

EXECUTIVE SUMMARY FOR PROGRAM REVIEW

*The Executive Summary will be presented to Fleming College’s Academic Council and Executive Leadership Teamfor information and feedback. The Executive Summary will also be provided to Fleming College’s Board of Governors.*

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| Subject: | School of Business Program Review Report |
| Program Name: | Hospitality (Formerly Hotel and Restaurant Management) |
| Presented By: | Maxine Mann |
| Action: | For Discussion / Information |

SOURCE

* Fleming College’s Curriculum Renewal and Program Review (College Policy 2-207)
* Fleming College’s Quality Assurance Policy (College Policy 2-213)
* Board of Governors By-law (1-102 - reference section 39.6)
* Academic Council Terms of Reference (https://department.flemingcollege.ca/vpa/academic-council/terms-of-reference/)

Reference Documents

* Program Quality Assurance, Policy #2-213
* Ministry of Training Colleges and Universities: Minister’s Binding Policy Directive, Framework for

Programs of Instruction http://www.accc.ca/ftp/es-ce/MTCUCollegeFramework.pdf

* Guidelines for the Program Review and Curriculum Renewal process and templates are located on the Centre for Learning and Teaching Website. http://flemingclt.ca
* Ontario College Quality Assurance Service - <http://www.ocqas.org>

Supporting Documentation

* Program Advisory Committee December 4th, 2014 meeting minutes
* Revised Program of Study Documentation
* April 2015 Student Focus Group Feedback Documentation
* Revised Curriculum Map

Further Information

* Canadian Lodging News – [www.canadianlodgingnews.com](http://www.canadianlodgingnews.com)
* Canadian Tourism Human Resources Council - <http://cthrc.ca/>
* Ontario Restaurant Hotel and Motel Association - <https://www.orhma.com>

BACKGROUND

Fleming’s quality assurance process includes a two-staged process that includes: Curriculum Renewal (conducted annually) and Program Review (conducted every five years). These two internal processes are integrated so there is an *ongoing* focus on curriculum quality.

The Program Review process is characterized by both depth and breadth of analysis. Program data is collated, reviewed and assessed against given criteria, providing a measure of both the vitality and viability of each program. Based on this analysis, long-term plans are then created to guide continuous curriculum improvement and build on the cumulative outcomes of annual curriculum renewal. At the end of this process, a Program Review Panel (convened by the Dean) is charged with the responsibility of making recommendations concerning program viability as well as suggesting program/curriculum revisions.

In adhering to the mandate of the Academic Council to receive reviews of existing programs of instruction, the Executive Summary for the newly re-named Hospitality program, a program of the School of Business, is hereby provided, for the Council’s information.

*Special note:*

In April of 2015, Fleming received notification that new program standards had been issued for programs running under the Ministry codes 53205 (formerly, Tourism and Travel, now Tourism—Global Travel) and 53200 (formerly, Hotel and Restaurant Management, now Hospitality). While these programs were not scheduled for Program Review until the 2016 academic year, it was decided to pull them forward in order to confirm alignment with the new program standards.

Here at Fleming, these two programs have always worked very closely together. They share a Program Advisory Council, have a common first semester, and share many other courses and electives. This close relationship has now been strengthened by the commonality of the Vocational Learning Outcomes listed in the revised program standards. With only very little deviation, the outcomes are virtually identical. Because of this commonality, these Program Reviews were completed cooperatively. Please also note that there is often connection and overlap between the strengths, challenges, and recommendations put forth in the Executive Summaries.

PROGRAM STRENGTHS

A primary goal for this program review was to align the curriculum with the newly released program standard for college hospitality programs. Included in this change is a new name for our program: Hospitality. We are pleased to report that our program of study is well aligned with the revised Vocational Learning Outcomes as evidenced by our updated curriculum map.

The Hospitality program (formerly Hotel and Restaurant Management) is an integral part of Fleming’s School of Business. Our program benefits from its position within the School of Business, in particular, from the efficient and engaging curriculum made possible for our students through the cross-program integration of a “hospitality cluster” of programs. Hospitality works particularly closely with the Tourism program. There are several notable program strengths:

**A Common 1st Semester**

Hospitality has revised the first semester curriculum, as part of a School strategy, to create a common first semester with the Tourism-Global Travel Program. The curriculum changes reinforce a solid tourism and hospitality foundation with an emphasis on business. This shared semester gives students mobility across programs while also providing multiple pathways including dual diploma options.

**Work Placement**

The hospitality program requires students to complete 2-100 hour placements. Students have an opportunity to work in two different sectors of the industry. Hospitality students are regularly hired back by their placements upon graduation. Our student placement evaluation forms regularly indicate that when and if positions become available, Fleming graduates are ideally suited. We currently have graduates near and far at Viamede Resort, The Algonquin Resort (formerly St. Andrew’s by the Sea), Trump Toronto, Fairmont Lake Louise, Fairmont Banff, Fairmont Jasper, all of whom started there as placement students.

Recent student focus group feedback indicated that students would prefer two placements within the industry rather than one in Fulford’s restaurant as it has the potential to increase their employment opportunities. It also provides an opportunity for students to complete placement in hospitality sectors in which they have personal interest or experience—not always food service.

**Study Abroad Field Experience (SAFE) Course – FLPL77**

Students that meet academic requirements may choose to participate in a guided experience to Jamaica. The hands-on learning consists of program-related work and a life-changing experience of volunteering with a community Non-Government Organization NGO. This applied learning experience exemplifies the strategic sustainable direction of the College. While it is an opportunity that is only taken by a small number of students each year, the appeal of an international humanitarian experience consistently attracts new students to the program.

**Industry Certificates**

The Hospitality program provides students with multiple opportunities to obtain additional certificates by embedding them in program. Current certifications include Smart Serve, WHMIS, Occupational Health & Safety Training, and safeTALK. Because the program coordinator is certified, our Service Systems (HOSP11) course also offers Service Excellence Certification through Ontario Tourism Education Council (OTEC)

**Industry Partnerships**

Hospitality students benefit from close relationships with industry partners such as Delta Hotels, Marriott Hotels, Fairmont Hotels & Resorts, Trump Toronto, Hilton Hotels, and Sheraton Hotels. Local industry partners include Viamede Resort, Elmhirst Resort, Holiday Inn, Super 8, Best Western, Motel 6, Comfort Inn, Quality Inn, golf courses and restaurants.

These industry connections also provide students with both placement and employment opportunities within all five sectors of the tourism industry; Transportation, Food & Beverage, Travel Services, Recreation & Entertainment, and Accommodations, through on-campus interviews with many of our industry partners. 2014/15 included: Fairmont Hotels & Resorts, Taboo Resort, Viamede Resort & JW Marriott Resort.

**Faculty and PAC Members’ Experience**

The Hospitality program benefits regularly from a very engaged Program Advisory Committee (PAC), and members who regularly visit the campus as guest speakers, job fair attendees and panel discussion delegates. Faculty members also have diverse industry experience.

**Internal Pathways**

Students may choose to complete additional diplomas at Fleming in Tourism, Business Administration, and Culinary Management in 2-4 additional semesters. These learning pathways provide our students with additional education while keeping them at Fleming College in alignment with the College’s strategic priorities of pathways for students and positive growth.

**External Pathways**

Articulation Agreements with Universities in Canada, Australia, Scotland, and Ireland allow students to complete their degree in as little as one year.

**Common 1st Semester with Tourism Program**

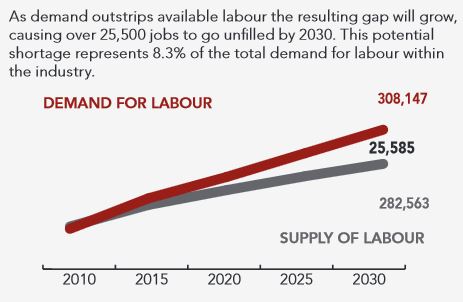
Hospitality has revised the first semester curriculum, as part of a School strategy, to create a common first semester with the Hospitality Program. The curriculum changes reinforce a solid tourism and hospitality foundation with an emphasis on business. This shared semester gives students mobility across programs while also providing multiple pathways and exit points including a two and three year diplomas and even dual diploma options.

**A Varied Program of Study**

We heard from our student focus groups that students appreciated the variety of subject delivery methods to meet their needs as learners: face-to-face, hybrid, on-line, blended, and simulations. Students also liked the opportunities to individualize their learning through program electives and general education course options that support their personal career objectives.

The Hospitality program also exposes its students to several industry related field trips which engage learners. 2014/15 included: Peterborough Liftlock Boat Cruise, Tree Top Trekking, Toronto Outdoor Adventure Show, local Holiday Inn Peterborough Waterfront hotel tour, and four Toronto hotel sight inspections.

**A Growing Labour Demand**

There is a growing gap between labour demand and available workers in the hospitality field:

Source: CTHRC website

PROGRAM CHALLENGES

The program review process has highlighted for the team that there are challenges faced by the Hospitality program. Some of the most significant challenges are described below:

**Enrolment Trends**

Changing demographics have had a direct impact on declining enrolment of direct entry students. Maintaining a robust intake each September continues to be challenging. This reality means that as a program we are always striving to maintain that very fine balance between meeting student demand for program specific content and being efficient by sharing courses with the larger hospitality cluster.

**Perception of Career Opportunities and Wages**

There continues to be the perception that post-secondary education is not required to work in the hospitality industry when we have, in fact, seen dramatic shifts on this front. According to the CTHRC, 42% of the total tourism labour force has some post secondary education. Exacerbating this problem is the ongoing perception that career opportunities are limited and wages are low in the industry.

**Marketing and Competitor Programs**

The marketing budget for the program is minimal and specific initiatives are typically initiated by the program coordinator.

Similar programs are offered at Durham College (Whitby), Algonquin College (Nepean), Georgian College (Barrie), St. Laurence College (Kingston), Seneca College (Markham), Humber College (Toronto), and Centennial College (Toronto). A significant area of competition for us, is that several of these colleges (Durham, Algonquin, Centennial and Georgian) have new facilities and have undergone major rebranding strategies.

While we do not have a new facility, we do have a strong differentiating factor. We focus on providing students with the fundamentals of business. While aligning with hospitality, students learn the application of functional and transferable skills towards operating departments of any business. We have seen graduates move on to work in the financial sector, event planning, and retail.

**Challenges with Culinary**

For the last three years, Hospitality has shared a culminating placement opportunity with Fleming’s Culinary program. Though there were some strong arguments to maintain this relationship when the program was called “Hotel and Restaurant Management” the revised program standard has moved the program away from the culinary focus. What’s more, as noted above, student focus groups consistently reported that the culinary experiences felt less relevant to their goals in the hospitality industry. Students have specifically requested additional opportunities for and focus on “Accommodations” and “Recreation and Entertainment.”

**Feedback from Graduates**

Feedback from student focus groups indicated that the blend of Culinary Management students and Hotel & Restaurant Management students was not seen as value-add. Due to feedback, course mapping has been revised for fall 2015 with a focus on the Accommodations sector. This sector employs almost three quarters of its labour force on a full-time basis according to CTHRC. Graduates will be able to obtain full-time employment upon diploma completion.

**Dual Credit**

Hospitality was one of the first programs to participate in the Dual Credit courses for high school students. This connection led to a consistent influx of a small number of students to our program. Sadly, however, for the last five years there has not been a Hospitality based dual credit course offered.

KPI RESULTS

*Please note that because of a change in program code at the Ministry level, complete KPI tracking data is only available for the 2014 and 2015 academic years.*

KPI#1—Graduation Rate

* Data not available.

KPI#2 and #3—Overall Employment Rate

* Our overall employment rate of 100% for 2015 is tracking above the MCU and System averages of 91.7% and 84% respectively, however, that there were only four respondents to these questions is important to note—this is not a viable comparator in this case.

KPI #4—Grad satisfaction with generic and vocational learning outcomes

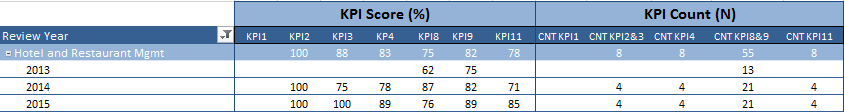
* Our 2015 score of 88.9% satisfaction places us above both the MCU and System averages of 87.5% and 84.7% respectively, however, that there were only three respondents to these questions is important to note—this is not a viable comparator in this case.

KPI #8 & #9—Student satisfaction with learning experience/teachers

* Our 2015 score for satisfaction with learning experience is 76.2% and is below the MCU and System scores 83.7% and 82.3% respectively. However, our 2015 score of 88.9% for satisfaction with teachers is above both MCU and the System at 76.8% and 73.9%

KPI #11—Grad satisfaction with program

* Our 2015 score of 85.4% is well above both the MCU and System scores of 82.7% and 82.4% respectively, however, that there were only four respondents to this questions is important to note—this is not a viable comparator in this case.



SUMMARY OF RECOMMENDATIONS

Recommendations Building on Program Strengths:

1. Work within the hospitality cluster as well as the common first year curriculum in the school of business to maintain efficiency. Please see the revised program of study.
2. Embed additional industry certification options within the program, in particular, explore opportunities for certifications within HOSP3 Food and Beverage.
3. Having seen the positive influence of the SAFE trip on enrolment, pursue additional Articulation Agreements specifically with additional colleges and universities, especially those in traditionally popular travel destinations.
4. Foster relationships with industry partners. Specifically, facilitate “on-site interviews” for students. These events frequently lead to students having employment contracts signed prior to graduation.

Recommendations Developed to Address Gaps Identified:

1. Revise field placement to reflect two-100 hour placements in various sectors of the hospitality industry.
2. Revise marketing initiatives to advertise new program name and our newly increased emphasis on the two sectors Accommodations and Recreation & Entertainment specifically.
3. Continue the work of differentiating the program as a business based program from our competitors (who often have food service as a focus).
4. Working with our Liaison office, identify feeder high schools and make specific classroom visits to increase program enrolment. Pursue dual credit options.

Program Review Panel Meeting Date: December 4th, 2014. Additional one-on-one meetings were held with industry partners individually throughout the program review process.

Program Review Panel Participants:

Dean: Maxine Mann

Program Co-ordinator: Jennifer Rishor

Academic Lead: N/A

Curriculum Consultant: Wendy Morgan

Program Faculty/Support: Patti Watson, Joanne Tully, Kim Healy

External Members: Ben Samann, Greg Elmhirst, Eileen Lum, Brent Petticrew