

Date: February 2, 2020

To: John Stalvey, Interim Provost

From: Denise Runge, Dean

Re: AY20 Expedited Program Review Findings

Program/s in this review: Culinary Arts (AAS)

Specialized accrediting agency (if applicable): American Culinary Federation

Campuses where the program is delivered: Anchorage

Members of the program review committee:

- Naomi Everett, Professor
- Amy Green, Professor
- Kellie Puff, Assistant Professor
- Riza Brown, Assistant Professor

Centrality of Program Mission and Supporting Role The Culinary Arts program is well-aligned with the mission of UAA and CTC. The program meets a clear workforce need, preparing individuals who obtain employment as chefs and bakers, and in related positions in the food services industry. The typical post-graduation employment is not high wage, with pay for Institutional and Line Cooks at about \$35,000 annually, and Head Cooks and Food Service Managers averaging around \$50,000. However, in Alaska and elsewhere, the demand for these positions is high. The program receives strong external support through its annual fundraiser and has strong connections to industry and to secondary education.

Program Demand (including service to other programs), Efficiency, and Productivity Demand for the program has fallen steadily during the review period. The program had an average of 80 majors per year, with 54 during the 2019 review year, down almost 50% from its 2013 enrollment of 114 majors. While faculty in the program review state that this reduction mirrors the trend of the university, the CA program has in fact experienced a rate of decline more than twice the overall decline for UAA of 22% (calculated from the decline in majors across all UAA programs during the same review period). Nine of its CA courses (27 credits) are also required in the BA program in Hospitality Administration, and occasionally students from other majors take them out of personal interest, which has helped support the overall enrollment to some extent.

Efficiency and productivity data is worrisome, but the program has made efforts to improve these. With a cost per credit hour of \$449.9 in 2019 versus tuition revenue of \$217.2 that same year, the CA program had a ratio of .63. Non-instruction costs, particularly those associated with

maintaining the kitchens and food purchases, remain high and are currently being supplanted with a combination of student fees, gift funds, and general funds. The program experienced a reduction of one full time faculty line for AY20, and as noted in the review document has taken steps to improve class sizes through focused student advising and schedule management. With three full time and several adjunct faculty, yet only 54 majors, the program remains somewhat overstaffed. Program faculty have created a new OEC to attract those interested in a shorter program, which they hope will increase enrollment and improve efficiency. Program faculty have also increased their focus on reducing related costs through careful planning and purchasing of supplies. Overall, during the review period, the program has seen enrollment decline, and excess or unused capacity, along with high costs.

Program Quality, Improvement and Student Success The program has been recognized for its quality by its accreditor; program quality can also be inferred from the support provided by industry. The American Culinary Federation has affirmed the program's quality and high level of service to its students. Strong industry support, both financial support and participation with the program's interns and corporate training activities, also suggests the Culinary Arts program is known for its quality. Relatively low retention and graduation rates have been a concern, although recent improvement efforts, especially those centered around student success, have the potential to positively impact the program. Graduation data shows an average of 58 graduates per year, but this too had fallen and by 2019 only 26 students completed the program.

Program Duplication / Distinctiveness Duplication: UAF also offers Culinary Arts programs. These programs are, by their nature, characterized by relatively small numbers of students. The education provided requires substantial hours of hands-on demonstration and practice. Employment for graduates of these programs is primarily local; relatively few students appear willing to move to another area to be trained in culinary arts. For both of these reasons, the existence of multiple programs in the state may be justified in order to serve the needs of industry. Distinctiveness: UAA is the only accredited program.

Commendations and Recommendations Commendations: The program is commended for its creation of the new OEC to expand access to its programs. The program is commended for its high level of proactive engagement with secondary education and with industry. Recommendations: The program faculty should work closely with its Student Success Advisor, local secondary faculty, and staff from Admissions to recruit additional students into the program. The program should further trim its course scheduling and costs. The program should carefully monitor student persistence data and make adjustments as needed. The program faculty should continue to explore alternative modes of delivering its programs in order to further enhance productivity and efficiency.

Decision *Continued Review:* Program is required to address specific issues and to undergo another review within the next two academic years.