HOSPITALITY & TOURISM PROGRAM

PROGRAM MISSION

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.).

- Create, interpret, and analyze budgets and other operational reports to make recommendations and decisions to improve organizational performance.

- Communicate effectively with diverse populations using visual, written, and oral skills required of daily activities in hospitality operations.

- Develop and manage a work schedule.

- 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.

- Apply the principles of human resource management within the context of industry and organizational standards.

- Identify levels of proficiency required for employment in the hospitality industry.

- Communicate host culture knowledge.

- Work independently and interdependently in a team setting.

- Demonstrate leadership skills in team assignments.

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 foreign countries including 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, Certificate of Completion, Certificate of Achievement, and an Associate in Applied Science Degree. 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), 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 prerequisites 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 37 years ago. Ron Daniels and John Spencer served as Program Coordinators prior to 2000. Lorelle 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, Hospitality Marketing, Hospitality Law, and Hospitality Management.

Quantitative Indicators

Demand

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

Annual New + Replacement Jobs (State)	2005-11 Additional State Jobs
462	2256

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

Annual New + Replacement Jobs (Maui)	2005-11 Additional Maui Jobs
62	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 career opportunities for MCC's Hospitality & Tourism graduates.

3. Number of majors

F2001	F2002	F2003	F2004	F2005	F2006
63	61	45	67	46	50

    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 who do not necessarily have post-secondary education or training in hotel operations for entry-level positions. 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 prerequisites 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.

4-6. Student semester hours for program majors in all program classes

F2001	F2002	F2003	F2004	F2005	F2006
355	349	360	373	285	204

Declining SSH is directly related to the drop in enrollment, which decreases the average class size.

7. FTE program enrollment

F2001	F2002	F2003	F2004	F2005	F2006
24	23	24	25	19	14

The profile for students who entered the Hospitality & Tourism program from the Fall 2005 semester indicates that on the average, Hospitality and Tourism majors take three courses (9 credits) per semester while working either part-time or full-time. (FTE program enrollment is based on SSH divided by 15 credits). The decrease in FTE program enrollment in F2005 and F2006 enrollment reflects the part-time status of students in the program.

8. Number of classes taught

F2001	F2002	F2003	F2004	F2005	F2006
5	5	4	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

F2001	F2002	F2003	F2004	F2005	F2006
22	20	27	22	18	15

The decline in the average class size can be attributed to the decline in majors over the years.

11. Class fill rate

F2001	F2002	F2003	F2004	F2005	F2006
n/a	n/a	n/a	67.68	38.40	21.66

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.

    Faculty: Lorelle A.S. Peros, Program Coordinator & Assistant Professor
    - Length of service at MCC: 6 years
    - Faculty qualifications or credentials:
      - University of Hawaii at Manoa, BBA Travel Industry Management
      - University of the Pacific, Master of Business Administration
      - Faculty areas of expertise: Hospitality Operations – Hotel Management
      - Certified Hospitality Educator (CHE)

13. Student/Faculty Ratio.
    19:1 (based on FTE Program Enrollment)

14. Number of Majors per FTE faculty
    46 majors per FTE faculty.

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

F2001	F2002	F2003	F2004	F2005	F2006
n/a	n/a	n/a	n/a	3	3

    The classes that have less than 10 students enrolled during F2005 and F2006 can be attributed to students in the "old" HOPE program who needed to take particular courses in order to complete their degree. Those "low enrolled" classes were necessary to fulfill graduate requirements.

18. Determination of program's health based on efficiency.
    Healthy.

Effectiveness

19. Persistence of majors Fall to Spring.

F2001	F2002	F2003	F2004	F2005	F2006
n/a	n/a	n/a	70.15	76.09	66.00

    The persistence rate is affected by several factors including students completing all program requirements in the Fall semester, full-time employment opportunities, and other economic variables.

20.   Number of degrees and certificates earned (annual)

Certificate of Completion

2001-02	2002-03	2003-04	2004-05	2005-06
5	3	7	15	17

Certificate of Achievement

2001-02	2002-03	2003-04	2004-05	2005-06
6	2	6	7	15

Associate in Applied Science

2001-02	2002-03	2003-04	2004-05	2005-06
8	3	9	9	13

The Hospitality & Tourism Program conferred the most certificates and degrees in the AY 2005-2006. Fifteen students earned a CA degree 13 earned an AAS.

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 generally completed within 1 – ½ years after the CA is earned.

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

Perkins Core Indicators
22-28.

Standard	2001-02	2002-03	2003-04	2004-05	2005-06
Academic Attainment (1P1)	86.49%	86.36%	85.19%	86.25%	89.50%
Technical Skill Attainment (1P2)	81.40%*	88.00 %*	77.42%*	83.60%*	94.70%
Completion Rate (2P1)	16.28%*	28.00 %*	19.35%*	42.86%	63.20%
Placement in Employment, Education, and Military (3P1)	80.0%	100.00 %	100.00%	83.33%	80.00%
Retention in Employment (3P2)	87.5%	100.00%	100.00%	100.00%	100.00%
Non Traditional Completion (4P1)	22.55%	26.09%	24.64%	27.08%	25.40%
Non Traditional Completion (4P2)	33.33%	30.00%	12.50%	14.34%	14.30%

*Baseline standards not met

29.   Determination of program's health based on effectiveness.
        The overall program status (based on Program Health Indicator Reports from 2001-2006) is healthy.

        During the period of 2005-2006, the Hospitality and Tourism Program met and/or exceeded performance standards in all areas. This is in contrast to previous years in which baseline standards in the areas of Technical Skill Attainment (1P2) and Completion Rate (2P1) were not met.

        Prior to the implementation of the new curriculum in 2005, students were able to enroll in HOST courses without completing specific English prerequisites. The projects and range of writing assignments required in the HOST courses and the lack of preparation may have been a contributing factor for students not meeting baseline standards in the area of technical skill attainment.   (A grade of "C" or better is required in technical skills courses).   In 2005, due to new curriculum requirements, only students who met specific English writing proficiency levels were allowed to register for HOST courses that were 100 level and above.   Successful completion of the English prerequisites thus increased the students' chance of success in completing major courses. During the 2005-2006 period, technical skill attainment exceeded baseline standards.

        The completion rate, which measures the number of students completing the program within 150% of the program length, has fallen below baseline standards from 2001-2004. The HOST program requirements can be completed in two years if students enroll on a full-time basis and take courses during the summer. Most HOST majors, however, are employed part-time (students on average enroll for 9 credits or less per semester).   Thus, the time to complete the program is lengthened.   Economic variables play a critical role in impacting a student's decision to continue on with the program as well. Competitive wages for entry level positions in the hotel industry make the job market attractive to students, who may opt to go to work full-time instead of continue working toward a degree. This has adversely affected the completion rate of students in the program.

        Placement in Employment (average of 90% from 2001-2006) and Retention in Employment (average of 98% from 2001-2006) are key strengths for the HOST program. Tourism, the state's largest industry (accounting for approximately one quarter of the state's workforce), provides many employment opportunities for graduates.

Analysis of the Program

As the only two-year post secondary educational institution offering a degree and certification in Hospitality & Tourism in Maui County, Maui Community College must position itself to:

- Provide an adequate source of quality workforce to support the needs of the state and county's visitor industry

- Expand and develop the visitor industry workforce training programs at all levels.

MCC's Hospitality & Tourism program prepares students for supervisory and managerial career tracks in the hospitality industry. Expanding the current hospitality program aligns with the State of Hawaii Tourism Strategic Plan to:

- Increase support and collaboration between educational institutions.
- Develop new and support existing educational programs that are focused on culture and hospitality.
- Expand existing and developing workforce-training programs at all levels.
- Support ongoing education and training opportunities for the visitor industry workforce.

Weaknesses and Opportunities

- Limited Staff
  The HOST program is staffed only with 1.0 FTE faculty. In order to take on new initiatives to expand the program to meet workforce needs, another FTE faculty member is needed.

  Now that the HOST program has shifted to a management focus, offers 100+ level courses, and has courses that articulate to other UH community colleges as well as the UH TIM School, it is in a position to expand course offerings to include ongoing education and training opportunities necessary for advancement in the industry. A FTE faculty position is needed provide the necessary support to offer additional courses on campus, at outreach sites in West Maui as well as in Kihei (where a concentration of hospitality and tourism employees work), and via video streaming at selected hotel sites on Maui.

- Courses Taught
  The average number of major courses taught per semester is five. Course offerings need to be expanded to meet the needs of industry professionals. Special topics courses and short-term professional development courses offered in a variety of modalities (i.e. modular online or video stream courses) need to be created to meet professional development needs of managers in the industry. Currently, the

program is lecture-based, with courses taught only over a 16-week (semester) period.

- Enrollment
  The declining number of majors is a programmatic concern if workforce needs are to be met. Recruitment needs to be done not only at the high school level but also to out of state and international destinations. Maui, which was voted number #1 island in the world, is the ideal destination to learn about hospitality management. A marketing and enrollment management strategy must be developed.

- FTE/Persistence Rate
  FTE enrollment has declined over the years. Furthermore, the persistence rate of majors has fluctuated over the years. Economic needs and the rising costs of tuition are some variables that impact student enrollment and persistence. A tuition assistance program or additional scholarships provided to more majors is a strategy to increase FTE enrollment and increase persistence rates. Currently, the HOST program has limited scholarship opportunities for students. The Hawaii Hotel & Lodging Association (HH&LA) provides two $1000 scholarships for HOST students annually during the Fall semester and the Maui Hotel & Lodging Association (MH&LA) provides two $1000 scholarships annually for HOST students during the Spring semester.

- Database of Graduates
  Currently, there is no database that tracks job placement success (1+ year after graduation), employment retention or transfer rates (to baccalaureate hospitality degree programs) of all graduates. Currently, a graduate tracking survey, is sent out via mail six months after students graduate from MCC in order to obtain information on job placement. The return rate on the survey is 5-8%. An online survey needs to be developed to facilitate the process, which should be linked to a database of graduates.

- Classroom/Facility
  The HOST program needs its "own space" within the college. Although Ka Lama 108 is used to house most of the HOST classes, it lacks the space needed to store a library of hospitality and tourism instructional resources (i.e. publications, dvds, videos, etc.) and equipment (for housekeeping or front office operations demos). A front desk with space for computer terminals (with a property management system program) was built in prior years to enable students to simulate the actual work environment; however, it is not in use and is stored in Ka Lama 209. This classroom has a limited seating capacity and is not equipped with computer terminals. The HOST needs its own classroom/lab.

Strengths

- HOST Advisory Committee
  The Hospitality and Tourism advisory committee, which was formed in 2004, has played a critical role in providing input and recommendations that have shaped the curriculum redesign process. The committee, composed of hospitality industry professionals with expertise in a variety of areas, provides a solid foundation for the program. In addition to curriculum redesign, over the past years, committee members have actively participated in assisting with fundraising efforts with events such as the Noble Grape and the Chancellor's Golf Tournament. The two main initiatives of this group now include 1) completing a Memorandum of Agreement between MCC and the hotels to establish preferential pay for graduates and 2) devising a timeline to prepare for program accreditation.

- Community Connections
  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, AOHT Golf Tournament; Ka`anapali Beach Hotel (Hula O Na Keiki); Sheraton Maui (brand standards audit); Maui Beach Hotel (inspections and evaluations); Terry Fox Run (Four Seasons Resort Maui).

- Instructional Delivery
  Since the Fall 2001 semester, site visitations have been incorporated in all HOST classes (with the exception of online and cable course offerings). This gives students an opportunity to experience firsthand the complexity of various components within the hospitality and tourism industry. Specific learning outcomes for each of the courses are covered during the site visits. Over the past five years, numerous guest speakers from various fields have been invited to cover specific course topics, which allow students to gain broader perspectives. In addition, the program has developed strong partnerships with hotels in the community so students have access to career shadowing opportunities, mock interview preparation, etc.

- NCL America (Norwegian Cruise Line)
  Program Coordinator participated in a 3-day professional development workshop, "Navigating Through a Sea of Opportunities," which was sponsored by NCL. The information obtained from this workshop has been integrated into the curriculum in the HOST 101 course.

- Assessment
  Information from assessment workshops (Ruth Stiehl) have been integrated in instructional design. Participation in BK Griesemer's Pilot Assessment Project enabled the program coordinator to focus on a particular course and gather data for a specific project. The data was evaluated to determine if specific student learning outcomes for the program and course were met. This valuable exercise also provided a framework, which will be used for the HOST Capstone course.

Professional Associations.

- Hawaii Hotel & Lodging Association
  Program Coordinator is a member of the Hawaii Hotel & Lodging Association (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.

- Academy of Hospitality and Tourism (AOHT)
  Program Coordinator has been on the AOHT board since 2001 and has worked 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.

- TIM (Travel Industry Management) Consortium
  Program Coordinator is part of this committee, which is chaired by Dean Walter Jamieson of the University of Hawai`i at Manoa's School of Travel Industry Management. The TIM Consortium has identified specific issues to address, including articulation and workforce development, resource sharing, and funding. This partnership of hospitality programs across the UH system provides opportunities for integrated academic as well as professional development and consultancy opportunities to students and professionals in the travel and tourism industry. The consortium is currently exploring the initiative of distance delivery of the Bachelor of Science in TIM to the neighbor islands. This would require sharing resources to expand the program.

- National Accreditation Bodies
  Maui Community College's Hospitality & Tourism Program is a member of the Council of Hotel, Restaurant, and Institutional Education (CHRIE). In recent years, International CHRIE's focus has expanded and its mission statement has evolved, making it a marketplace for facilitating exchanges of information, ideas, research, products and services related to education, training and resource development for the hospitality and tourism industry (food, lodging, recreation and travel services). CHRIE serves as the hospitality and tourism education network for educators, industry executives, and associations.

Significant Program Actions

Curriculum Design
The Hospitality & Tourism Program has gone through significant curriculum changes during the past two years in order to establish MCC as the preferred educational and training destination for the field of Hospitality Management. The rigor and depth of courses included in the current curriculum is designed to prepare students to assume supervisory and managerial positions in the hospitality industry.

A hospitality advisory committee was formed in 2004 to gain input from industry leaders on curriculum formulation. CharlAnn Nakamoto (former Director of Human Resources – Makena Maui Prince Resort) was appointed Chair of the committee. The committee reviewed the existing program and made recommendations for curriculum changes. Curricular grids were developed to ensure learning outcomes were achieved at specific levels of credentialing. New requirements were designed for the Certificate of Completion, Certificate of Achievement, and Associate in Applied Science Degree. A Certificate of Competence was added to the program, which 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**.**

The Hospitality and Tourism Program curriculum was redesigned and approved in 2005. The basic premise to change the curriculum and sequence of courses was based on the following:

- A survey completed by Human Resource Managers of Maui's hotels in 2002 and 2004 indicated there was (and currently still is) a critical need in the hospitality industry for middle and top management positions

- Current graduates acquired skills and knowledge to obtain entry-level positions in the hospitality and tourism industry; this limited the graduate's ability for promotion into mid and upper management positions

- Associate in Applied Science degree offerings at MCC did not align with Baccalaureate degree granting institutions

- MCC and Hawaii Community College were the only institutions that had course numbers below 100 levels within the University of Hawaii system.

The redesigned curriculum includes courses and content that reflects academic rigor, depth and experiential learning. All required courses are now 100 level and above. The sequence of study includes specific English/Communication, Math, Humanities, Natural Science, Social Science, and Hospitality courses that are directly transferable to UH Manoa's School of Travel Industry Management. A capstone course (HOST 298), which is to be taken in the student's graduating semester, was created to bring together all of the elements of the students' learning in the Hospitality program. Students work in collaboration with the program coordinator and a hospitality industry mentor to identify and study work-related management issues, analyze and research topics, then develop strategies to resolve the issues. The class culminates with a presentation by the students to peers, faculty, and hospitality industry leaders. This course will be offered for the first time in Spring 2008.

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, Kauai 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 have the 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.

A proposal to modify the current Certificate of Completion was forwarded to the curriculum committee in the Spring 2007 semester. The current Cert Co. provides credentialing for students who complete Eng 22 (Introduction to Composition), HOST 20 (Orientation to the Travel Industry) , and Math 23 (Practical Algebra). 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 students who complete higher-level courses based on their placement exams. The proposal was approved and will be implemented in the Spring 2008 semester.

Articulation with High Schools
MCC's Hospitality and Tourism Program currently has an articulation agreement with Lahainaluna, Baldwin and Maui High School. Students who successfully complete specific high school courses (Travel IA and Travel IB) earn three college credits for those classes. They are able to waive the Orientation to the Travel Industry course (HOST 20). Thus, high school students who plan to major in Hospitality & Tourism would not need to take HOST 20. The articulation agreement, which was formed by the Maui District Department of Education and Maui Community College, has been in effect since 1991. Prior to April 2007, the articulation agreement was updated and reviewed once in 1999.

During a recent DOE Consortium meeting in April 2007, representatives from Lahainaluna, Baldwin, and Maui High School met with the HOST program coordinator to review the articulation agreement. After evaluating the learning outcomes and its alignment with the current high school travel classes, it was agreed that only high school students who are completers of the Academy of Hospitality and Tourism program (2 years) are eligible to apply for the college credit. These students would have met the learning outcomes specifically outlined for MCC's HOST 20 course.

Group Advising
Group academic advising sessions have been scheduled every semester since Fall 2002 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 is also part of MCC's Ho`okele Team (Strategic Education Management) and monitors students throughout their academic career at the college. Periodic checks with students and instructors 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.

30. Determination of Program's Overall Health.
    Healthy.

Results of prior year's action plan (2006-2007):

Goals	Status
Start on accreditation self-study	Gathering documents to prepare for application and self-study
Continue to develop plans for courses to be offered at the West Maui Education Center and/or Kihei Tech Park; develop video streaming courses; offer courses online and on cable	A Hospitality Law course that was offered in Spring 2006 in Lahaina was cancelled due to low enrollment; need to modulize/videostream course offerings to meet the scheduling needs of professionals in the hospitality industry (in Lahaina and Kihei site). Offered HOST 20 as a cable course in Spring 2006; HOST 101 and HOST 250 were available for the first time online in Spring 2007
Participate in resource development opportunities to benefit the HOST program	Participated in the Chancellor's Golf Tournament in 2005-2007; HOST Program has been one of the recipients of the proceeds (average proceeds $10,000 per year)

ACTION PLAN
(Goals for 2007-2012)

The Hospitality & Tourism Program has tremendous growth potential. In order to support the Hawaii Tourism Authority Initiative to "ensure a sufficient and highly-qualified workforce that is provided with meaningful careers and advancement opportunities," the program must be positioned to play an integral role in developing Maui County's workforce.

The program needs to:

a. Establish itself as the preferred educational and training destination for the field of Hospitality Management.

    The first step involves completing a comprehensive programmatic self-study and applying and obtaining accreditation through CAHM (Commission on Accreditation for Hospitality Management programs)

b. 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 (i.e. through the American Hotel & Lodging Association); 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.

c. Expand the focus of the current course offerings (semester-long courses and modules)

    *   Develop special topics courses tailored to industry/community needs as identified by Maui Stakeholders in the HTA's Tourism Workforce Development Project

        (Major categories of training needs: soft skills [work readiness], train the trainer programs, visitor industry awareness, special needs training)

    *   Develop courses that focus on a "Sense of place" – integrate Hawaiian cultural education within the existing curriculum to effectively support "cultural tourism"

d. Utilize the MCC West Maui Center and Kihei Tech Park facility to serve the training/education needs of hotels in the Lahaina and Wailea area.

e. Develop an enrollment management/marketing strategy to recruit students (locally, nationally, internationally).

Continue to work with advisors from Baldwin, Maui High, and Lahainaluna to develop a schedule to recruit students to enroll in MCC's HOST program throughout the year.

During the April 2007 DOE Consortium meeting, Maui High and Lahainaluna advisors identified specific activities on their campuses in which recruiting could be done (i.e. career fair, college night, etc.). Consistent follow up is needed to ensure recruitment is ongoing and continuous.

f. Expand the method of classroom delivery to build enrollment. Offer online courses to meet the scheduling needs of industry professionals.

g. Create a website for the HOST program.

h. Develop an alumni association and alumni directory/newsletter.

i. Continue to track graduates by sending out graduate surveys. The survey is currently being sent out by mail and in the future needs to be available online.

j. 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.)

k. Work with employers to create a hotel department rotation program to allow students to explore different areas of the hotel industry while also fulfilling cooperative education requirements; work with hotel employers to create a management trainee program for graduates.

l. Create a Hospitality & Tourism student club to allow students to continue 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.

m. Continue to articulate courses to various institutions.

n. Develop an enrollment management system.

o. Hire a HOST full-time faculty member (Fall 2008).

p. Complete a Memoradum of Agreement (MOA) between MCC and hotels on Maui. The MOA would essentially give preferential pay to graduates of MCC's Hospitality & Tourism Program (AAS degree). A hotel's introductory pay (generally a period of 3 months) would be waived if students meet specific criteria as outlined in the MOA (i.e.

students must successfully pass a national certification exam [Certified Hospitality Supervisor], which is administered by the Educational Institute of the American Hotel & Lodging Association). Graduates would be eligible to receive the full rate of pay upon initial date of hire. (Draft of MOA is being completed, discussion and approval is needed by the HOST advisory committee).

q.   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. (Discussions in progress)

r.   Change the A.A.S. degree offering to an A.S. degree.

RESOURCE IMPLICATIONS

Instructional Support.

- The biennium budget includes funding to hire a HOST instructor (FTE 1.0) beginning in Fall 2008. Currently, the program consists of a single permanent full-time faculty member. In order to expand the program and address County and State workforce demands, the program requires an additional faculty member.

Video Streaming Equipment.
- Necessary to expand course offerings

Marketing & Recruitment.
- Includes creating brochures and a HOST web page

Professional Development.
- Includes participation in conferences and hospitality related workshops

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

Accreditation Fees.
- Includes application fee and costs of team visit (four evaluators)