HAWAIʻI COMMUNITY COLLEGE
PROGRAM COMPREHENSIVE 3-YEAR REVIEW REPORT

[Hospitality and Tourism (HOST)]

Date November 15, 2015

Review Period
July 1, 2012 to June 30, 2015
AY 2012-13, AY 2013-14, and AY2014-15

Initiator: [Robert Yamane]
Writer(s): [James Lightner]

Program/Unit Review at Hawai'i Community College is a shared governance responsibility related to strategic planning and quality assurance. Annual and 3-year Comprehensive Reviews are important planning tools for the College's budget process. This ongoing systematic assessment process supports achievement of Program/Unit Outcomes. Evaluated through a college-wide procedure, all completed Program/Unit Reviews are available to the College and community at large to enhance communication and public accountability. Please see http://hawaii.hawaii.edu/program-unit-review/

PART I: ANALYSIS OF PROGRAM

For this section, analyze your Program for the 3 year period from July 1, 2012 through June 30, 2015. Provide a narrative analysis that, at a minimum, describes and discusses the following aspects of the Program:

- ARPD indicators: health factors, trends and other factors, strengths and weaknesses. ARPD website: **https://www.hawaii.edu/offices/cc/arpd/index.php**

HOST 2015 Program Review Part II Analysis of Program

Demand

Demand Indicator #2 New and Replacement Positions (County Prorated) is 8

Demand Indicator #3 is 39 that shows as 21% is Unhealthy

If the number of New and Replacement Positions increase to 49 and the number of majors increase by 10 to 49 then the Demand Indicator would be 1 and **Healthy.**

Very likely the number of majors will increase to 49 in Fall 2016 with the attraction of the new Palamanui campus in August 2015.

The number of New and Replacement Positions is inaccurate based on data collected from three Kona Resorts, Fairmont Orchid, Hilton Waikoloa Village and Waikoloa Marriott in October 2015. Pacific Business News Book of Lists 2014 and Hawaii Tourism Authority (HTA) Visitor Plant Inventory 2014 and HTA Vacation Rentals by Owner Study 2014 give the total number of visitor lodging rooms or units on the Island of Hawaii of 12,404. This results in the number of new and replacement positions as 517. See detailed analysis in Part G of the Annual Program Review.

Efficiency #1

Efficiency Indictor #10 Class Fill Rate is 46% that is **Unhealthy** .

If 75% of class size is Healthy, then 75% of 30 would be an additional 10 students over the present 13 students. In Fall 2015 six students in HOST courses were Liberal Arts majors and will likely change their major to Hospitality and Tourism (HOST). The additional 4 students will come from being in the convenient new Palamanui location. This would generate a score of 75% that is **Healthy.**

Efficiency #2

Majors #3 is 39 and FTE BOR Appointed Faculty #11 is 1 giving a ratio of 39 which is **Cautionary**.

The combined two Efficiency Scores of Cautionary and Healthy give a score of **Healthy.**

Effectiveness #1

Unduplicated Degrees & Certificates Awarded #20 divided by number of Majors #3 is 21% that is **Healthy**.

Effectiveness #2

Persistence Fall to Spring #19 is 78.9% is **Healthy**.

The combined two Effectiveness Scores is **Healthy.**

The Overall Health Scoring Rubric of Healthy in Demand, Efficiency, and Effectiveness would show the Hospitality and Tourism program as **Healthy in Fall 2016.**

Perkins IV Core Indicators 2013-2014

Indicator #29 Technical Skills Attainment Goal of 91.00 and actual 87.50 were close.

Indicator #30 Completion Goal was Met

Indicator #31 Retention or Transfer Goal of 75.21 and actual 65.63 was not met due to students dropping out of college to take advantage of hospitality job growth, which started in 2013. No students transferred.

Indicator #32 Student Placement Goal of 68.92 and actual 68.75 were close.

- College Mission: how the Program aligns with and supports the College Mission and the Program's effectiveness in its support/assistance in achieving the College Mission.

The Hospitality and Tourism program is designed to provide job training for entry-level and first line supervisory level positions in the hospitality/visitor industry. Offering educational training in the field of hospitality/visitor industry will ensure a skilled pool of workers is continuously available to meet the industry's employment demand on the Island of Hawai'i. Additionally, making a career path possible to local workers strengthens the human assets of our community.
The program was established to:
•Meet the growing needs of the hotels and related hospitality/ visitor organizations by training existing and future employees in basic skills needed to obtain entry-level and supervisory positions.
•Provide job upgrading skills necessary for career advancement in the hospitality/visitor industry.
•Develop skills in verbal and written communication.
•Develop skills in distance learning that will promote life long learning.

- Institutional Learning Outcomes (ILOs): the Program's effectiveness in its support/assistance in achieving the College's ILOs.
  ILO website: http://hawaii.hawaii.edu/assessment/outcomes.php#ilo

- 2008-2015 Strategic Plan: the Program's alignment with the 2008-2015 Strategic Plan and the value of the Program to the College in terms of achieving that Strategic Plan's goals and initiatives.
  Hawaii Community College Strategic Plan: 2008-2015

  HawCC Strategic Outcomes and Performance Measures 2008-2015 listed with funding sources and responsible parties.

HGI Action Strategy 1: Strengthen the pipeline from K-12 to the university to improve college readiness and increase college attendance.

Institutionalize early college and "bridge" programs.

Reference G) Next Steps, Future HOST Enrollment

HGI Action Strategy 2: Implement structural improvements that promote persistence to attain a degree and timely completion.

Establish pathways for all degree programs, including transfer pathways from the community colleges.

Reference G) Next Steps, Student Support and Other Options

G) Enhance Instruction to Improve Student Learning

HGI Action Strategy 3: Anticipate and align curricula with community and workforce needs.

Engage systematically with community-based groups to inform program offerings and curricula.

Reference G) Student Support and Other Options

G) Future HOST Enrollment

HGI Action Strategy 4: Solidify the foundations for UH West Oahu, and Hawaii CC at Palamanui, our "startup" campuses, and establish large-scale student support services for Native Hawaiians, low-income students, and the under-represented populations they serve.

Secure UH Foundation position to coordinate advancement efforts for Hawaii CC and Hawaii CC Palamanui.

Reference G) Student Support and Other Options

HI2 Action Strategy 3: Continue to support programs that suit Hawaii Island location and environment as well as address critical gaps.

Hospitality Industry

Reference G) Future HOST Enrollment

G) Student Support and Other Options

G) Enhance Instruction to Improve Student Learning

21CF Action Strategy 3: Provide safe, healthy and discrimination-free environments for teaching, learning and scholarship for students, employees and visitors.

Electricity purchased per gross square foot.

Gallons of water purchased per gross square foot.

Reference G) Enhance Instruction to Improve Student Learning

G) Student Support and Other Options

HPMS Action Strategy 2: Increase opportunity and success for students and overall cost-effectiveness by leveraging academic resources and capabilities across the system.

Expand student-centered distance and online learning to create more educational opportunities through use of technology and by leveraging University Centers on Hawaii Island.

Reference G) Student Support and Other Options

G) Enhance Instruction to Improve Student Learning

- Assessment results: discuss how the overall results of course-level assessments during the 3-year period under review demonstrate the Program's achievements or challenges in meeting its Program Learning Outcomes (PLOs).
  PLO website: http://hawaii.hawaii.edu/assessment/outcomes.php#plo

- CERC comments and feedback: based on the CERC comments and feedback from your most recent Comprehensive Review, discuss CERC's recommendations and your Program's successes and/or challenges in implementing them.

Table 3 Strength 2 – The Advisory Council has been expanded to include industry managers and the minutes of the August 2014 meeting has been submitted.
Table 3 Strength 3 – More detailed analysis of job placement has not been completed; however, will be in January 2014.
Table 3 Overall Recommendations/Comments – Detailed local job demand by the Department of Labor is not available for specific jobs. A survey of the top employers in the hospitality industry on the Island of Hawaii Island will be part of the HOST job placement analysis in January 2014.
Table 4: Program Assessment Data – A more detailed Assessment Plan with results is included in this Annual program Review.
Table 6: Goals and Alignment - Use of industry professionals is described in this 2013 Annual Program Review.
Table 7: Prioritized Top 3 Cost Items - No additional FTE faculty and Lecturers are requested at this time; however, will be needed when new Palamanui campus opens in Fall 2015.
Cancelling the 5 year Comprehensive Program Reviews process will improve the writing, reviewing and effectiveness of the Annual Program Reviews.

- Other successes, challenges/barriers, concerns, and/or other issues not addressed elsewhere in this Comprehensive Report.

See **Monthly Economic Indicators County of Hawaii comparison June 2012 and June 2015 in table below.**

PART II: ACTION PLAN

For this section, describe and discuss your Program's Action Plan for the 3 year period from July 1, 2015 through June 30, 2018. For each action strategy or tactic, provide details about the goal, expected level of success, implementation timeline, and any challenges or barriers you anticipate may affect implementation or success.

Action Plans must align with the new Hawai‘i Community College 2015-2021 Strategic Plan. Discuss how the Program's Action Plan aligns with and supports the 2015-2021 Strategic Plan's Initiatives, Strategies, and Tactics.
http://hawaii.hawaii.edu/docs/hawcc-strategic-directions-2015-2021.pdf

See Annual Program Review Part IV

PART III: Budget Items

For this section, describe and discuss your Program's cost-item "budget asks" for the 3 year period from July 1, 2015 through June 30, 2018. For <u>each</u> budget item, describe the needed item in detail, including cost(s) and timeline(s).

Budget asks for all categories of cost items may be included in the 3-year Comprehensive Review. Explain how the item aligns with the Hawai‘i Community College 2015-2021 Strategic Plan (see link above in Part II). Identify and discuss how each item aligns with the Strategic Plans Initiatives, Goals, Action Strategies, and Tactics.

If the number of HOST majors stay the same as AY 2105-2016, no increase in costs are necessary. If the HOST majors increase to 65 then another faculty member and lecturer is required to meet the Program Standards.

Monthly Economic Indicators County of Hawaii June 2012 and June 2015

Hawaii Department of Business, Economic Development and Tourism (DBEDT)

Indicator	June 2012	June 2015	Diff	%
Civilian labor force	85,500	88,750	3,250	+3.8%
Unemployment rate	9.6%	5.5%	4.1%	-42.7%
Retail Trade	8,800	9,400	600	+6.8%
Trans, Warehousing	2,700	3,100	400	+14.8%
Educational Services	1,200	1,400	200	+16.6%
Health Care & Social Assistance	6,500	7,100	600	+9.2%
Accommodations	5,500	5,500	0	0
Food Services & Drinking Places	5,700	5,900	200	+3.5%
Residential Building Permits	$17,723,000	$65,589,000	$47,866,000	+270%
Private Additions & alterations	$10,715,000	$26,854,000	$16,139,000	+150%
Total visitor days by air	808,898	999,570	190,672	+23.6%
Visitor arrivals by air	118,149	137,323	19,174	+16.2%

The comparison of the Monthly Economic Indicators County of Hawaii shows the dramatic increase in our economy in three years. The change in building permits indicates that the opportunities for unskilled construction workers have encouraged many potential students to postpone their college education. Present students take advantage of part time work to continue their studies at a reduced number of courses. Entry-level Jobs in the hospitality industry are directly affected by the number of visitor days. Hawaii Tourism Authority predicts that the strong trend in visitor arrivals will continue with perhaps a reduction in spending per visitor.

The armed conflict and terrorism in the Africa, Mideast and Asia pushes visitors to Hawaii, one of the safest tropical destinations in the world. The migration from the dangerous regions to Europe is causing major strains on European government budgets and community services. Consumer spending in those disrupted areas is reduced.

China has revalued their currency to make their exports more competitive on the world market, while reducing the spending power of their citizens planning on vacationing in the USA. China

has increased their domestic tourism facilities to keep their citizens at home, and attract foreign visitors.

The major disruptions of increased economic activity on the Island of Hawaii and the swirl of disruptions in the international economies make predicting the needs of the Hospitality program very difficult. An enrollment of 65 HOST majors is possible under today's conditions. Growth to 100 majors is unlikely. Should the strain on the world economic produce a recession then the present number of HOST majors at 39 should be sustainable.

The number of HOST majors in Hilo has been twice that of West Hawaii in the Kealakekua campus. Just the convenience and attractiveness of the new Palamanui campus will likely increase the number of West side students to equal the East side.

The new plan for Math and English increased developmental education in the first year of HawCC will reduce the number of students who believe in our previous open enrollment policy. Helping them to Achieve The Dream requires then to "learn to learn" in courses of immediate interest to them. It requires them to become accustomed to college life.

The HawCC Hospitality program has 36% Native Hawaiian students; only Kauai CC with 38% has more. While HOST program in Kapiolani CC 20% and Maui College 11% Native Hawaii students give a contrast in the importance of Hospitality program providing career opportunities to our Native Hawaiian population.

McDonald's franchisee has five stores in West Hawaii, and the owner/operator Robert Leopoldino is a strong supporter of college education for his employees. He pays the cost of required college textbooks and has provided publicity support for the outreach efforts attracting students to HawCC. Posters, flyers and banners at McDonald's for the HawCC Admission Day registration event Nov. 14 produced 31 potential students registering for Spring 2016 at Palamanui. As the largest fast food retailer in West Hawaii, he is willing to promote other events at Palamanui. This active participation as a large employer sets an example for

other businesses to help build the Big Island's educated workforce. HOST will encourage other businesses to follow McDonald's leadership.

The Kohala Center in Waimea is now only 35 miles from Palamanui campus. "The Kohala Center is an independent, community-based center for research, conservation, and education. We turn research and ancestral knowledge into action, so that communities in Hawai'i and around the world can thrive—ecologically, economically, culturally, and socially." Palamanui has been designed as a teaching tool for sustainable operations, local food production and healthy eating, so the synergy will benefit Kohala Center and HawCC. HOST faculty will encourage this relationship.

Course changes for Fall 2016:

HOST 290 Changed SLO and course description

HOST 193v Deleted

HOST 293v Changed title to Hospitality Internship and increased hours to 225, changed credits to variable 1 to 3.

HOST CA reduced to 36 credits

HOST AAS reduced to 63 credits