



Date: February 2, 2020

To: John Stalvey, Interim Provost

From: Denise Runge, Dean

Re: AY20 Expedited Program Review Findings

Program/s in this review: Hospitality Administration (BA)

Specialized accrediting agency (if applicable): none

Campuses where the program is delivered: Anchorage

Members of the program review committee:

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

Centrality of Program Mission and Supporting Role The Hospitality Administration (HA) BA program is aligned with the mission of both UAA and the CTC. The program is designed to prepare graduates for immediate employment as managers in the robust and growing hospitality services industry. Wages are modest: the average salary for lodging managers in Alaska is \$41,000 annually, and for food service managers it is about \$50,000. The program's courses also serve as elective credits within the AAS in Culinary Arts.

Program Demand (including service to other programs), Efficiency, and Productivity

Historic demand for the program, previously named Hospitality and Restaurant Management (HRMT), and for the current HA program has fallen during the review period. While the need for qualified managers in the industry remains high, program demand has declined from its peak in 2016 of 108 majors to just 57 in 2019. While industry representatives voice support for the degree, provide opportunities for internships, and are more than willing to hire our graduates, it appears that the bachelor's degree is not strictly required for entry managerial positions in Alaska, as a number of Culinary Arts AAS graduates are hired into managerial positions. As the industry has continued to grow, our enrollment has declined. The program attempted to address this by retooling, including using a full year of salary support from TVEP funds to create upper division courses for online delivery, which would allow UAA students to complete all four years of the bachelor's program within Alaska. Yet with a six-credit internship included, only twenty-four of the degree's credits are hospitality-specific (HA) coursework; twenty-seven required credits are in Culinary Arts, including several required hands-on skills courses, and another thirty required credits are in the business school. The curriculum design may be limiting the appeal of the degree for those interested in hospitality positions outside of food service.

Efficiency and productivity of these courses is low, even accounting for the roll-out of the new degree, since continuing HRMT majors as well as Culinary Arts AAS majors have been using the new HA courses to satisfy program requirements. The program's relatively low reliance on in-major (HA) credits has created an extreme imbalance between cost of instruction and revenues produced. With an average class size of just 4.4, cost per credit hour of \$1,288.30 against tuition per credit hour of only \$256, the program would need a headcount of 160 students in its 3-credit classes, just to cover its costs. While the members of the review committee noted that enrollment has increased this year, the six HA courses offered in Fall 2019 and Spring 2020 attracted only 78 enrolled students as of the date of this response, with an average class size of 13 students per course. It is noteworthy that some of the enrolled students are CA majors who are using the HA courses as electives. Overall, the program is growing slightly, but has substantial excess capacity and very high costs.

Program Quality, Improvement and Student Success Although not specifically accredited, the program is aligned to several industry and accrediting standards, and has a thorough program of student assessment to ensure learning is aligned with industry needs. Strong industry connections afford students excellent internship experiences, and both the online delivery and the dedicated advising support provided by the department offer a solid foundation for student success.

Program Duplication / Distinctiveness The UAA Hospitality Administration program is the only such program in Alaska. The program aligns tightly with the AAS in Culinary Arts at UAA, and also is well aligned with the culinary program at UAF. UAF recently introduced its online Bachelor's in Applied Management, or BAM degree, which will likely compete with the Hospitality Administration program, since it creates an AACSB-accredited possibility for completion beyond the AAS in Culinary Arts, is also fully online, and requires fewer lower-division accounting and business credits than does the UAA Hospitality Administration degree.

Commendations and Recommendations Commendations: The program is commended for delivering its courses online to afford maximum flexibility for students. Recommendation: The program should consult with faculty and administrators in the College of Business & Public Policy to determine whether any of the six HA courses could be offered as electives within the BBA degree.

Decision *Suspension, with intent to delete*; While decisions relative to the program are made, admissions to the program are suspended.