

HOSPITALITY & TOURISM PROGRAM

PROGRAM MISSION & VISION

The Hospitality and Tourism program provides educational opportunities to a diverse community of learners: students who are preparing for careers in the hospitality industry and individuals currently employed in the industry seeking professional development. The Hospitality and Tourism program empowers students to achieve their highest potential as informed, responsible, and productive members of our island, national, and global societies.

PROGRAM STUDENT LEARNING OUTCOMES

Demonstrate the key functions required to successfully manage and lead a hospitality organization (i.e. planning, organizing, coordinating, staffing, supervising, financial analysis, sales/marketing, etc.).

- A. Demonstrate the key functions required to successfully manage and lead a hospitality organization (i.e. planning, organizing, coordinating, staffing, supervising, financial analysis, sales/marketing, etc.)
- Communicate effectively with diverse populations using visual, written, and oral skills required of daily activities in hospitality operations.
 - Identify levels of proficiency required for employment in the hospitality industry.
 - Apply the principles of human resource management within the context of industry and organizational standards.
 - Communicate host culture knowledge.
 - Work independently and interdependently in a team setting.
 - Develop and manage a work schedule.
 - Create, interpret, and analyze budgets and other operational reports to make recommendations and decisions to improve organizational performance.
 - Prepare and analyze financial statements.
 - Develop, use, and update procedures, criteria, and recommendations for equipment and supplies used in daily hospitality operations.
 - Follow and develop standards of operation (SOP) for safety/security in the hospitality industry.
 - Demonstrate leadership skills in team assignments.

- B. Apply critical thinking skills and decision-making skills when analyzing hospitality related issues.
- Assess workplace issue(s), identify business strategies, develop plans for implementation, and evaluate implications of decisions.
 - Analyze information and apply quantitative reasoning methods appropriately to solve problems.
 - Analyze internal and external factors that influence the hospitality industry.
 - Describe the interrelationships of hospitality-related service industries.
 - Assess, interpret, analyze, and evaluate information using current technology (hardware and software) to make recommendations and solve issues in the hospitality and tourism environment.

PROGRAM HISTORY

The Hotel Operations Program at Maui Community College was established in 1970. Its first graduating class was in 1972. Over the past years, the program has provided education and training for students from Maui County, out-of-state, and countries including Canada, Japan, China, Germany, Brazil, Korea, and Argentina.

Recognizing the need to broaden the scope of the current program, the name of the program was changed from Hotel Operations (HOPER) to Hospitality and Tourism (HOST) in 2005. The name change aligns with similar programs within the University of Hawaii Community College system. The program is part of Maui Community College's Business & Hospitality Division.

The HOST program offers various levels of certification: Certificate of Competence (Cert. Co.), Certificate of Completion (CC), Certificate of Achievement (CA), and an Associate in Applied Science Degree (AAS). Hospitality and Tourism majors must earn a grade of C or better in all HOST courses to qualify for a Cert. Co., CC, CA, and AAS degree. A minimum 2.0 GPA is required.

- **Certificate of Competence (Cert. Co.) – 9 credits**
Students are required to complete courses in specific areas: English, Math and Hospitality and Tourism. This certificate was designed to allow students to earn certification while completing prerequisites for the 100+level hospitality courses needed to satisfy the CC, CA, and AAS degree requirements.
- **Certificate of Completion (CC) – 15 credits**
Students must complete coursework in English, Math, Business Computing, and Hospitality and Tourism.

- **Certificate of Achievement (CA)**

In addition to fulfilling the CC requirements, students must complete coursework in the following areas: Hospitality and Tourism, English, Speech/Communication, Supervision, and Hawaiian Studies.

- **Associate in Applied Science (AAS)**

In addition to fulfilling the CA requirements, students take additional courses in the following areas: Hospitality and Tourism, Accounting, Cooperative Education (500 hours of work-related industry experience), Economics, and Science. All students are required to complete a Hospitality Capstone course (HOST 298), which integrates skills and knowledge learned during the semesters through a culminating project-based assignment.

The sequence of courses leading to the Certificate of Competence, Certificate of Completion, Certificate of Achievement, and Associate in Applied Science Degree are designed to prepare students for supervisory and managerial positions in the hospitality industry. English and math pre-requisites were implemented to ensure students are prepared for the rigor involved in specific courses. The sequence of courses was designed and approved by Maui Community College's Hospitality Advisory Committee.

All courses counted toward the AAS degree are 100 level and above. General education courses are transferable to the baccalaureate level.

The HOST program has essentially been staffed with 1 full-time faculty member since its establishment 38 years ago. Ron Daniels served as Program Coordinator from 1970 – 1996 and was succeeded by John Spencer, who was the Program Coordinator from 1996 to 1999. Lorelle Solanzo Peros, who currently serves as Program Coordinator, was hired as a full-time faculty member in 2001. Since the Fall 2000 semester, lecturers have been hired to teach various HOST classes including Front Office Operations, Food & Beverage Operations, Hospitality Marketing, Hospitality Law, and Hospitality Management.

Part I. Quantitative Indicators

Demand

1. Annual new and replacement positions (Hospitality & Tourism) in the State
(Based on EMSI Employment Demand data)

2007 Annual New + Replacement Jobs (State)	2005-11 Additional State Jobs
190	2256

2. Annual new and replacement positions (Hospitality & Tourism) in the County
(Based on EMSI Employment Demand data)

2007 Annual New + Replacement Jobs (Maui)	2005-11 Additional Maui Jobs
44	372

Based on data from the Maui County Tourism Strategic Plan 2006-2015, the economy of Maui County has the greatest reliance in the state on the visitor industry, with 39% of its Gross County Product (GCP) attributed to the visitor industry (other counties range from 19-29%). A total of 45% of all Maui County jobs are visitor related in the categories of Accommodations, Food Service, Arts & Entertainment, and Retail Trade. There are tremendous employment opportunities for graduates of Maui Community College's Hospitality & Tourism program.

3. Number of majors

F2005	F2006	F2007
46	50	51

Prior to 2005, courses in the Hotel Operations program narrowly focused on preparing students to obtain entry-level positions in the hotel industry. Hotel properties are willing to hire employees for entry-level positions who do not necessarily have post-secondary education or training in hotel operations. Therefore, when Maui County's economy is robust, students go to work instead of attending college. Declining enrollments in previous years indicated that students in MCC's Hotel Operations Program were getting hired despite the completion of post secondary education.

A redesigned curriculum was implemented in 2005, which now focuses on preparing students to assume supervisory, mid, and upper management positions in the industry. Students must meet prerequisite standards in English and Math before taking introductory level HOST courses. The additional prerequisite requirements, along with the State's 2.7% average unemployment rate, significantly impacted the number of students who enrolled in AY 2005.

The number of HOST majors during the period of F2005 – F2007 has not significantly increased.

4. Student semester hours for program majors in program classes

F2005	F2006	F2007
144	93	126

5. Student semester hours for non-program majors in program classes

F2005	F2006	F2007
120	87	75

6. Student semester hours in all program classes

F2005	F2006	F2007
264	180	201

7. FTE program enrollment

F2005	F2006	F2007
18	12.0	13

Students who enroll in the Hospitality & Tourism program generally take 2-3 courses (6-9 credits) per semester while working either part-time or full-time. The decrease and fluctuation in FTE program enrollment reflects the part-time status of students in the program.

8. Number of classes taught

F2005	F2006	F2007
5	5	4

The average number of classes taught per semester is five. Classes have generally been taught through lectures, lecture/lab (front office), and via cable.

9. Determination of program's health based on demand.
Healthy.

Efficiency

10. Average class size

F2005	F2006	F2007
18	15	17

The decline in the average class size between F2005 & F2006 can be attributed to the decline in majors.

11. Class fill rate

F2005	F2006	F2007
50.29	52.63	58.77

The average number of seats available per HOST class is 30 with the exception of the front office lecture/lab class, which is 24 (based on computer stations available). A decrease in the fill rate is attributed to the decline in majors over the years.

12. FTE or BOR appointed program faculty.
1.0
13. Student/Faculty Ratio.
51
14. Number of Majors per FTE faculty
63.75
15. Program Budget Allocation (personnel, supplies and services, equipment)
Data not available.
16. Cost per student semester hour
\$214

17. Number of classes that enroll less than ten students

F2005	F2006	F2007
3	3	1

The classes that have less than 10 students enrolled during F05 and F06 can be attributed to students in the “old” HOPE program who needed to take particular courses in order to complete their degree. The class in F2007 with less than 10 students were majors who enrolled in the F2005 semester and needed the class to graduate in the Spring 2008 semester. All of the “low enrolled” classes were necessary to fulfill graduate requirements.

18. Determination of program’s health based on efficiency.
Cautionary

Effectiveness

19. Persistence of majors Fall to Spring.

F2005	F2006	F2007
76.09	66.00	64.71

The persistence rate is affected by several factors including students completing all program requirements in the Fall semester, students pursuing full-time employment opportunities without obtaining credentialing, and other economic variables.

20. Number of degrees and certificates earned annually (Hotel Operations)

Certificate of Completion

2004-05	2005-06	2006-07
14	20	4

Certificate of Achievement

2004-05	2005-06	2006-07
12	20	7*

Associate in Applied Science

2004-05	2005-06	2006-07
9	17	9

**The first CA within the new Hospitality & Tourism curriculum was conferred*

The program conferred the most certificates and degrees in the AY 2005-2006. Twenty students earned a CC and CA and 17 earned an AAS in Hotel Operations.

Students who earn the CA generally continue on to earn the AAS degree. Due to the average part-time enrollment status of HOST students, the AAS degree is completed within 1 – ½ years after the CA is earned.

In 2006-2007, 9 of the 11 students who enrolled under the “old” Hotel Operations curriculum (entered program prior to F2005) graduated with an AAS Degree.

21. Number of students transferred (enrolled) to a four-year institution

One HOST major transferred to the University of Hawaii at Manoa School of Travel Industry Management in the Spring 2008 semester. Two Liberal Arts students that enrolled in the Introduction to Hospitality & Tourism course (HOST 101) in Fall 2007 intended to transfer to the TIM School in Spring 2008.

Perkins core indicators

22-28.

Standard	2004-05	2005-06	2006-07
Academic Attainment (1P1)	86.25%	89.50%	80.0
Technical Skill Attainment (1P2)	83.60%	94.70%	73.33%
Completion Rate (2P1)	26.84%	63.20%	40%
Placement in Employment, Education, and Military (3P1)	91%.00	80.00%	53.33%
Retention in Employment (3P2)	100.00%	100.00%	85.71%
Non Traditional Participation (4P1)	22.55%	26.09%	22.58%
Non Traditional Completion (4P2)	33.33%	30.00%	25%

The effectiveness indicators show a decline in specific areas over the 2005-2007 period. This may be attributed to factors such as students leaving the program without any credentialing to work full time (2P1), students leaving their place of employment to pursue another degree after graduation (3P2), or international students (5 students earned a certificate and/or degree in 2006-2007) who were not employed after graduation due to visa restrictions.

The HOST program met and/or exceeded the Perkins adjusted State Standards in the areas of 2P1, 4P1, and 4P2.

29. Determination of program's health based on effectiveness.
Healthy.

The Overall Program Status over the past years (based on program demand, efficiency, and outcomes) has consistently been healthy.

Part II. Analysis of the Program

Strengths and Weaknesses.

Demand

New and Replacement Positions.

The tourism industry is an integral part of the State of Hawaii and is the chief generator of employment in the State. Projections from the Department of Business, Economic Development and Tourism (DBEDT) estimated in 2007 that Hawaii's visitors industry will generate directly and indirectly approximately 22.3% of the total jobs in the State. In Maui County, 45% of all jobs are visitor related. This data indicates that there are tremendous career opportunities for Maui Community College's Hospitality & Tourism graduates.

Although there are numerous career opportunities in the field of hospitality and tourism, the number of majors in the HOST program has fluctuated over the years and has not significantly increased over the F2006-F2007 period. A recruiting strategy is necessary to build enrollment.

In order to build and maintain enrollment, a variety of classes must be offered. There is a limited number of class offerings in the program (due to limited personnel). The HOST program, in collaboration with the Office of Continuing Education and Training, must evaluate the possibilities of offering short term special topics courses for industry leaders seeking professional development. Different modalities of instructional delivery need to be explored.

Furthermore, Cooperative Education course requirements need be evaluated and possibly taught in collaboration with HOST faculty. This will enable the program coordinator to evaluate students directly in the workplace. It will also be an opportunity to collaborate with industry leaders to possibly develop rotation-based internships or project-based internships which can directly lead to the student's capstone class experience.

Efficiency

The downward trend for the efficiency of the program is directly related to the number of majors in the program and the limited growth of majors over the years. Recruiting efforts over the years have been focused mainly on targeting Academy of Hospitality & Tourism students at the high school level. Due to limited personnel, however, there has been minimal follow up done with students after recruiting sessions have been completed. More aggressive recruiting efforts that target a wider audience need to be in place to ensure continued growth of the program.

Since the number of new majors in the HOST program has been a challenge over the years, it is anticipated that within the next semesters upper division HOST classes that are required for graduation will enroll less than ten students.

The addition of a HOST faculty member will enable the program to grow and continually meet its program objectives. Program coordination time can be focused on exploring classroom delivery options in different modalities (i.e. online and video streaming) to reach a wider audience. Currently, HOST courses are delivered via lecture/lab or cable. This schedule, however, may be restrictive for those who are in the industry seeking professional development. This in turn directly affects potential enrollment in the program.

Effectiveness

Persistence is also the key to maintaining effectiveness within the HOST program. Although group advising sessions are conducted every semester for HOST students, a formal tracking system must be developed in order to follow up and/or identify students who have not registered or enrolled for the following semester.

The number of degrees and certificates is directly affected by persistence rates. A tracking system is needed to ensure students apply for credentialing (i.e. Cert. Co., CC, CA, AAS) as soon as they meet course requirements.

In order to address the issues of declining enrollment, persistence, and credentialing, (i.e. Perkins Effectiveness Indicators 1P1, 2P1, 3P1, 4P1), the Program Coordinator collaborated with colleagues in the Business & Hospitality Division to submit a Perkins grant proposal to hire a “Transition Specialist” for the Fall 2008 semester. The primary role of the Transition Specialist is to collaborate with Student Services, faculty, counselors and other relevant resources to address the issues stated above. The Transition Specialist is responsible for recruitment and orientation presentations, conducting career assessments, performing interventions, making referrals, and implementing an education management system to ensure proper and timely credentialing of certificates and degrees.

Significant Program Actions

Curriculum Design.

In the Fall 2006 semester, a curriculum action request to modify the HOST Certificate of Competence was proposed and approved. This change was implemented in the Fall 2007 semester. The previous 9-credit Cert. Co was restrictive because students were not able to obtain credentialing if they placed in a higher level English and HOST class. The changes were as follows:

<u>Previous</u>	<u>New</u>
HOST 20	HOST 20 or HOST 101
ENG 55	ENG 55 or above
MATH 23	MATH 23

Additional Faculty.

In the Fall 2007 semester, the HOST program was granted a 1.0 FTE faculty position. Screening of applicants for the position began in the Spring 2008 semester. The additional faculty member would provide the necessary support in all areas of instruction and program development.

Articulation.

In 2007, the HOST Program Coordinating Council, in collaboration with the DOE, began discussions on course assessment and vertical integration of two specific courses: HOST 101 (Introduction to the Hospitality Industry) and HOST 100 (Career and Customer Service). Comprehensive credit by exams are in the process of being drafted. More discussions between the DOE and community colleges are forthcoming.

Recommendations made by the HOST Program Review Committee (2001-2006 Comprehensive Program Review) and specific actions taken to address the recommendations.

- Collaborate with the MCC Office of Continuing Education and Training VITEC division to develop a strategy on how to change program delivery and offerings so that the HOST program can reach more students. (Changes may include developing new basic skills modules offered primarily as non-credit, workforce development education, etc.).

Action: Program Coordinator has begun discussions with Dr. Lois Greenwood on creating a sequence of courses that can lead to credit/non credit certification for industry leaders. Possible ideas include offering existing courses (i.e. Supervision, Business Communication, and Computer training) in modules or creating short-term special topics courses using the American Hotel & Lodging Association certification curriculum.

- Develop a stronger “bridge” relationship between the HOST program and high school Academies of Hospitality & Tourism (AOHT)

Action: Program Coordinator has been working collaboratively with the AOHT directors in each high school to expose students to the program offerings at MCC. Follow up sessions are needed throughout the year.

- Initiate bridge programs with high schools which focus on career exploration and student mentoring activities

Action: Program coordinator needs to collaborate with Business & Hospitality faculty and review modules of existing programs.

- Network with industry groups such as Hotel Sales & Marketing Association (HSMA) and the Society for Human Resources Management Education Foundation (SHRM) to continuously provide exposure for the program

Action: Program Coordinator is part of the Society for Human Resources Management Education Foundation and has been able to network with members. The networking has been invaluable as SHRM members have been invited to be guest speakers in the classroom and have also assisted with mock interviews for students.

- Examine the prospect of recruiting international and out-of-state students as a means of increasing program enrollments

Action: The HOST program is currently looking into the possibility of creating partnerships with institutions abroad. More international options will be explored in collaboration from the new HOST faculty.

- A review of students classified as liberal arts should be undertaken to determine the extent to which these students are registering in HOST classes yet not credited to the HOST program since they are not categorized as HOST majors.

Action: Program coordinator has begun tracking and identifying Liberal Arts students who are enrolled in the Introduction to Hospitality & Tourism course and plan to transfer to UH Manoa's TIM program. Discussions with counselors have been initiated on how the HOST program can possibly include those students in the major count.

Updates of Action Plan (Goals documented for 2007-2012 – last year's program review)

- Accreditation.
Currently gathering information and documents on the accreditation process (Council of Hotel, Restaurant, and Institutional Education)
 - Utilize the Lahaina Ed Center to serve the training needs of students in the West side.
Discussions on how to serve the training/education needs of students in Lahaina (via the Lahaina Ed Center) have been initiated; planning and follow up meetings are needed
 - Develop an enrollment management system.
The Program Coordinator is working in collaboration with the Transition Specialist to ensure the HOST program is represented in recruitment activities island wide.
 - Expand the method of classroom delivery to build enrollment.
An online HOST course is scheduled for Spring 2009
30. Determination of Program's Overall Health.
Healthy.

Part III. Action Plan (2008 -2013)

Short term.

1. Curriculum

- a. *Continue to align MCC's HOST program with the University of Hawaii at Manoa's Travel Industry Management curriculum. (The TIM degree will be available online in the Fall 2009 semester; alignment with the HOST curriculum is necessary to bridge the programs and increase enrollment)*
 - Create TIM 100 course
Maui Community College currently does not offer TIM 100 (Internship I/Career & Customer Service), which is a lower division requirement for the TIM degree.
 - Update HOST program map
 - Change the A.A.S. degree offering to an A.S. degree
 - Evaluate Cooperative Education requirements
Work with employers to create a hotel department rotation program to allow students to explore different facts of the hotel industry while also fulfilling cooperative education requirements
- b. *Continue discussions and create a plan with the Lahaina Ed Center coordinator on how to best utilize resources to serve the training/education needs of students and industry professionals in Lahaina*
- c. *Continue discussions with OCET/VITEC to develop credit/non credit certification courses that serve the needs of industry professionals; consult with Maui Hotel & Lodging Association on industry training needs and the development of possible partnerships for education and training seminars*

2. Enrollment and retention

- a. *Work with the Transition Specialist to devise a recruiting strategy*
- b. *Expand the method of classroom delivery to build enrollment*
- c. *Create a Hospitality & Tourism student club to allow students to continue to network in the industry and be involved in activities outside the classroom environment. The goal is to increase retention of students in the HOST program.*

3. Graduates

Create an online survey which will be sent out to students earning a CC, CA or AAS degree in Hospitality & Tourism. The survey is currently being sent out by mail and needs to be available online for easier access.

4. Work with webmaster to enhance HOST website

- a. Submit photos and information on site visitations and activities*
- b. Create an alumni/networking page where graduates can upload information online*

5. Advisory Committee

Update the advisory committee membership (vacancies are due to relocations of managers due to career advancement)

Long term.

1. Accreditation

Continue to gather information and documents on the accreditation process and consult with 2-year colleges who have gone through this process; apply for CHRIE (Council on Hotel, Restaurant, and Institutional Education)

2. Curriculum

- a. Develop a “Summer Bridge” program for high school students to enable them to earn college credit while exploring career opportunities in the hospitality & tourism industry*
- b. Expand the focus of the current course offerings (semester-long courses and modules)*
- c. Develop special topics courses tailored to industry needs (i.e. “Sense of place” – includes Hawaiian history, culture, language and values)*

3. Enrollment

- a. Recruit students nationally and internationally*

- b. Create articulation agreements and/or memorandum of agreements with Hospitality & Tourism programs nationwide and worldwide (i.e. University of Nevada Las Vegas and other leading hospitality institutions) to build enrollment.*

4. Facilities

Design a classroom/learning lab specifically for Hospitality & Tourism students. In addition to instructional design, this lab needs to be designed accommodate front office as well as housekeeping simulations (i.e. computers with property management systems, equipment, etc.). A library of hospitality and tourism resources is needed in this classroom/learning lab.

5. UH System Collaboration

- a. Work with TIM faculty/consortium to develop a comprehensive plan to share resources to develop the online TIM bachelor's degree. This will allow students to take lower division courses at the community college level and complete the rest of the degree requirements (upper division courses) online.*
 - b. Articulate upper division HOST courses with the TIM program*
 - c. Create an online resource for Hospitality & Tourism faculty to share best practices related to instructional delivery*

Part IV. RESOURCE IMPLICATIONS

Video Streaming Equipment.

- Necessary to expand course offerings

Marketing.

- Includes marketing materials needed for recruitment

Professional Development.

- Includes participation in conferences, workshops, and seminars to enhance instructional delivery

Student Development.

- Includes scholarships for HOST majors.

Instructional Resources (supplies).

- Includes videos and dvds necessary to supplement instructional delivery; includes subscriptions to HOST-related publications

Accreditation Fees.

- Includes initial application fee

RESOURCE IMPLICATIONS
OPERATIONAL EXPENDITURE PLAN
HOSPITALITY & TOURISM PROGRAM (HOST)

DESCRIPTION	AMOUNT
MARKETING	
Program recruitment materials	\$5,000.00
Printed media, digital frame, dvd, web design	
EQUIPMENT	
Video streaming	\$40,000.00
Laptop	\$2,000.00
Resource library	\$1,000.00
STUDENT DEVELOPMENT	
Scholarships (4 total)	
2 @ \$500 each	\$1,000.00
2 @ \$1000 each	\$2,000.00
PROFESSIONAL DEVELOPMENT	
Conferences, workshops, seminars	\$5,000.00
SUPPLIES	
Publications	\$3,000.00
DVD/Video resources	\$3,000.00
ACCREDITATION	
Application fee	\$500.00
TOTAL PROJECTED EXPENSES	<u><u>\$62,000.00</u></u>