

# **HAWAI'I COMMUNITY COLLEGE PROGRAM ANNUAL REVIEW REPORT**

## **[Hospitality and Tourism (HOST) ]**

**November 13, 2015**

**Review Period  
July 1, 2014 to June 30, 2015**

**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. Review of Program Data

Go to the Annual Reports for Program Data (ARPD) website linked below and review the data for your program.

<http://www.hawaii.edu/offices/cc/arpd/>

## Part II. Analysis of the Program

Based on the ARPD data in Part 1, analyze the Program in terms of Demand, Efficiency, and Effectiveness. Include significant Program actions (e.g., new certificates, stop out, gain/loss of positions) and results of prior year's action plan. Include analysis of any Perkin's Core Indicator(s) for which the Program's goal was not met. Also discuss any trends or other factors (internal/external) affecting the Program and analyze other Program changes or information not included elsewhere.

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### 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 this report.

#### Efficiency #1

Efficiency Indicator #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.

### Part III. Action Plan

Describe in detail the Program's overall action plan for the current/next academic year. Discuss how these actions support the College's Mission and can lead to improvement(s) in student learning. Include specific action plans to address any ARPD Health Call scores of "Cautionary" or "Unhealthy," and any Perkin's Core Indicator(s) for which the Program's Goal was not met.

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Reference G) Next Steps

### Part IV. Resource Implications

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Please provide a brief statement about any implications of current operating resources for the Program. Budget asks are included in the 3-year Comprehensive Review, except for the following that may be included here: health and safety needs, emergency needs, and/or necessary needs to become compliant with Federal/State laws/regulations. Describe the needed item(s) in detail, including cost(s) and timeline(s). Explain how the item(s) aligns with one or more of the Strategic Initiatives of the Hawai'i Community College 2015-2021 Strategic Plan. Identify and discuss how the item(s) aligns with the Initiative's Goal, Action Strategy, and Tactic. <http://hawaii.hawaii.edu/docs/hawcc-strategic-directions-2015-2021.pdf>

Alignment with Strategic Initiatives of Hawaii Community College 2015-2021 Strategic Plan Draft #1 - 8/6/2015

**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.

G) Enhance Instruction to Improve Student Learning

**Part V. Comprehensive Review Information**

**Please provide a short summary regarding the last comprehensive review for this program. Discuss any significant changes to the Program since the last comprehensive review that are not discussed elsewhere.**

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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.

**Required for ARPD Web Submission: Provide the URL to the specific location of this Unit's last Comprehensive Review on the HawCC Program/Unit Review website (see link on page 1):**

**[http://hawaii.hawaii.edu/program-unit-review/docs/2012\\_host\\_comprehensive\\_program\\_review.pdf](http://hawaii.hawaii.edu/program-unit-review/docs/2012_host_comprehensive_program_review.pdf)**

**Program Description**

**Please provide a brief description of your Program. Include your Program Mission statement.**

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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.

## **Part VI. Program Student Learning Outcomes**

**For all parts of this section, please provide information based on the PLOs (P-SLOs) that were assessed through PLO-aligned course assessments in AY 2014-15.**

Records not found after move to Palamanui

PLO to ILO Alignment Verification Form AY 2015-2016 was submitted Sep. 22, 2015

### **A) Evidence of Industry Validation (CTE Programs)**

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**[General Pre-Professional Programs can skip industry validation.]**

**Provide documentation that the program has submitted evidence and achieved certification or accreditation from an organization granting certification in an industry or profession. If the program/degree/certificate does not have a certifying body, you may submit evidence of the program's advisory committee's/board's recommendations for, approval of, and/or participation in assessment(s).**

HOST Advisory Council Meeting May 21, 2014: Offer non-credit skill building courses to build the hospitality workforce. Professional guest service course was strongly suggested. UH-Hilo College of Business and Economics brochure illustrated the desire of academia to work more closely with industry. Reviewed HOST 290 Hospitality Management, which is required by both Hospitality and Culinary Programs.

HOST Advisory Council Meeting Feb. 2, 2015: Continued increase in Federal and State reports are demanding more HR time. Applicants coming equipped with exceptional knowledge of the hospitality industry more likely to get an entry-level management position. Reviewed course descriptions and schedule packets.

HOST Advisory Council Meeting Nov. 12, 2015: Four Seasons/Hualalai Resort will coordinate presentations by Haw CC/UH Center on courses offered at new Palamanui Campus. First two years at Palamanui then earning a bachelors degree from an university was supported as a career builder. UH-Hilo College of Business and Economics is planning to use Professors of Practice to bring courses to Palamanui.

### **B) Expected Level of Achievement**

**For each Course assessed in AY 2014-15: Discuss the rubric(s) standards and the benchmark goal(s) for student success (e.g., "85% of students will achieve Excellent or Good ratings in the assessed activity" or "90% of students will score Meets or Exceeds Standards on the assessment rubric").**

### C) Courses Assessed

List all Program Courses assessed during AY 2014-15. Also list Program Courses for which a follow-up “Closing the Loop” assessment was implemented in AY 2014-15.

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Assessed Course Alpha, No., & Title	Semester assessed	PLO-aligned CLOs that were assessed
Program Learning Outcomes	Spring 2013	All PLO
HOST 154 Food and Beverage Operations	Spring 2014	
HOST 150 Housekeeping Operations	Spring 2014	
HOST 290 Hospitality Management	Spring 2014	All reviewed during GE application.
“Closing the Loop” Assessments Alpha, No., & Title	Semester assessed	PLO-aligned CLOs that were assessed
Records not found after move to Palamanui		

### D) Assessment Strategy/Instrument

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For each Course assessed in AY 2014-15, provide a brief description of the assessment strategy, including the type of student work or activity assessed how and when the assessment was conducted, how and why assessed artefacts were selected, and how the artefacts were analyzed.

Records not found after move to Palamanui

### E) Results of Program Assessment

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For each Course assessed in AY 2014-15, provide a summative description of the assessment results. Discuss how these results collectively demonstrate achievement of the Program’s Learning Outcomes and support the College’s Mission.



Records not found after move to Palamanui

#### **F) Other Comments**

**Include any additional information that will help clarify the assessment results. Include comparisons to any applicable College or Program standards, or to any national standards from industry, professional organizations, or accrediting associations. Include, if relevant, a summary of student survey results, CCSSE, e-CAFE, graduate-leaver surveys, special studies, or other assessment instruments used.**

Ecafe scores are at or above HawCC average for faculty and lecturers.

#### **G) Next Steps**

**Based on the Program's overall AY 2014-15 assessment results, describe the Program's intended next steps to enhance instruction in order to improve student learning. Instructional changes may include, for example, revision to curriculum, teaching methods, learning outcome statements, student support, and other options. Please note here if proposed changes will involve Program and/or Course modifications requiring approval.**

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#### **Student Support and Other Options**

Tutors, Edready and Khan Academy are available to HOST students in the Library/Learning Centers. Following the students' progress by HOST faculty will increase the success and retention rates of our students. Presently the lack of basic skills in Math and English are barriers to completing the HOST program.

The Elama program, similar to successful programs at Kauai CC, Leeward CC and Kapiolani CC, have attracted students who never thought they could succeed in college. The program provides support to help students achieve their dreams. Twenty students are now enrolled at Palamanui campus with projections of fifty admitted for Fall 2016.

We have formed a Veterans Information Group to facilitate the path to a career through courses to be taken at HawCC – Palamanui rather than at other private colleges that have been historically used by veterans. To assist them in reaching their goals, an informal group presently of twelve members is exchanging information that is conveniently available through the Library Learning Center. The GI Bill for military personnel serving after 2001 is very generous with up to \$35,000.00 in educational funding. Many veterans do not know they qualify for this assistance. In my experience the veterans come to college with their skills developed in critical thinking, working as a team, and learning to learn. This group should be encouraged to grow. Also of note is the fact that this scholarship funding is available to wives and children of veterans who served post 9/11/2001.

The four Rotary Clubs in West Hawaii contribute over \$40,000 a year in scholarships for high school and college students. They have difficulty finding enough applicants for these scholarships. A HawCC effort should be made to assist our students and potential students to apply for this generous support of higher education. Presently the faculty and Jim Lightner have this pleasant, yet time- consuming responsibility.

The American Culinary Federation Kona –Kohala Chapter of which Jim Lightner is an active member, also has very generous scholarships that some years go without recipients. The Culinary Arts faculty has the duty to coach students to apply. Other service clubs in West Hawaii are giving or will give scholarships if requested.

The concept of the first two years in community college then the next two years in a university has great appeal in academic financial planning. Four-year university programs have spiraled in cost and the lure of college loans have increased to meet the cost of tuition and living expenses. Many families are questioning the return on equity of college loans. The new Palamanui campus honors education, is conveniently located, has 14 world-class resorts that are in need of part time work for college students. In addition HawCC's affordability is appealing and competitive.

Natural Energy Laboratory Authority (NELHA), Honokohau Harbor, Kona International Airport, and the Keahole Agricultural Park are all within a few minutes of Palamanui campus. This forms a cluster of Science, Technology, Engineering and Math (STEM) that will enable courses and programs to flourish. Whether in resort operations, marketing, human resources, aquaculture, oceanography, ocean engineering, boat servicing and repair, the convenient location will stimulate creative thinking and study in many current programs including HOST.

Along the Kona Coast are 14 world-class resorts and clubs that prefer to hire, develop and promote people who have grown up on our island. They have been unsuccessful in importing workers and management from the mainland USA and Asia. By working more closely with HawCC they can provide a career pathway from entry-level jobs, to top management or ownership of a private enterprise. The sequence of Certificate of Competence, Certificate of Achievement, and Associate Degree helps build the basic skills and knowledge that increases the competitive edge for our students and the hospitality workers.

At the Hospitality Program Coordinating Council (PCC) September 18, 2015 meeting, strong steps were taken to align our HOST courses between Kapiolani CC, Maui College, Leeward CC, Kauai CC, and our Hawaii CC. This effort has been ongoing for the past eight years with little progress. Finally a tipping point has been reached and the HOST courses will be articulated between the five colleges by 2018. Our students will then be able to

build their curriculum using a variety of classroom and distance-learning courses from the UH System. The HawCC Palamanui campus is fortunate to have state-of-the-art videoconferencing classrooms making this option even more desirable and supportive.

Weekend and evening courses at Palamanui will offer convenient access and enable working students to fulfill their educational goals. The hospitality industry has three main shifts from which potential students would be working thereby making evening and weekend courses more accessible, and HawCC more relevant to their needs in both HOST and other fields. Also using the campus over a longer time period would help justify the cost of the facility. Offering evening and weekend classes would require both administrative and financial approval.

### **Enhance Instruction to Improve Student Learning**

The Hospitality and Tourism program (HOST) has been a leader in using the combination of classroom, videoconferencing, and Laulima Web-based instruction. By combining the student enrollment on both sides of our island and teaching from both Hilo and Kona campuses, the skill of faculty and instructors has been refined and responsive to student progress. Using this or a similar format, courses can be exchanged within the UH System and worldwide. The enhanced state-of-the-art video conferencing has been extremely well received by current students for whom this technology is both appealing and engaging. Engagement enhances learning.

Adding one more field trip to the HOST second semester is suggested as these have high learning value, are appreciated by the students, and introduce them to future potential employers. This would require administrative and budget approval.

Dr. Krishna Dhir, Dean of the UH-Hilo College of Business and Education has indicated he would like projects for his students and faculty on studying the Big Island hospitality industry. Honokohau Harbor represents a major economic force in ocean tourism and commerce. The harbor community is anxious to cooperate on a professional study of the economic and social effect of the Honokohau area. Our HOST students would benefit from assisting in the study.

Another study that could be performed by Dr. Dhir's college would be to evaluate the effect of both UH-Hilo and HawCC's present students and alumni working within the hospitality industry on Hawaii Island. A survey and analysis of the number of employees who work in hospitality-related enterprises for one year and five

years, plus their pay range and positions would be helpful in our reports on the outcomes of our academic efforts.

The HawCC- Palamanui campus has been designed and built to be able to qualify for the LEED-Platinum certification in sustainable operations from the Green Building Council. The campus will generate its own electrical power, treat its sewage, reuse the treated water to irrigate the landscaping, recycle and reuse office waste, compost kitchen waste, use locally produced food products, and focus on healthy preparation of food. The campus will be a living laboratory for sustainable operations, and be the first LEED-Platinum campus in the USA. Having such a contemporary teaching tool will enhance the HOST program as well as attract students interested in sustainability from all over the world.

Current instructional format is “healthy” and can improve by adding one more full time HOST faculty and one more lecturer. This would require administrative and budget approval.

### **Future HOST Enrollment**

The future of the hospitality and tourism industry in Hawaii is bright because of the beautiful, and safe environment, varied ocean, mountain and beach activities as well as the Aloha Spirit for which we are known. All of these assets are becoming more desirable as the world sees the violence in the Middle East spreading to Europe, and the refugee crisis bringing its associated disruption and disease.

The HOST program supports Hawaii’s largest private employer, and we plan to support HOST by the following efforts. Some are in progress and will continue and some are new.

HawCC - Palamanui honors education, is conveniently located, and is accessible to students working within the industry. Palamanui is particularly well situated to take advantage of this trend of 2+2, as it can tap into the Waikoloa Village population of 9,000, the Waimea population of 10,000, Honokaa at 1,000 and the Hawi population of 2,000. West Hawaii now has a resident population of 85,000 and East Hawaii 100,000. For HOST it is significant that West Hawaii is growing with more jobs in hospitality available. Our island also has 6,000 visitors or part-time residents, mostly in West Hawaii. 2+2 is projected to grow.

The Lifeplan program at nearby Kealakehe High School has been providing mentors for their high school students for four years. With the graduation of the first class of mentored students, there will be documentation of the value of Lifeplan. Jim Lighter has been active in the program for the last three years, which has given a unique view of the students enrolled at one of our largest high schools, and their goals and

preparedness for higher education. It is an excellent platform to suggest HawCC – Palamanui as their first step. Hualalai Ohana and Four Seasons Resort have sponsored the program. Another Lifeplan is being planned at Konawaena High School. Lifeplan is one way in which the HOST Program Coordinator will continue to reach out to the high schools, as well as returning students, age 26+ students, veterans and underserved demographic groups. We can increase enrollment to 35 earning a Certificate of Competence, 24 earning a Certificate of Achievement and 12 earning an Associate of Science annually. Facilitating this outreach is the new, informative HOST flyer produced by Thatcher Moats.

Barring another major inability of Student Services to accommodate student registrations, such as happened between May and August of 2015, we see an increase in HOST enrollment just as Hawaii Tourism Authority (HTA) is predicting growth in the big islands hospitality industry.

This year Kohanaiki Golf and Ocean Club opened near Palamanui campus. It is a luxury private club for 400 families and provides 400 new skilled hospitality jobs. At Waikoloa Resort, Hilton Grand Vacations has added 200 two-bedroom units requiring 150 new jobs. Marriott Corporation took over management of Mauna Kea Hotel thereby offering their network of customers to the luxury visitor bank as well as their current Courtyard operation at the King Kamehameha in Kona and the Marriott at Waikoloa. Multiple properties under international corporate management offer Big Island workers the opportunity to build their careers while staying close to home and family.

Wyndham Corporation has added 7 properties under their management and also offers career-building opportunities here on the island. They will be offering scholarships for the HOST program to their workers after six months employment. At the time of this report, Wyndham has 31 job opening in their resorts.

Virgin America just launched their first flight from San Francisco to Honolulu and December 2 the first flight to Maui will follow. Very likely flights to Kona International Airport will start in Spring 2016.

Thanks to the personal network of Director Marty Fletcher, an academic relationship is being built with Griffith University located on the Gold Coast of Australia. The Gold Coast is similar to the Kona coast with many world-class resorts and visitor attractions.

Pacific Business News lists 7418 rooms available in the Big Island resorts and hotels according to their 2014 Book of Lists. As of this writing in October 2015, a slow month, an estimated 4% of the total units and rooms have hospitality jobs open. This results in 296 jobs open now. Adding the new Hilton Grand Vacations' 150

jobs and the Kohanaiki Golf and Ocean Clubs' 400 jobs that have recently been filled, results in 22 more replacement jobs. The total replacement jobs in the hospitality industry here at this time are estimated at 318 jobs in hotels and resorts...opportunities for our students and alumni.

Using social media advertising data, a 2014 study by the Hawaii Tourism Authority found an additional 1649 units of vacation rentals by owners (VRBO) that are mostly in West Hawaii. Add these to the previously documented 3337 units and we find 4986 total units of bed and breakfasts, vacation rentals and time-shares on our Big Island. Using a 4% annual new-hire rate or replacement rate yields 199 jobs. The combination of all visitor-lodging facilities totals 12,404, which yields 517 new or replacement jobs annually on our island. These employers need new workers who can speak, and write English, understand basic math, are reliable and want to learn. They want to hire local workers rather than to import them from the mainland. By working more closely with HawCC, a career pathway can be provided from entry-level to top management level jobs in the hospitality industry. For example, Hilton Waikoloa just held a job fair on November 1, 2015 and hired 41 new employees. On November 8, 2015, Indeed.com Web site showed 563 jobs available in the Waikoloa area.

Recently, both Wyndham Corporation and Kohanaiki Golf and Ocean Club have expressed interest in working with the HOST program.

With such a large and cooperative hospitality industry within minutes of our Palamanui campus, the HOST program's future indeed looks bright.

## **Part VII. Cost Per SSH**

**Please provide the following values used to determine the total fund amount and the cost per SSH for your program:**

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General Funds	= \$	_____
Federal Funds	= \$	_____
Other Funds	= \$	_____
Tuition and Fees	= \$	_____

## **Part VIII. External Data**

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If your program utilizes external licensures, enter:

Number sitting for an exam	_____
Number passed	_____