultural values, multicultural “global” perspectives, ethical reasoning, and sustainability.
- 4) Analyze work situations to solve problems individually and in teams.

The PLOs for Certificate of Competence (CO) are: Upon successful completion of the Certificate of Competence in Hospitality and Tourism, graduates are able to do the following:

- 1) Demonstrate essential workplace skills in food and beverages, front office, and housekeeping operations.
- 2) Communicate effectively in a customer service environment.

In Fall 2018, the Business & Hospitality Department, the curriculum committee, and the academic senate approved an updated HOST curriculum. Specific changes included: Replacing the Dining Room Service course (CULN 160) with a Human Resources Management course (MGT 124) and revising the sequence of courses for the Certificate of Competence. Components from CULN 160 have been added to the existing Food & Beverage Management course (HOST 154) and Event Management course (HOST 261).

Two tracks have been established for HOST students: one for those who pursue a bachelor's degree and one track for students that will not further their academic career after obtaining an AAS degree in Hospitality & Tourism. HOST faculty and the counselor are advising those students who are planning to pursue a baccalaureate degree to take specific general education courses such as Science Lab and ECON 131 to fulfill transfer requirements.

One of the mechanisms to measure the Program Student Learning Outcomes is to gain feedback from our HOST graduates. The ACPHA team also recommended us to develop a programmatic survey to serve as evidence that alumni are included in the planning process. This survey instrument provides data regarding academic success and program satisfaction. Programmatic change including SLOs that results from alumni feedback can then be documented for future improvement. The HOST Program faculty developed a survey and sent out to graduates in July 2018. We consulted with Paul Kailiponi, Assessment Specialist at UHMC, to assist in analyzing and compiling information. The HOST Program coordinator and faculty will evaluate survey information and make programmatic changes as needed. Furthermore, HOST faculty collaborated

with the HOST counselor on this matter. Starting in Spring 2020 HOST program will send out an exit survey to our graduates-to-be while instructors of HOST 293 and HOST 280 classes will conduct focus group discussions to gather feedback from the students who are planning to graduate.

4. Action Plan

Efforts continue to increase HOST majors, promote student learning and retention through a few new initiatives. In addition to participating in the UHMC high school general reach-out events at Maui High School and Baldwin High School in the year of 2018 and 2019, we have been paying close attention to our contacts at Maui High School. Graduates of the Academy of Hospitality & Tourism (AOHT) at Maui High School had been the main feeder source to our HOST program. Starting in Fall 2019 MHS is no longer affiliated with the National Academy Foundation and has ceased its AOHT course offerings. In response to the change and for the purpose of building a steady pipeline, HOST program faculty and UH Maui College articulation coordinator are in the process of initiating a Memorandum of Agreement (MOA) with the administrators of Maui High School. Specifically, the MOA is to facilitate the matriculation of students and the transfer of courses from Maui High School to the Hospitality & Tourism Program at UHMC. Maui High School graduates who successfully completed TPN 7522 Hospitality & Tourism Career and Customer Service Skills course and TPN 7510 Hospitality & Tourism Service course can receive up to a total of six (6) transfer credits for Hospitality & Tourism courses. In order to make this work, the two parties have to agree on specific terms such as the alignment of course description and student learning outcomes, number of credits, and the credentials or possible training of Maui High School instructors teaching those two courses. Detailed responsibilities of two parties will be stipulated in the final MOA. This MOA is a step toward developing pathways for the Maui High students to transition to UHMC's HOST program. The students must apply to UHMC within one year of graduation. If students decide to go to the TIM school at UH Manoa, the 6 credits are not transferable.

The Hospitality Academy of Maui (HA of Maui) Teaching Lab's \$4 million funding was finally approved by the legislature in July 2018. The project timeline includes: Dec. 2019 - Design contract executed (Glenn Yokotake, GD Design); Dec. 2020 - Plans and specs submitted to UH procurement (previous conceptual plans modified), project bid; July 2021 - Construction contract; Sept. 2021 - Renovation (approx. 12 months).

The lab will provide students a stimulating work environment that includes hands-on experience of running an actual hotel. The facility will include three guestrooms (outfitted by different hotel/resort brands based on an adopt-a-room program), a front office, and conference/classroom space.

In addition to providing students with authentic hands-on training, for those who already have extensive industry experience, Prior Learning Assessments (PLAs) will be explored and developed. PLAs will provide current industry employees the opportunity to complete Hospitality & Tourism certificate and degree requirements at UHMC in a shorter time period.

The ACPHA accreditation team report suggested that the HOST program obtain significant input from additional stakeholders including faculty, students, and industry partners for planning. In addition to the members from hotel/resorts, other segments of the hospitality industry should be included to represent the diversity of the industry. In response, the HOST program coordinator and faculty in Spring 2019

successfully secured new members from different components of industry to be part of the committee, including representatives from Blue Hawaiian Helicopters, Enterprise Holdings, Haleakala Ecotours, etc.

There are no new hires supporting the program at this time. Two lecturers were teaching HOST courses during the Spring and Fall 2019.

All of these action plans and goals align and support the UHMC mission and strategic plans.

	UHMC 2015-2021 Strategic Directions:	UHCC 2015-2021 Strategic Directions	UH System 2015-2021 Strategic Directions
Goal	Quality of Learning, Objective 2: "High quality degrees, certificates, and courses that meet student, industry, and relevant stakeholders need"	Enrollment, Working Adults "increase the participation rate from the current 2.25% of adults between the ages of 25 to 44 to 4%."	High Performance Mission Driven System, Action Strategy 2: "Increase opportunity and success for students and overall cost-effectiveness by leveraging academic resources and capabilities across the system"
Tactic	"b. Provide high-quality distance learning and outreach opportunities for students using assessment practices that ensure parity with classroom-based learning"	"Workplace based programs in conjunction with major employers, well-designed distance or hybrid education programs, cohort based programs for part-time students, year round programs at regular tuition rates, and full implementation of Prior Learning Assessment (PLA) techniques."	"Expand student-centered distance and online learning to create more educational opportunities through the use of technology and by leveraging University Centers on all islands Develop degrees and certificates, including with distance delivery, as part of integrated pathways for students enrolled across the UH system"

5. Resource Implications

A total of 56.99 total TEs were taught in HOST. Non-BOR instructors taught 6 TEs, and 0 TEs were taught out of HOST. HOST courses included 880 total Student Semester Hours (SSH), 541 semester hours taught to HOST majors and 339 to non-HOST majors. The estimated tuition totaled \$152,645.25, with the estimated salary totaling 196,727.48.

In order to sustain the healthy growth of the program, we would like to request for resources in the following areas

- Funding for the Program Access License Fee to the online case simulations for Housekeeping Operations, Front Office Operations/Revenue Management, Hospitality Marketing and Management.
- Set up a merit scholarship fund to support HOST students study/internship abroad.

- c. Request funding for a Property Management System (PMS) for Hospitality Academy of Maui (HA of Maui) teaching lab.
- d. Funding for full-time faculty travel for Professional Development remains a constant challenge. The program lacks funds to send faculty to get trained to receive Certification in Hotel Industry Analytics (CHIA) by the American Hotel & Lodging Educational Institute (AHLEI). In addition, the annual Global Tourism Summit organized by the Hawaii Tourism Authority provides great exposure for the HOST program and provides a variety of professional development opportunities; however, full-time HOST faculty and student representatives are unable to attend due to funding constraints.