I. OVERVIEW OF THE PROGRAM

    A.   Mission and Vision of the College.

<div align="center">The College Mission</div>

Maui Community College is a learning-centered institution that provides affordable, high quality credit and non-credit educational opportunities to a diverse community of lifelong learners.

<div align="center">The Vision</div>

We envision a world-class college that meets current and emerging Maui County education and training needs through innovative, high quality programs offered in stimulating learning environments. The College mission, goals, and actions will be guided by the Native Hawaiian reverence for the ahupua`a, a practice of sustaining and sharing diverse but finite resources for the benefit of all.

    B.   Mission and Vision of the Program.
Program vision for the next five years.

         1.   The Hospitality and Tourism Institute envisions world-class programs that meet current and emerging Maui County education and training needs through innovative, high quality programs offered in stimulating learning environments. The Hospitality and Tourism Institute empowers students to achieve their highest potential as informed, responsible, and productive members of our island, national, and global societies.

         2.   Contribution of the program to the Mission of MCC

             The Hospitality and Tourism Program seeks to provide 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.

         3.   Goals of the program (See Appendix A)

         4.   Student Learning Outcomes (SLOs) of the program (See Appendix B)

             SLOs for the Hospitality and Tourism Program have been created in collaboration with the Hotel Operations Program Coordinating Council (PCC).

C.   Relation to MCC Strategic Plan.

Strategic Plan Priority Order Objective (Goal 3, Objective 1): Establish Maui Community College as a preferred educational and training destination for local, national, and international students.

Recognizing the need to broaden the scope of the current program, the name of the program was changed from Hotel Operations (HOPE) to Hospitality and Tourism (HOST) in the Fall 2005 semester. The Hospitality and Tourism Program curriculum was redesigned and approved in 2005 in order to establish MCC as the preferred educational and training destination for the field of Hospitality Management. A hospitality advisory committee was formed in 2004 to gain input and recommendations from industry leaders on curriculum formulation. The redesigned curriculum was implemented in the Fall 2005 semester and includes courses and content that reflect academic rigor, depth and experiential learning. Additional course offerings (special topics courses) in the field of hospitality and tourism are being planned.

In order to facilitate the matriculation of students and transfer of courses across the university system, an articulation agreement between Maui Community College, Kapiolani Community College, and Hawaii Community College was finalized in Spring 2006. Five hospitality courses common to all campuses are now articulated: Introduction to Hospitality & Tourism (HOST 101), Housekeeping Operations (HOST 150), Front Office Operations (HOST 152), Food & Beverage Operations (HOST 154), and Cooperative Education (HOST 193). Students are able to opportunity to receive credit for equivalent courses.

Furthermore, in conjunction with the University of Hawaii at Manoa School of Travel Industry Management two of MCC's HOST courses are articulated with the TIM program: Introduction to Hospitality and Tourism (HOST 101 = TIM 101) and Cooperative Education (HOST 193V = TIM 200).   In addition, discussions are in place to bring professional development programs to serve the professional development needs of industry leaders.

D. Program Faculty.

1.   Faculty: Lorelle Solanzo Peros, Program Coordinator & Instructor
2.   Length of service: 5 years
3.   Faculty qualifications or credentials:
       University of Hawaii at Manoa, BBA Travel Industry Management
       University of the Pacific, Master of Business Administration
4.   Faculty areas of expertise: Hospitality Operations – Hotel Specialization
5.   Faculty turnover during the past seven years: 1 (2001)
6.   Faculty appointments & attrition: N/A
7.   Faculty's currency in the field (overall):
       Participation in the following:

- Council on Hotel, Restaurant, and Institutional Education (CHRIE) conference
- Hospitality workshops (i.e. American Hotel & Lodging Association, Society for Human Resource Management, Maui Hotel & Lodging Association, etc.).
- Facilitator for the Islands of the World IX Conference
- Return to Industry projects
- Site visitations
- Participation in hotel/community-based activities to further develop networking in the industry

Lecturer: Milena Boritzer
2.   Length of service: 1 year
3.   Faculty qualifications or credentials:
        University of Hawaii at Manoa, BBA Travel Industry Management
        University of the Pacific, Master of Business Administration
7.   Faculty areas of expertise: Marketing
8.   Faculty turnover during the past seven years: 1 (2001)
9.   Faculty appointments & attrition: N/A
7.   Faculty's currency in the field (overall)
        Participation in the following:
          Industry site visitations

Furthermore, guest speakers are invited to the classroom to share knowledge of current trends in the industry. Information from hospitality publications (i.e. Hawaii Hotel Association newsletters, Hawaii Hospitality, Cornell Quarterly, Marketing Review, etc.) are continuously integrated into course curricula.

Faculty participation in the above activities affect student learning outcomes by the following:

Course curriculum is continuously updated and information is integrated into course content. Students are kept abreast of current trends in the hospitality industry and are required to apply theory learned in class into web and project-based assignments.

E.   Ways in which program interacts with:

1.   Community groups.

        Students in the Hospitality and Tourism program partner with the Maui Hotel & Lodging Association as well as hotels in the community to assist and/or organize hotel/community related events [i.e. Maui Hotel & Lodging Association Kupuna Dinner, Golf Tournament; Ka`anapali Beach Hotel (Hula O Na Keiki); Sheraton Maui (brand standards audit); Maui Beach Hotel (inspections and evaluations)

2. Professional associations.

   Hawaii Hotel & Lodging Association (HH&LA) – Program Coordinator is a member of the HH&LA and has access to seminars, publications, articles, training, etc. which are integrated into the course curricula. Program Coordinator also works with the Director of Membership Services annually to identify and select two Hospitality & Tourism students for the HH&LA Jack Millar Scholarship.

   Maui Hotel & Lodging Association (MH&LA) – Program Coordinator plans to work with Executive Director Leimamo Lind to plan professional development programs for individuals already in the industry. Furthermore, students in the Hospitality and Tourism program partner with the MH&LA to assist and/or organize hotel/community related events (i.e. Maui Hotel Association's Kupuna Dinner, Golf Tournament, etc.). Additionally, in the Spring 2006 semester, the Maui Hotel Association awarded scholarships to two Hospitality and Tourism students at Maui Community College. This offering is a result of the partnering relationship between the college and hotel association. Scholarships will be awarded annually.

   Academy of Hospitality & Tourism (AOHT) – Program Coordinator works with Maui Hotel & Lodging Association Executive Director and high school advisors from Lahainaluna, Maui, and Baldwin High School to recruit high school students to enroll in MCC's Hospitality and Tourism Program.

3. PCCs.

   Program Coordinator has worked with PCC members Dave Evans (Kapiolani CC), Rupert Hunt/Candace Yim-Tabuchi (Kauai CC), & Jim Lighter (HawCC) as well as Jean Hara and Carol Pang (UH system)to align student learning outcomes and have created a system-wide articulation agreement between campuses.

4. National accreditation bodies.

   Council on Hotel, Restaurant, and Institutional Education (CHRIE) - Program Coordinator is a member of CHRIE and has attended the Summer 2005 conference to learn about the program accreditation process. This organization body provides benchmarks needed to align the program with national standards.

5. Other key organizations.

   American Hotel & Lodging Association - Program Coordinator has attended workshops and has earned the CHE (Certified Hospitality Educator) designation by demonstrating teaching proficiency in hospitality education.

NCL America (Norwegian Cruise Line) – Program Coordinator participated in a 3-day professional development workshop, "Navigating Thorugh a Sea of Opportunities," which was sponsored by NCL. ..

II.   **CURRICULUM AND STUDENTS**

A.   General Education Standards (COWIQs), program goals, and student learning outcomes (See Appendix C).

Refer to http://www.hawaii.edu/ovppp/gened/gedwww.htm

B.   COWIQ and program goals curricular grids (See Appendix D).

The Hospitality and Tourism program coordinator developed the curricular grids in consultation with MCC's Hospitality and Tourism Advisory Committee members. Information was then discussed and consolidated. This assessment strategy helped to reevaluate the curriculum and design strategies for program improvement. During the process of curriculum redesign, student learning outcomes were modified to reflect competencies outlined in the COWIQs.

C.   Student Achievement (See Appendix E).
1.   PHIs
AY 2004-2005 PHIs indicate that the overall status of the Hospitality and Tourism Program is "Healthy." Actual performance equals or surpasses the satisfactory level on each indicator (i.e. program demand/centrality, program efficiency and program outcomes) except for two specific areas: Pau Hana demand (3 p.m.+, Sat) and lecture-taught classes.

To address the deficiency in Pau Hana demand and lecture-taught classes, during the Fall 2005 semester, with the redesigned curriculum, the HOST 250 course (Hospitality Marketing) is scheduled as a night course (6-9 p.m.) and is taught by a lecturer.   The need for Saturday and/or weekend as well as other night courses is being assessed.

2.   Perkins
According to the Perkins III Core Indicators, the Hospitality and Tourism Program has exceeded baseline percentages except in the area of nontraditional completion.   Currently there is no tracking on nontraditional completion; however, the program coordinator is working to create a template to track non-traditional students enrolled in the program.

3.   Other student achievement measures – not available at this time.

D.   Changes made in accord with the recommendations of the previous program review for Program Health Indicators (PHIs).

1.   Recommendations followed.
The Hospitality and Tourism Program has been redesigned to meet national accreditation standards (CHRIE). Curriculum redesign includes courses numbered 100 and above to be consistent with the UH system and PCC goals. Furthermore, special topics courses are being drafted to expand

offerings (sections taught, program cycle coverage, etc.) and incorporate variety and rigor into the curriculum.

2. Recommendations not followed.
    N/A

3. Reasons for not following recommendations.
    N/A

4. Implementation timeline for changes.
    2006-2007 Start on accreditation self-study; continue to develop plans for professional development courses to be offered at the Kahului campus, West Maui Education Center, and/or Kihei Tech Park (i.e. credit/non credit, evening courses, etc.); develop video streaming courses, offer courses online and on cable, participate in fundraising events to benefit Hospitality & Tourism Program.

    2007:   Arrange and conduct an accreditation visitation by CHRIE, continue to offer professional development opportunities for hospitality & tourism professionals
    2008:   Program improvement evaluation

E. Changes made in accord with the recommendations of the previous program review for Perkins measures.
    Recommendations followed – refer to D1.

F. Measurable Benchmarks – information not available.

G. Program/Certificate/Degree Standards and their SLOs (See Appendix F).
    Hotel Operations Program Certificate & Degree Offerings:

- **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), 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. The redesigned curriculum now requires that all majors earn a C grade or better to qualify for the Cert. Co., CC, CA, and AAS degree. A minimum 2.0 GPA is required.

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

  The redesigned program currently does not have any credentialing for individuals who seek professional development on a short-term basis; however, the program is looking to partner with other (i.e. Maui Hotel & Lodging Association, TIM School, etc.) to address this need.

H.   Program trends, including student goals, enrollment trends, retention, and
       time of completion.

      Students who enroll in the Hospitality and Tourism Program seek to pursue supervisory or management level positions in the hotel industry. Approximately 80% of the students enroll for the 2-year AAS degree. Approximately 1% of students enrolled take specific classes to upgrade their skills. During the AY 2005 - 2006, there were xx Hotel majors as compared to the prior year of 52 majors. The projected average time for students to complete the redesigned curriculum is: CC & CA - 1 to 1 1/2 years; average time to complete the AAS is 2 ½ - 3 years.

I.   Changes in field; resources; shifts to respond to changes.

      There is a critical need in the Hospitality Industry for middle and top management personnel as indicated by surveys completed by human resource managers of Maui's hotels conducted in 2002 and 2004. Also, surveys have consistently revealed that Maui Community College's Hospitality and Tourism Program needs to develop strategic partnerships with baccalaureate institutions.   In response to this, MCC's Hospitality and Tourism Program has been redesigned to prepare students for

supervisory and managerial level positions. Course outlines have been modified and courses have been renumbered to 100 and 200 levels, reflecting the rigor of the content.

In order to support the curriculum redesign process, possible funding resources include:
- Carl Perkins – Program Improvement funds
- Rural Development Project (RDP) – to support professional development programs at a hotel site (i.e. video streaming)
- Hospitality Advisory Committee – Resource development fundraising activities

J.   Major curricular changes since last review.

The Hospitality and Tourism Program has been enhanced to meet the workforce needs of Maui County (i.e. preparing students to fill mid and upper management positions).

A Hospitality Advisory Committee has been formed and industry leaders have assisted in redesigning the Hospitality and Tourism curriculum. Curricular grids were used to ensure learning outcomes were achieved at specific levels of credentialing.

Support courses integrated into the new curriculum are readily available at the College. The program coordinator had consulted with instructors to obtain course outlines to ensure learning outcomes would be addressed in specific general education and business courses.

A proposal to modify the current Certificate of Completion has been forwarded to the curriculum committee in the Fall 2006 semester (to be implemented in Fall 2007). The current CertCo. provides credentialing for students who complete Eng 22, HOST 20, and Math 23. The modifications include providing credentialing for students who complete Eng 22 or above, HOST 20 or HOST 101, and Math 23. The modification was proposed to give credentialing to those who complete higher level courses based on their placement exams.

K.   Student advising and the degree to which faculty participate in the mentoring of students.

Group advising sessions have been scheduled every semester to allow students to work with counselors and faculty on course mapping. Students are also encouraged to make individual appointments with counselors or the program coordinator for academic advising and mentoring. The program coordinator tracks all HOST majors and sends updates on program mapping to the counselors.   As students are advised, counselors also send course mapping information of students to the program coordinator so files are continuously updated. The program coordinator is also part of MCC's Strategic Education Management Team and monitors students throughout their academic career at the College. Periodic checks with students and instructions

allow the program coordinator to intervene and make referrals as necessary to ensure student success.

Group advising sessions and faculty mentoring have decreased the amount of student "self-advising," which in the past had prolonged graduation for students due to inaccurate information.

L. Opportunities for student involvement in program-related organizations, clubs, and governance.

Students in the Hospitality and Tourism Program are given the opportunity to participate and volunteer in hotel-related events and as well as events sponsored by the Maui Hotel Association events. Students are made aware of the many networking opportunities these events offer and are thus encouraged to participate in the activities.

M. Use of lecturers to teach courses; related concerns.

During the AY 2004-2005, of the 10 HOST courses offered, a lecturer taught one section of Hospitality Marketing and one section of the Orientation to Hotels course was taught by an MCC faculty member. The remaining 8 HOST courses were taught by the program coordinator. The program is essentially a one-person program. There is no other full-time faculty that is regularly scheduled to teach in this program..

Teaching support from faculty and lecturers is needed (minimum 3 credits of assigned time per semester) to enable the program coordinator to prepare for program accreditation.

N. Admission policy.

Previously, there were no course prerequisites for admission to the Hospitality and Tourism Program. Consequently, students with a wide range of skills general enrolled in the program's introductory course, HOST 20, (formerly HOPE 20 and some experienced a degree of difficulty especially if there is limited proficiency in English and writing skills. In order to address this issue, an English pre-requisite for HOST 20 was designated (placement in Eng 19 - Writing Skills). Students must pass HOST 20 with a C or better to continue taking courses in the program.

Students who place in Eng 22 (Introduction to Composition) or higher are able to take HOST 101 (Introduction to the Hospitality and Tourism Industry), which counts toward the AAS degree requirements.

O. Job placement, including job prospects, procedures for placing graduates, and success in placing graduates.

Hospitality and Tourism graduates have access to Maui Community College's Career Employment Resource Center for job placement needs. Currently, there is no data readily available that tracks job placement success of Hotel graduates; however, the program is developing a graduate tracking survey which will be sent out to students six months after graduating from MCC to obtain information on job placement.

P.   Articulation with high schools, community colleges, and four-year Institutions.

MCC's Hospitality and Tourism Program currently has an articulation agreement with Lahainaluna, Baldwin and Maui High School. Students who successfully complete high school courses Travel IA and Travel IB are able to waive the Orientation to the Travel Industry course (HOST 20) and enroll in other Hotel courses. High School advisors and the program coordinator at least once per semester to revisit course goals and ensure curriculum is updated and comprehensive.

Currently, articulation agreements from two courses are being designed with UH Manoa's School of Travel Industry Management. The program coordinator is also researching course articulation opportunities with the University of Nevada Las Vegas.

Q. Centers or Institutes – not applicable.

V.   ANALYSES OF PROGRAM

    A.   Summary.

Maui Community College's Hospitality and Tourism Program has been redesigned to prepare students to assume supervisory and managerial positions in the hospitality industry. The program provides students the opportunity to connect their learning through internship experience with the Cooperative Education program. The program has raised its standards via curricular development, increased academic rigor, and is in the process of articulating hospitality and tourism courses with community colleges within the UH system and the UH TIM School. Furthermore, the redesigned program allows students to transfer specific business and general education courses to other baccalaureate institutions.

The program needs to:

a. Provide individuals already employed in the hospitality industry an opportunity to expand their knowledge and upgrade their skills for career advancement.

    This can be done by partnering with hotel properties to offer video streamed courses on site; partnering with the Office of Continuing Education and Training (OCET) to provide specific specialized short-term course offerings leading to certification; working with the TIM School to bring professional development seminars to Maui; working with the Maui Hotel & Lodging Association to secure funding for professional development programs.

    An online questionnaire/survey was sent out in October 2006 to the Human Resource Directors of 22 hotel properties on Maui to identify training & education needs. This information will be used to plan courses which would meet the needs of our hotel industry here on Maui.

b. Utilize the West Maui Education Center to serve the training/education needs of the hotels in Lahaina area.

c. Recruit students (locally, nationally, internationally) to build enrollment.

d. Expand the method of classroom delivery to build enrollment. Online courses are being planned for the Spring 2007 semester.   HOST 101 (Introduction to the Hospitality Industry) and HOST 250 (Hospitality Marketing) will be offered online for the first time.

c. Create a website for the HOST program.

d. Create an Alumni directory/newsletter

e.   Continue to track graduates by sending our graduate surveys 6 months and 1 year after earning a CA or AAS degree. The survey is currently being sent out by mail and in the future needs to be available online.

c.   Revisit the existing articulation agreements with high schools to attract more students to enroll in MCC's HOST program by granting credits for coursework completed during the AOHT program. Evaluate the possibility of providing advanced credit to AOHT programs who adopt the AH&LA lodging management program and/or S.T.A.R.T. (Skills, Tasks, and Results Training) program as discussed in the Fall 2006 PCC meeting.

c.   Increase the lecture pool of qualified individuals who can teach a variety of hospitality & tourism courses; recruit professionals in the industry

d.   Design a classroom/learning lab specifically for Hospitality & Tourism students. In addition to instructional design, this lab needs to be designed to accommodate front office as well as housekeeping simulations (i.e. computers with property management systems, equipment, etc.)

e.   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.

Resource Development.
B.   Plans for next year.
- Complete a programmatic self-study and prepare for accreditation by the Commission on Accreditation for Hospitality Management programs (CAHM).
- Continue to articulate courses to various institutions (Department of Education, University of Nevada Las Vegas)
- Develop an enrollment management system
- Develop a schedule for professional development programs

In order to ensure student learning outcomes are achieved, assessment strategies include project based assignments in which industry leaders evaluate the quality of work a student has produced, national certification examinations (designed by American Hotel & Lodging Association), etc.

C.   Budget/Operational Expenses for next year (See Appendix G).

Possible sources of revenue:
- Carl Perkins - Program Improvement Funding
- Rural Development Project (video streaming equipment)
- Resource Development – Hospitality Advisory Committee fundraisers, participation in the Chancellor's Golf Tournament