**Academic Program Review: Self-Study**

***Instructions:*** *The following pages will guide your submission of your academic program review self-study. Please type your responses directly into the document. The completed self-study instrument and all attachments must be submitted to the Academic Program Review Coordinator and your Academic Dean by September 1.*

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| **Program Under Review** |
| Degree(s):Associate of Arts (A.A.S.) Degree in Hotel and Restaurant Management (HRM)  |
| Certificate(s): Certificate in Hotel and Restaurant Management (HRM) |
| Contact Information for lead on Self-Study: Name: Gayle K Haro, M.Ed., M.Adm., CHE, CCE, Professor of Business & HRM - Business DivisionCampus: Central Arizona College Signal Peak Campus (SPC), Sizer N Bldg, N117Phone: 520-494-5403 (office) 520-494-5487 (bus office) 520-494-5259 (fax)Email: gayle.haro@centralaz.edu |

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| **Program Description, Vision and Outcomes** |
| What is the description of the program as stated in the current CAC catalog:**HRM A.A.S. Degree:** The Hotel and Restaurant Management AAS Degree includes hospitality industry certified courses, university-level business courses and the Arizona General Education Curriculum (AGEC-A). The AGEC-A requirements in this AAS Degree fulfill university transfer.**HRM Certificate:** The Hotel and Restaurant Management Certificate provides specialized workplace skills which enhance options for progressive or lateral career movement in hotel and lodging or restaurant management. Included are foundational concepts and skills in the hospitality industry, human resources and employment law, supervision, guest services, facilities and event management. Completion of these basic skills within one year increases employability and promotion of graduates. The six certificate courses stack toward the Hotel and Restaurant Management A.A.S. Degree. This A.A.S. degree contains all the AGEC courses required for an A.A transfer are eligible for transfer to universities offering bachelor degree programs in Hotel and Restaurant Management. HRM Courses are also accepted as management course towards the Business A.A.S Degree’s Fourteen elective credits. Each HRM course aligns with the national industry curriculum from the American Hotel and Lodging Association. Students may receive a nationally-recognized and industry-standardized AHLA Course Certificate upon achieving 70% competency on each course final exam. www.ahla.com |
| Does your program have any other written mission or vision statements which do not appear in the catalog? If yes, please write them below and indicate where they appear. None |
| Describe how the program’s description, mission and/or vision aligns with the College’s Mission:**The HRM Program** offers educational opportunities for our rural, diverse Pinal County population. Arizona is a hospitality and tourism state that supports various job opportunities in Hospitality, Culinary Arts, Recreation and Tourism and Business pathways. Classes are offered in person via interactive television or iTV to our five major campus sites and/or online to be accessible across the county. ***Vision:*** *Central Arizona College is the leader of innovative learner success and the center for educational opportunities in our diverse communities.****Mission:*** *Central Arizona College engages our diverse communities in quality learning experiences for lifelong success by providing accessible, educational, economic, cultural, and personal growth opportunities.*  |
| What are the student learning outcomes for the degree or certificate as currently indicated in ACRES:**HRM AAS Degree MSLO’s:** 1. (Knowledge Level) Describe the elements of a foodservice business plan. (CSLO-2, 3) 2. (Application Level) Apply management solutions to issues related to food service and/or lodging interior and exterior facility sites. (CSLO-2, 3, 4) 3. (Analysis Level) Identify, analyze, and discuss food safety system development and issues using Hazard Analysis Critical Control Point (HACCP) methods. (CSLO-2, 3, 4) 4. (Evaluation Level) Critique management policies and procedures in the hotel/hospitality industries. (CSLO-2, 3, 4) 5. (Application Level) Identify and use the procedure to forecast revenues by market segmentations. (CSLO-2, 3, 4) 6. (Analysis Level) Analyze and explain the implications of global, U.S., and regional events on the enterprise of the establishment. (CSLO-1, 2, 3, 4) 7. (Analysis Level) Analyze and apply the law to general hotel operation issues and employment workplace laws. (CSLO-2, 3) 8. (Evaluation Level) Analyze and critique roles played by hospitality managers in controlling operating costs. (CSLO-2, 3, 4) 9. (Evaluation Level) Analyze and critique leadership and supervisory concepts within the hospitality industry. (CSLO-2, 3, 4) 10. (Synthesis Level) Create a professional career path. (CSLO-2, 3, 4) 11. (Evaluation Level) Evaluate food service and lodging establishments. (CSLO-2, 3, 4) 12. (Evaluation Level) Appraise standards in guest services that promote the spirit of hospitality. (CSLO-2, 3)**HRM Certificate MSLO’s**1. (Evaluation Level) Evaluate management policies and procedures in the hotel/hospitality industry. (CSLO-2) 2. (Analysis Level) Analyze leadership and supervisory concepts within the hospitality industry. (CSLO-2, 3) 3. (Evaluation Level) Appraise standards in guest services that promote the spirit of hospitality.(CSLO-2, 3) 4. (Evaluation Level) Evaluate management issues related to food service or lodging at interior and exterior facility sites. (CSLO-2, 3) 5. (Synthesis Level) Demonstrate a working knowledge of the law relating to general hotel operations and the employment workplace. (CSLO-2, 3) 6. (Analysis Level) Analyze roles played by hospitality managers in controlling operating costs. (CSLO-2, 3) 7. (Synthesis Level) Identify and use the procedure to forecast revenues by market segmentations, then analyze the results. (CSLO-2, 3) 8. (Evaluation Level) Predict and explain the implications of global, U.S. and regional events on the enterprise of the establishment. (CSLO-2, 3, 4) 9. (Synthesis Level) Create a professional career path. (CSLO-2, 3, 4) |
| Are the outcomes from your program determined or influenced by any external organization, agency, or accreditor? If so, please explain. **External outcomes** are influenced by:* CAC five-year curriculum reviews require comparisons with other, outside accredited college HRM programs on course curriculum and program requirements.
* Annual ATF meetings with state university transfer programs shape outcomes required to maintain ease of transferability and articulation for students.
* Annual Industry Advisory Meetings are scheduled to network with local industry and community partners on feedback reflecting current economic and industry employment needs.
* Updates by the American Hotel and Lodging Association Industry curriculum updates.
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| **Program Enrollment and Graduation Trends** |
| Summarize the program enrollment data for the past 5 years in the chart below:

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| --- | --- | --- | --- | --- | --- | --- |
| Degree/Certificate | 2015-2016 | 2014-15 | 2013-14 | 2012-13 | 2011-12 | 2010-11 |
| FTSE | 11.65 | 12.65 | 13.80 | 13.40 | 15.45 | 10.75 |
| Headcount | 90 | 98 | 101 | 100 | 108 | 90 |

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| Discuss and explain the factors influencing the enrollment trends:1. HRM course offerings are systematically planned and the entry course, HRM100 Intro to Hospitality is offered each semester to enable students to enter the program in any given semester. A highly publicized and distributed Programming Sequence Guide and a HRM-Culinary Arts brochure, along with the catalog course description information helps students with planning their coursework. These are updated and available on the Business Division HRM webpage and were developed to advise students of these offerings to include:
* Fall course offerings includes HRM100 Intro and two core courses.
* Spring course offerings including HRM100 Intro and three core courses.
* Summer course offering includes HRM100 Intro course.
1. HRM courses are shared and required by other related programs such as Culinary Arts Certificate and AAS Degree, Dietetics and Nutrition, Recreation and Tourism Certificate and the AAS Degree, the Business Management Certificate and the Business AAS Degree.
	* Many community college students are often not sure what career pathway they truly want to pursue. Shared coursework serves to bridge students into the HRM program and over to other related programs without losing credit.
	* The Culinary Arts students strive to complete the HRM certificate, which is imbedded in their Culinary Arts degrees to help expand their management employment opportunities.
2. Florence Unified Schools will be partnering with the CAC HRM program for Fall of 2018. This will boost our head count by 30 students for the year and is expected to have 2/3rds of those projected students to be graduate ready for their HRM Certificate by the end of the second semester in the program.
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| How has the program typically recruited students and marketed the program:* Offer the intro course, HRM100 fall, spring and summer semesters for potential new students.
* Update the HRM Program Programming Sequence Guide.
* Update and distribute the Yearly HRM Planning and Course Offering Guide flyer.
* Update and distribute tri-fold, promotional brochure featuring CAC HRM and Culinary Arts Program information.
* Yearly mailing to high schools statewide of these promotional materials.
* Semester emails to all registered and past students with updates and course offerings.
* Update website with HRM program information and industry/university partnership web links.
* Host Spring recruiting university transfer forums for current and new students and community interest.
* Students graduating with an HRM certificate or degree receive a gold pineapple (symbol of hospitality) pin to wear at graduation promotion.
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| Summarize the program graduation rate trends for the past 5 years in the chart below:

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| --- | --- | --- | --- | --- | --- |
| Degree/Certificate | 2015-2016 | 2014-15 | 2013-14 | 2012-13 | 2011-12 |
| HRM Certificate | 0 | 5 | 1 | 0 | 3 |
| HRM A.A.S. | 1 | 1 | 2 | 2 | 1 |

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| Summarize and explain the graduation trends. What efforts has the program made to help students achieve completion?* Closer advisement with HRM and Culinary Arts instructors to currently enrolled students.
* Increase recruitment and retention of students by marketing the upcoming semesters HRM coursework offered.
* In 2017, hosted a university transfer forum to educate students on transfer options after completing degree.
* Added fieldtrips to industry hospitality sites to emphasis employment opportunities and showcase higher-than-average, entry-level positions attainable upon completion of program of study.
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| **Program Curriculum:** *Submit a completed Curriculum Comparison Chart along with the self-study, comparing the CAC program curriculum to three similar programs, for each Degree and Certificate discussed in this self-study. Ideally compare to other Arizona programs, and out of state if necessary.* |
| Using information gained from your curriculum comparisons, discuss the strengths and weaknesses of the current program curriculum for each degree or certificate. **Strengths:*** HRM courses have stable and adequate enrollment.
* HRM program offered at the low-cost of a community college.
* Program uses the American Hotel and Lodging Association, national, industry certified courses and curriculum.
* The HRM Associate of Arts (A.A.S.) degree contains all required Associate of Arts (A.A.) degree AGEC’s courses offering transferability and versatility into a variety of university programs besides HRM.
* Recent 2015 update of two new courses HRM145 Convention and Meeting Management and HRM252 Managing Human Resources to reinvigorate the curriculum with current industry offerings and replace two outdated courses that did not transfer.
* HRM Certificate may be completed online and available at any CAC campus site within one year. The six certificate core classes will stack into the HRM A.A.S. degree.
* Consistent enrollment numbers over the years support class offerings. Courses provide management curriculum to many other program areas.
* The HRM program is managed full time faculty teaching face to face courses while adjuncts teaching the online courses.

**Weaknesses:*** Programs have adequate enrollment but fewer certificate and degree completers. ***Reasons:***
* *Students are often hired away by industry employers who recognize a desirable employee who is committed to a hospitality career path.*
* HRM management courses are utilized as required/elective courses in other CAC programs.
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| Discuss how the program gets feedback on its program and curriculum from external sources, suchas advisory boards, employers, articulation task forces, accreditors, etc.* CAC’s systematic 5-year curriculum updates require examination and comparisons with other state and university accredited college HRM programs regarding course curriculum and program requirements.
* Annual ATF meetings with state university transfer programs shape outcomes required to maintain ease of transferability and articulation for students.
* Annual industry advisory meetings are scheduled to network with local industry and community partners reflecting current economic and industry employment needs.
* College administered semester student course evaluations.
* Instructor administered semester instructor course survey.
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| Indicate any external accreditations which the program has. Are there any available accreditations which the program does not have, but maybenefit from seeking?Each HRM course utilizes the American Hotel & Lodging Association Educational Institute curriculum. Students may additionally receive a nationally recognized and industry standardized AHLA certificate upon each course completion with a 70% final exam competency.  |
| Discuss how the program supports current or future needs for the job market in Pinal County, the state of Arizona, and/or the United States.* Arizona is one of the top tourism states in the nation due to its location and climate. The population growth for Pinal County is projected to grow by 23% in the next ten years according to Arizona Office of Economic Opportunity. https://population.az.gov/population-projections
* Many entry-level positions are easily attainable, although earnings and career advancement can greatly be accelerated through the completion of an HRM program certificate or degree. Employment areas include hotels, resorts, restaurants, travel, tourism & recreational establishments Institutional foods: schools, hospitals, and extended care facilities.
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| For degree programs, identify any specific in-state baccalaureate programs into which this program is particularly suited for transfer.* NAU’s Hospitality, International Hospitality Management, Hospitality Marketing and Sales, Event Management, Hotel and Restaurant Management BA programs under the W.A. Franke College of Business.
* ASU’s Business Tourism, Business Food Industry Management, Business Organizational Leadership BA programs under the W.P. Carey College of Business. ASU’s Nutritional program, Dietetics under the School of Nutrition and Health.
* UA’s Organizational Leadership or Entrepreneurship BA under the Eller College of Management. UA’s Nutritional program under the Dietetics Department of Nutritional Science.
* Grand Canyon University’s Hospitality BS program under the Jerry Colangelo College of Business.
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| Indicate any articulation agreements in place for degree graduates.* Articulation Task Force with ASU Institutional Food Service program.
* ATF with Northern Arizona University School’s Hospitality B.A. Programs. NAU satellite campuses offer online transfer programs online or attendance at satellite programs available at Scottsdale Community College in Scottsdale, Pima Community College in Tucson, or NAU Northern Arizona University, Flagstaff.
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| **Program Specific Resources:***In this section please focus on program specific resource. You may but do not have to discuss resources available to the college at large such as Blackboard, the Learning Centers, Library, etc. However, if these resources are impacting your program in a positive or negative way which you would like to discuss, please do so.* |
| Discuss the adequacy of the financial and budgetary resources available to the program over the past 5 years:Current division program budgetary resources have been adequate and supported the program. |
| Discuss the adequacy of the human resources available to the program over the past 5 years:Current division full-time and part-time instructors have sustained the HRM program and its course offering. |
| Discuss the adequacy of the technological resources available to the program over the past 5 years:Current technology resources such as the Blackboard Learning System and email systems have supported face to face iTV course delivery as well as online course support for the HRM program. Campus testing centers support course proctored testing needs. |
| Discuss the adequacy of the physical (building space, classrooms, labs, etc.) resources available to the program over the past 5 years:Current physical resources at SPC Sizer Bldg. and iTV classrooms have been supported the HRM program’s growth by removing geographical barriers. This will be extended through the use of Collaborate Ultra and Synchronized Online Learning. Delivery of instruction can be done online. A future goal for the program is to find a space and sponsorship to create a mock hotel room to give hands on training for housekeeping and facilities management.  |
| Discuss the adequacy of the academic support resources available to the program and its students over the past 5 years:Current academic support resources such as the learning centers and libraries for computer usage and tutoring have been adequate to support the HRM program.  |
| Discuss the adequacy of the student support resources available to the program and its students over the past 5 years:Current student support resources such as Student Services Advising and Trio have been adequate to support the HRM program. |

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| **Program Effectiveness** |
| Describe how you measure the success of degree and certificate program graduates in achieving the degree and/or certificate program student learning outcomes. What data have you collected that indicates the level of student success of these outcomes? And according to the data, how well have students achieved these outcomes during the past 5 years?* Student employment placements throughout the community confirmed to instructors and word of mouth reflect student trajectory of students entering the HRM or related industry.
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| If you have data which indicates the degree to which students in the program are achieving the college’s Common Student Learning Outcomes please share and explain the data.All AAS graduates must complete the BUS260 business capstone course. This course tests all CSLOs. Further, each student is accessed on CSLOs in multiple courses throughout the program. Course SLOs are linked to CSLOs in the curriculum development and review process.  |
| How many program enrollees or graduates studied at an in-state baccalaureate level institution during the past 5 years? Put the data in the table below. NA

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| Degree/Certificate | 2014-15 | 2013-14 | 2012-13 | 2011-12 | 2010-11 |
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| If a degree is intended for transfer, or has transfer articulation agreements in place, indicate how the degree program supports students with continuing their education at CAC or other institutions. * Yearly, spring University Transfer Forum Event sponsored by the Division featuring representatives from UA, ASU, NAU and CGU universities to assist students with transfer options.
* CAC HRM website page maintains university transfer links for availability to students.
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| Describe the level of success (via completion rates, GPA, etc.) the program’s prior students have achieved at transfer institutions.* Estimate one-third of students continue to university transfer programs. Many students do not complete their CAC degree but move on to university coursework. Universities often grant credit for much miscellaneous coursework even when students have not completed CAC degree. The program supports those completing the HRM program of study but also serves to propel students into their HRM related career pathways.

***Examples:**** *Current CAC Culinary Arts Chef instructor Amanda Celaya is an NAU HRM graduate and a prior CAC HRM student.*
* *Current CAC Alliance Foods Chef Aaron Encinas with CAC’s Contract Food Service provider is a NAU graduate and a prior CAC Culinary Arts and HRM student.*
* *Former CG Holiday Inn Event Manager Alfredo Sierra is now an Assistant General Manager at a Phoenix area Holiday Inn Express and a current NAU student and a prior CAC HRM student.*
* Students in the HRM program are able to secure scholarships through the AHLA to continue their education.
* Students are encouraged to join and participate in the Business Club activities and state and national HRM category, related competitions. Membership builds leadership skills and students visit various state university campuses for state competitions and bridge connections with them. Many are able to secure scholarships because of their involvement.
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| If a degree or certificate is designed to lead directly into the workforce, describe the success of students in obtaining a job in the field of study upon graduation. Please provide any qualitative or quantitative data you have: * Many students do acquire jobs very quickly, as many are working in the HRM industry. Area industry often contacts our programs for employment offerings. Recently in 2016, the new Boston’s Restaurant and Sports Bar opening hired 3 of the HRM103 students and they ended up dropping out of the class to accommodate the demands of their new job.
* Students in the HRM program often secure internships through the American Hospitality Academy and other National Industry business such as Disneyworld, Hilton Hotels and the Ritz Carlton.
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| If your program serves to prepare a student for external certification or licensure of any kind identify the certification or license and the percentage of program graduates who earn/achieve it. Put data in the table below.CAC utilizes the American Hotel and Lodging Association or the AHLA course curriculum for all HRM courses. The AHLA does offer additional national certified levels and courses for external industry certifications. These require additional work experience and students are encouraged to pursue industry certifications as part of their professional attributes. * *Current business instructor Gayle Haro has a Certified Hospitality Educator (CHE) with the AHLA and an additional industry culinary arts certification of Certified Culinary Educator (CCE) with the American Culinary Federation or ACF.*
* *Current Dean Dr. Janice Pratt has a Certified Hospitality Administrator (CHA) with the AHLA.*
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| **Program Continuous Quality Improvement** |
| Discuss how the program has used learning outcome assessment results to improve instruction and/or student learning over the past 5 years:A variety of assessment techniques are used within each course. Examples include in-class Q and A, tests, projects, interactive graded assignments delivered through online homework management systems. Faculty members use feedback from periodic assessments to make adjustments in their instructional methods throughout the course.  |
| Discuss how the program has used operational planning goals to achieve quality improvement over the past 5 years:* Yearly operational planning goals specific to the HRM program, under the division’s goals, target strategies to promote program updates and retention/recruitment of students.
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| Describe other ways the program has engaged in continuous quality improvement:* In 2015, program curriculum updates included two HRM courses replacements with two more contemporary and transferable courses.
* The last three years, the HRM program has collaborated with the Culinary Arts program in their recent growth to new campus’s.
* Networking with other state community colleges at ATF meetings on hospitality promotions throughout the state.
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| **Program Alignment with Institutional Goals:***Describe how the program has directly or indirectly is helping the College achieve its current strategic goals.*  |
| The HRM program has provided examples and evidence in this Academic Program Review Self-Study that the program directly and indirectly helps the college achieve its current strategic goals:* Strives to ensure broad access to high-quality innovative educational programs, services and training as opportunities for Pinal County residents. Program improves quality of curriculum and programs.
* Works diligently to improve student retention, persistence, completion and job placement. Program uses enrollment management to increase and retain students. Website and marketing opportunities are continuously improved.
* Works to ensure a safe, sustainable environment that promotes learning, communication, diversity and satisfaction among students, faculty and staff.
* Enhances our physical and technological infrastructure to support changes in the learning and work environments.
* Expands partnerships with universities to provide advanced degrees to Pinal County residents as evidenced.
* Optimizes fiscal resources that support the needs and expectations of students and the community.
* Contributes to the economic vitality, workforce development, and current job training needs of Pinal County and surrounding regions.
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