

UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

PROGRAM PROPOSAL

CERTIFICATE OF ACHIEVEMENT

Hotel/Restaurant Operations

Date of Proposal: Spring 2008

Proposed Date of Program Implementation: Fall 2008

1. What are the objectives of the program?

The major objective of the proposed **Certificate of Achievement** in Hotel/Restaurant Operations is to prepare students both technically and academically for careers in the hospitality industry. The program is concerned with the students' acquisition of technical skills and knowledge, as well as their overall growth and development as individuals. The strength of the Hotel/Restaurant Operations program is the practical hands-on application of theory and academics in active laboratory settings. The program endeavors to:

- expose students to actual day-to-day hotel and restaurant operations.
- acquaint students with a wide variety of equipment and technologies used in the industry.
- prepare students for career planning and job placement.
- provide a career ladder which provides career enhancement for hotel and restaurant employees.

The Hotel/Restaurant Operations program currently includes an Associate in Science degree and a Certificate of Completion. The existing Certificate of Completion program option is designed to help students acquire technical skills, qualifying them for entry-level employment after one semester's training, whereas the proposed **Certificate of Achievement** program option covers a broader range of coursework in the major and is earned after two semesters. These courses are the basic first- and second-semester requirements for the corresponding Associate in Science degree. With the approval of the **Certificate of Achievement**, the students will have the option of multiple exit points: Certificate of Completion, **Certificate of Achievement**, or Associate in Science. These options provide students with flexibility in their educational and career planning. Students choosing to exit the program may re-enter at any time, subject to existing College policies. The strength of the Hotel/Restaurant Operations program continues to be the practical hands-on application of theory and academics in active laboratory settings.

2. Are the program objectives appropriate functions of the College and the University?

The program objectives are to graduate students ready for the technical and academic rigors of careers in the hospitality industry, in both the workforce and baccalaureate-level programs. The competencies of the program reflect this overall certificate program goal. This goal of preparing students for the workforce or transfer continues to be an important function of Kapi'olani Community College and of the University.

Furthermore, program objectives support the Hospitality and Tourism (HOST) Education Department's Mission Statement, which is in turn aligned with and supportive of Kapi'olani Community College's Mission Statement, 2003 – 2010.

One aspect of the department's mission is "to prepare students for immediate employment in entry level and/or supervisory positions in the travel and tourism industry," which supports KCC's overall mission to "prepare students to meet rigorous employment and career standards by offering 21st century career programs."

The department’s mission is also to promote students’ transfer to four-year baccalaureate programs in Travel Industry Management, Hotel/Restaurant Management or Business Administration; another of KCC’s overall missions is to prepare students to meet rigorous baccalaureate requirements.

The Hospitality department strives to be the first choice for education and training for Hawai’i’s visitor industry employees and managers, mirroring the College’s mission of striving to be the first choice for education and training for Hawai’i’s people.”

Finally, with respect to the College’s mission, the department’s mission “ to export the department’s expertise in hotel/restaurant operations, travel and tourism, and host culture and language applications to developing tourism countries” aligns with the College’s mission to lead “locally, nationally and internationally in the development of integrated international education through global collaborations”.

See **Appendix I** – Hospitality and Tourism Program Review for the College’s complete mission statement.

3. How is the program organized to meet its objectives?

The **Certificate of Achievement in Hotel/Restaurant Operations** is organized to build on the 14-credit Certificate of Completion in Hotel Operations. The courses for the Certificate of Completion are marked with an asterisk in the table below.

HOTEL/RESTAURANT OPERATIONS (34-38 CREDITS) - NEW Certificate of Achievement		
Course	Title	Credits
General Education Courses		
ENG 22 or ESOL 94 or higher level	Beginning Composition or Advanced English for Speakers of Other Languages or higher level English	3-7
HWST 100	Introduction to Hawaiian Culture	3
ICS 100 or 101	Computing Literacy & Applications or Tools for the Information Age	3
MATH 24 or higher	Elementary Algebra I or higher level math	3
Hospitality Courses		
HOST 100*	Career and Customer Service Skills	2
HOST 101	Introduction to the Hospitality & Tourism Industry	3
HOST 150*	Housekeeping Operations	4
HOST 152*	Front Office Operations	4
HOST 154*	Food & Beverage Operations	4
CULN 160	Dining Room Service/Stewarding Procedures	5
TOTAL		34-38

Program Description: The **Certificate of Achievement** in Hotel/Restaurant Operations is a two-semester program of study. A comprehensive overview of hotel and restaurant operations, application of customer service skills, development of appropriate math and communication skills, an introduction to computer applications, and an appreciation of Hawaiian history, culture and language are emphasized. This program will allow students to exit with the knowledge and job skills necessary to qualify for immediate employment in guest services positions in a hotel, resort, or restaurant, or to continue on to fulfill their Associate in Science degree requirements.

Program Competencies: Upon successful completion of the **Certificate of Achievement** in Hotel/Restaurant Operations, the student will be able to:

- Identify the functions, job titles, work requirements, and operating procedures of the food, lodging, and transportation components of the hospitality industry.
- Determine the job qualifications, attitudes, work habits, and personal qualities necessary to function satisfactorily with other individuals and in organizations in the hospitality industry.
- Make informed decisions regarding job placement and career development in the hospitality industry.
- Apply the terminology, front desk procedures, room reservations, and dining room procedures used by hotel and restaurant operators.
- Respond appropriately to inquiries and provide information to satisfy customer needs.
- Use computer hardware and software effectively and appropriately.
- Demonstrate good customer relation skills and respond to customers' needs.
- Describe the computer systems used in hotels and restaurants.
- Communicate clearly when speaking and writing.
- Implement guest-satisfying procedures and techniques through an understanding of guest needs, personal qualities, and operational requirements.

4. What resources are required for program implementation and first 5-year cycle operation?

The proposed **Certificate of Achievement** is comprised of courses currently offered at Kapi'olani Community College, taught by faculty who are already employed at the College. The **Certificate of Achievement** proposal requires no additional courses, faculty, or resources. The purpose of the **Certificate of Achievement** is to provide a clear, explicit, coherent pathway to students who completed their Certificate of Completion in Hotel Operations and wish to continue in the program of study, perhaps even to continue for an Associate in Science degree in Hotel/Restaurant Operations. The proposed **Certificate of Achievement** will also complement our existing Certificate of Achievement in Travel & Tourism.

5. How efficient will the program be?

The **Certificate of Achievement** in Hotel/Restaurant Operations will provide a new option for students to complete and exit the hotel/restaurant program after two semesters of course work.

In fall 2005, 2006 and 2007, the A.S. in Hotel/Restaurant Operations enrolled 107, 97 and 127 majors, respectively. The Hospitality and Tourism (HOST) Department has informed the counselors at the feeder high schools and the human resources offices in the visitor industry about the new **Certificate of Achievement** with a proposed effective date of Fall 2008. The HOST Department is projecting a 10% increase per year based upon increased marketing and awareness of the **Certificate of Achievement**:

Fall 05 Actual	Fall 06 Actual	Fall 07 Actual	Fall 08 (projected)	Fall 09 (projected)
107	97	127	139	152

This increase in enrollment can be accommodated within existing resources. See **Appendix I** for the most recent comprehensive HOST Department Program Review for more information on program demand and efficiency.

Below is an analysis of the costs of this program, based on actual costs for delivery of the existing Associate in Science degree program. Actual expenditures for FY 08 have been included as a baseline for the projections for the two provisional years of the proposed Certificate of Achievement. Salaries for FY 08 have been projected until the end of the fiscal year.

The salary projections for 2008-2009 incorporate the faculty's 11% collective bargaining raise. The subsequent year is projected with zero increase.

	A	B	C	D	E	F	G	H	I	J	K
1	Academic Program Cost and Revenues Template										
2	ENTER VALUES IN HIGHLIGHTED CELLS ONLY										
3	CAMPUS/Program			KapiOolani CC/Certificate of Achievement in Hotel Operations							
4				Provisional Years (2 yrs for Certificate)							
5				Provisional Years							
6				Current Year	Year 1	Year 2					
7	ENTER ACADEMIC YEAR (i.e., 2004-05)			2007-08	2008-09	2009-10					
8	Students & SSH										
9	A. Headcount enrollment (Fall)			127	139	152					
10	B. Annual SSH			3,071	3,378	3,715					
11											
12											
13	Direct and Incremental Program Costs										
14	C. Instructional Cost without Fringe			\$258,158.00	\$286,555	\$286,555					
15	C1. Number (FTE) of FT Faculty/Lecturers			5	5	5					
16	C2. Number (FTE) of PT Lecturers			3	3	3					
17	D. Other Personnel Costs			\$93,561	\$103,852.00	\$103,852.00					
18	E. Unique Program Costs			\$29,965.80	\$300	\$30,000					
19	F. Total Direct and Incremental Costs			\$ 381,685	\$ 390,707	\$ 420,407					
20											
21	Revenue										
22	G. Tuition			\$ 193,473	\$ 239,838	\$ 293,485					
23	Tuition rate per credit			\$63.00	\$71	\$79.00					
24	H. Other										
25	I. Total Revenue			\$ 193,473	\$ 239,838	\$ 293,485					
26											
27	J. Net Cost (Revenue)			188,212	150,869	126,922					
28											
29											
30	Comparable Cost per SSH										
31	Program Cost per SSH										
32	K. Instructional Cost with Fringe/SSH			\$ 108	\$ 109	\$ 99					
33	K1. Total Salary FT Faculty/Lecturers			\$200,210.00	\$222,233.00	\$222,233.00					
34	K2. Cost including Fringe of K1			\$ 270,284	\$ 300,015	\$ 300,015					
35	K3. Total Salary PT Lecturers			\$57,948.00	\$64,322.00	\$64,322.00					
36	K4. Cost including fringe of K3			\$ 60,845	\$ 67,538	\$ 67,538					
37	L. Support Cost/SSH			\$ 122	\$ 122	\$ 122					
38	Non-Instructional Exp/SSH			\$ 93	\$ 93	\$ 93					
39	System-wide Support/SSH			\$ 29	\$ 29	\$ 29					
40	Organized Research/SSH										
41	M. Total Program Cost/SSH			\$ 230	\$ 231	\$ 221					
42	N. Total Campus Expenditure/SSH			\$259.00	\$259	\$259					
43											
44	Instruction Cost with Fringe per SSH										
45	K. Instructional Cost/SSH			\$ 108	\$ 109	\$ 99					
46	O. Comparable Cost/SSH			\$ 143	\$ 143	\$ 143					
47	Program used for comparison:			Business Education							
48											
49	Reviewed by campus VC for Administrative Affairs:			(date)							
50	Instructions										
51	Please include an explanation of this template in your narrative.										
52	A. Headcount Enrollment: Headcount enrollment of majors each Fall semester. Located at url: http://www.iro.hawaii.edu/maps/mltitles.asp										
53	B. Annual SSH: Course Registration Report located at http://www.iro.hawaii.edu/maps/mltitles.asp . Add the SSH for the Fall and Spring reports to obtain the annual SSH. This is all SSH taught by the program, including to non-majors.										
54	C. Instructional Cost without Fringe: Direct salary cost for all faculty and lecturers teaching in the program. Add negotiated collective bargaining increases and keep salary flat thereafter.										
55	C1. Number of full time faculty and lecturers who are >.5 FTE.										
56	C2. Number of part time lecturers who are <.5 FTE.										
57	D. Other Personnel Cost: Salary cost (part or full time) for personnel supporting the program (APT, clerical lab support, advisor, etc.) This includes personnel providing necessary support for the program who may not be directly employed by the program and may										
58	E. Unique Program Cost: Costs specific to the program for equipment, supplies, insurance, etc. For provisional years, this would be actual cost. For established years, this would be projected costs using amortization for equipment.										
59	F. Total Direct and Incremental Cost: C + D + E										
60	G. Tuition : Annual SSH X resident tuition rate/credit										
61	H. Other: Other sources of revenue including grants, program fees, etc. This should not include in-kind contributions unless the services or goods contributed are recorded in the financial records of the campus and included in Direct and Incremental Costs in this										
62	I. Total Revenue: G + H										
63	J. Net Cost: F - I This is the net incremental cost of the program to the campus. A negative number here represents net revenue (i.e., revenue in excess of cost.) If there is a net cost, please explain how this cost will be funded.										
64	K. Instructional Costs with Fringe/SSH: (K2 + K4) / B										
65	K1. Salaries without Fringe of Full Time Faculty and Lecturers who are >.5 FTE										
66	K2. K1 X 1.35										
67	K3. Salaries without Fringe for Lecturers who are <.5 FTE										
68	K4. K3 X 1.05										
69	L. Support Cost/SSH: The campus non instructional expenditure/ssh + systemwide support \$ organized research (UHM only) as provided by UH Expenditure Report (http://drue.its.hawaii.edu/uhexpend/)										
70											
71	For example, from the 2003-04 UH Expenditure Report, the support expenditure/ssh per campus is:										
72											
73	UHM \$335.00 + \$53 - \$110 for organized research = \$278										
74	UHH \$227.00 + \$35 = \$262										
75	UHWO \$132.00 + \$26 = \$158										
76	Haw CC \$ 89.00 + \$33 = \$122										
77	Hon CC \$136.00 + \$40 = \$176										
78	Kap CC \$93.00 + \$29 = \$122										
79	Kau CC \$269.00 + \$63 = \$332										
80	Lee CC \$91.00 + \$27 = \$118										
81	Mau CC \$137.00 + \$36 = \$173										
82	Win CC \$195.00 + \$40 = \$235										
83											
84	M. Total Program Cost/SSH: K + L										
85	N. Total Campus Expenditure/SSH: Taken from UH Expenditures Report For example, for 2003-2004: UHM = \$710-110 (organized research) = \$600, UHH = \$471, UHWO = \$352, HawCC = \$293, HonCC = \$353, KapCC = \$259, KauCC = \$554, LeeCC=\$241, M										
86	O. Comparable Program/Division Instructional Cost/SSH: Taken from UH Expenditures Report or campus data, as available. Please note in the space provided, the program used for the comparison.										

6. How will effectiveness of the program be demonstrated?

At the end of the spring 2009 and/or summer 2009 semester, we will know the number of hotel/restaurant students that have completed the **Certificate of Achievement**. We are projecting a 10% increase in the number of graduates annually. Other measures of program effectiveness will include satisfaction surveys, follow-up of program completers and non-completers, employer/industry personnel demands and related Program Health Indicators. See Appendix I for the HOST Department Program Review for an analysis of program health indicators for the current A.S. degree. The Certificate of Achievement will be reviewed annually as part of the A.S. degree program review and will undergo comprehensive review every three years. In addition, the Hotel and Restaurant Operations program is accredited by the Commission on Accreditation of Hospitality Management Programs (CAHM), which evaluates the program against industry-based standards. The most recent accreditation self study and site visit in Spring 2007 resulted in the program's being accredited for seven years, the maximum possible.

APPENDIX I

**KAPI'OLANI COMMUNITY COLLEGE
PROGRAM REVIEW**

**HOSPITALITY and TOURISM (HOST) EDUCATION DEPARTMENT
2006**

Based on data for Fall 2003 through Spring 2006

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Kapi'olani Community College Mission Statement 2003-2010

Approved October 7, 2002 by KCC Faculty Senate

Kapi'olani Community College...

- 1) Is a gathering place where Hawai'i's cultural diversity is celebrated, championed and reflected in the students, faculty, staff, administration and curriculum.
- 2) Is a nurturing workplace of choice for strong and caring faculty, staff, and administrators committed to a shared vision and set of values.
- 3) strives to be the first choice for education and training for Hawai'i's people.
- 4) Provides open access, and promotes students' progress, learning and success with low tuition and high quality instructional programs, student development and support services, and selective areas of excellence and emphasis.
- 5) Prepares students to meet rigorous baccalaureate requirements and personal enrichment goals by offering a high quality liberal arts program.
- 6) Prepares students to meet rigorous employment and career standards by offering 21st century career programs.
- 7) Prepares students for lives of ethical, responsible community involvement by offering opportunities for increased civic engagement.
- 8) Leads locally, nationally and internationally in the development of integrated international education through global collaborations.
- 9) Uses human, physical, technological and financial resources effectively and efficiently to achieve ambitious educational goals.
- 10) Builds partnerships within the University and with other educational, governmental, business, and non-profit organizations to support improved learning from preschool through college and lifelong.
- 11) Uses cycles of qualitative and quantitative assessment to document degrees of progress in achieving college goals and objectives.

Hospitality & Tourism Education Department Mission Statement

- 1) To prepare students for immediate employment in entry level and/or supervisory positions in the travel and tourism industry.
- 2) for success in transferring to four-year baccalaureate programs in Travel Industry Management, Hotel/Restaurant Management or Business Administration.
- 3) To be the first choice for education and training for Hawai'i's visitor industry employees and managers.

- 4) To export the department's expertise in hotel/restaurant operations, travel and tourism, and host culture and language applications to developing tourism countries.

Part I. Executive Summary of Program Status

This is the first report of the newly developed three-year program review. There are no recommendations from previous reports to discuss at this time.

Part II. Program Description

DESCRIPTION

The Hospitality and Tourism Education Department provides students with program options and specializations in Hotel/Restaurant Operations, and Travel & Tourism.

The Certificate of Completion program options are designed to help students acquire technical skills, qualifying them for entry level employment after one semester's training, whereas the Certificate of Achievement program options are attained after three semesters. These courses are the basic first, second, and third semester requirements for the corresponding Associate in Science Degrees. These options provide students with flexibility in their educational and career planning. Students choosing to exit the program may re-enter at any time but must follow the current program in effect, not the one in effect at the time they exited. The strength of the Hotel/Restaurant Operations and Travel & Tourism Programs continues to be the practical hands-on application of theory and academics in active laboratory settings.

GOALS

The major objective of the Hotel/Restaurant Operations and Travel & Tourism programs is to prepare students both technically and academically for careers in the hospitality industry. The program is concerned with the students' acquisition of technical skills and knowledge, as well as their overall growth and development as individuals. The program endeavors:

- To expose students to the actual day-to-day Hotel/Restaurant Operations and Travel & Tourism.
- To acquaint students with a wide variety of equipment and technologies used in the industry.
- To prepare students for career planning and job placement.
- To provide opportunities for students wishing transfer to four-year college programs.
- To provide a career ladder which provides career enhancement for Hotel/Restaurant and Travel & Tourism employees.

For the rest of the Program Description, please see the Appendices A - D.

Part III. Quantitative Indicators for Program Review

DATA
CREDIT
HOTEL/RESTAURANT OPERATIONS

Demand

Enrollment / Admission	F05	F04	F03
Number of majors	107	103	117
Number of new majors	49	28	29
Number of applicants	50	37	46
Number of FTE majors	81.83	91.50	110.25
Number of FTE faculty*	5.67	6.33	5.47
Number of student semester hours	982	1,098	1,323

Employment Opportunities	
Current positions	37,630
Projected positions	44,030
Average openings per year	2,040

Effectiveness

Satisfaction	
Students	3.29
Employers	3.90

Program	04-05	03-04	02-03
Leaver graduation rate	23.93%	17.86%	16.33%
Number of degrees/certificates awarded	32	25	24

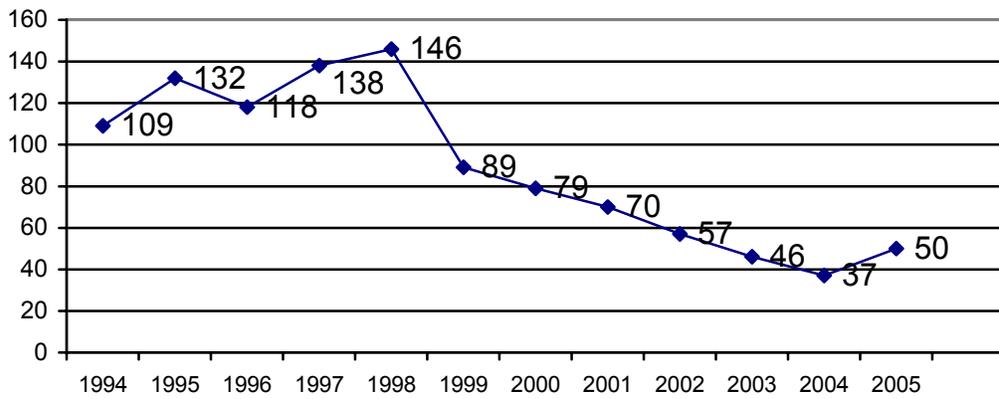
Efficiency

Program	F05	F04	F03
FTE students** per FTE faculty*	14.43	14.45	20.17
Average class size*	21.86	18.07	22.74
Occupancy rate*	85.12%	75.38%	79.48%

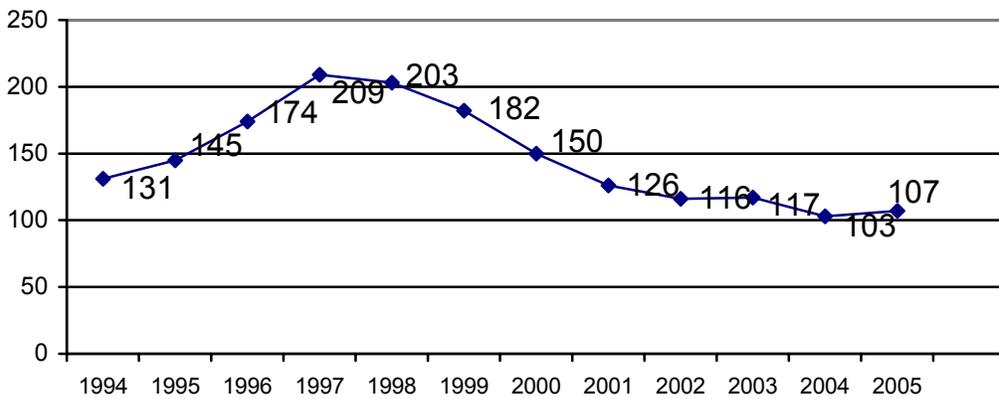
Fall 2005 includes courses taken by FSHE, HOPER, and TRAVEL students.

** Includes FSER, HOPER, and TRAVEL FTE students

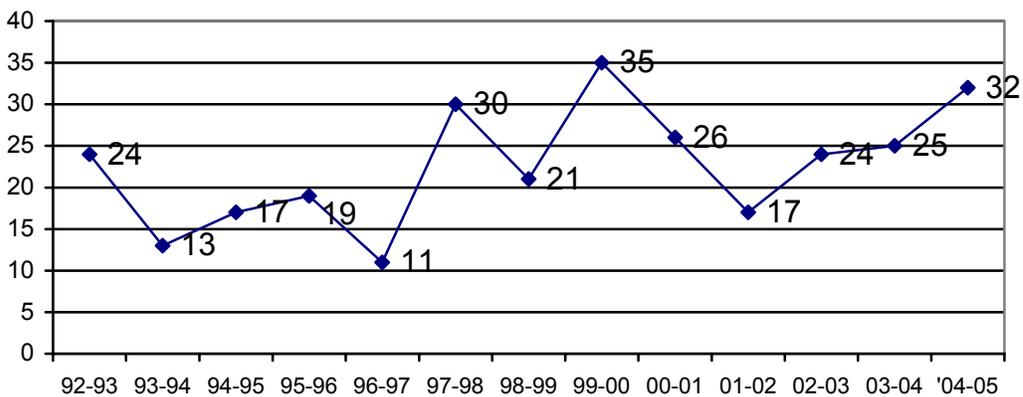
Applications



Majors



Graduation



**Data for Program Review
Hotel/Restaurant Operations**

Demand

Enrollment	AY '05 - '06	AY '04 - '05	AY '03 - '04
Semester Hours for Program Majors in All Program Classes	955	987	915
Student Semester Hours for All Program Classes	2,957	2,963	2,635
	AY'05 - '06	AY'04 - '05	AY'03 - '04
Number of Classes Taught	44	43	35
Semester Hours Taught	151	149	127

Effectiveness

Program	AY '05 - '06	AY '04 - '05	AY '03 - '04
Persistence of Majors (Fall to Spring)	67.50%	76.19%	76.19%
	F '04	F '03	F '02
Transfer Rates (for Fall Cohorts)	6.52%	16.33%	12.24%
Success at Another UH 4-Year Campus (for Fall Cohorts)	3.74	3.00	2.63

HROP --Perkins Core Indicators	1P1	1P2	2P1	3P1	3P2	4P1	4P2
2002-2003	81.06	88.64	18.18	88.89	100.00		
2003-2004	66.67	86.67	42.22	75.00	100.00		
2004-2005	89.58	94.00	60.00	47.37	88.89		
2004-2005 Standard	81.81	90.00	36.00	71.00	90.00		

Efficiency

Program	AY '05 - '06	AY '04 - '05	AY '03 - '04
Semester Hours Taught by Lecturers	72	65	45
Percent of Classes Taught by Lecturers	38.46%	32.20%	43.14%
FTE Workload	4.81	7.22	6.41

DATA
CREDIT
TRAVEL & TOURISM

Demand

Enrollment / Admission	F05	F04	F03
Number of majors	138	130	126
Number of new majors	53	48	42
Number of applicants	53	71	60
Number of FTE majors	107.42	121.75	134.75
Number of FTE faculty*	3.66	3.80	2.80
Number of student semester hours	1,289	1,461	1,617

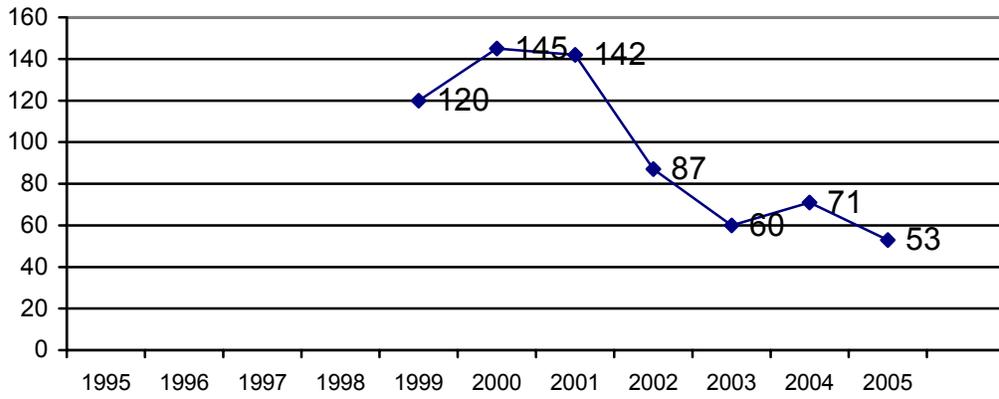
Effectiveness

Program	04-05	03-04	02-03
Leaver graduation rate	19.10%	18.99%	20.00%
Number of degrees/certificates awarded	34	30	35

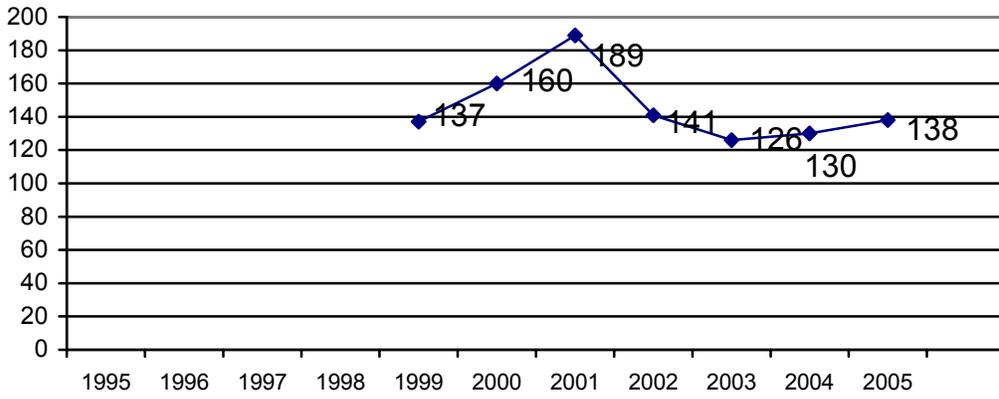
Efficiency

Program	F05	F04	F03
FTE students** per FTE faculty*	29.35	32.04	48.13
Average class size*	20.39	17.78	22.74
Occupancy rate*	82.40%	76.92%	79.48%

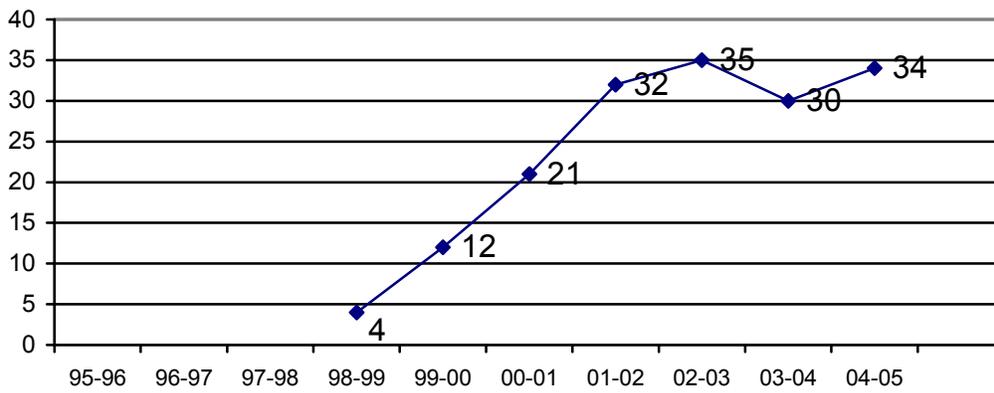
Applications



Majors



Graduation



**Data for Program Review
TRAVEL & TOURISM**

Demand

Enrollment	AY '05 - '06	AY '04 - '05	AY '03 - '04
Semester Hours for Program Majors in All Program Classes	1052	1264	1133
Student Semester Hours for All Program Classes	2,441	2,455	2,215
	AY'05 - '06	AY'04 - '05	AY'03 - '04
Number of Classes Taught	44	41	34
Semester Hours Taught	136	126	108

Effectiveness

Program	AY '05 - '06	AY '04 - '05	AY '03 - '04
Persistence of Majors (Fall to Spring)	67.50%	76.19%	76.19%
	F '04	F '03	F '02
Transfer Rates (for Fall Cohorts)	11.11%	15.76%	10.87%
Success at Another UH 4-Year Campus (for Fall Cohorts)	2.60	3.41	3.06

TRAV --Perkins Core Indicators	1P1	1P2	2P1	3P1	3P2	4P1	4P2
2002-2003	75.48	90.79	34.50	85.67	95.72		
2003-2004	77.80	90.75	47.69	78.20	88.46		
2004-2005	71.70	90.74	50.00	64.71	81.82		
2004-2005 Standard	81.81	90.00	36.00	71.00	90.00		

Efficiency

Program	AY '05 - '06	AY '04 - '05	AY '03 - '04
Semester Hours Taught by Lecturers	91	47	44
Percent of Classes Taught by Lecturers	78.38%	25.86%	35.71%
FTE Workload	4.15	6.56	6.00

Part IV. Curriculum Review and Revision

In spring 2005, the Hospitality & Tourism Education Department revised the following courses to reflect an alpha change from Food Service & Hospitality Education (FSHE) to Hospitality & Tourism Education (HOST). This revision was submitted to delineate the courses required for the hotel and travel students as opposed to the courses that are required for the culinary students. This revision became effective spring 2006.

- HOST 100 - Career and Customer Service Skills
- HOST 101 - Introduction to the Hospitality Industry
- HOST 150 - Housekeeping Operations
- HOST 152 - Front Office Operations
- HOST 154 - Food & Beverage Operations
- HOST 160 - Domestic Airline Reservations & Ticketing
- HOST 163 - International Airline Reservations & Ticketing
- HOST 256 - Hospitality Accounting
- HOST 258 - Hospitality Sales and Marketing
- HOST 261 - Meetings and Convention Management
- HOST 265 - Tourism and Destination Development
- HOST 275 - Computer & Information Technology for Tourism Industry
- HOST 278 - Travel Agency Operations
- HOST 290 - Hospitality Management
- HOST 293 - Hospitality Internship

In summer 2005, the Hospitality & Tourism Education Department met with our hospitality colleagues from Kauai, Maui, and Hawaii Community Colleges along with the Travel Industry Management faculty from the University of Hawaii at Manoa to discuss an articulation agreement to facilitate the matriculation of students and the transfer of courses across the university system. This agreement is intended to inform students, whose program of study requires HOST courses as part of their degree requirements, of the program opportunities that are available to them throughout the UH system. The articulation agreement was finalized in September 2005 and the entire agreement can be found at the following website, www.hawaii.edu/vpaa/system_aa/articulation/articulation.html. The following courses were articulated between the community colleges, HOST 101, 150, 152, 154, 293, and the following courses with UH at Manoa, HOST 101 and 293.

In fall 2006, the Hospitality & Tourism Education Department will revise the following courses to add the prerequisite, FSHE 102 – Introduction to the Culinary Industry/Career Preparation. This addition would require the culinary students to pass FSHE 102 prior to enrolling in HOST 290 or HOST 293. This revision should become effective fall 2007.

HOST 290 - Hospitality Management
HOST 293 - Hospitality Internship

Part V. Analysis of Program

HOTEL/RESTAURANT OPERATIONS ANALYSIS

The total number of majors, number of new majors, and the number of applications in the Hotel/Restaurant Operations program increased in fall '05 over fall '04 after several years of slight decreases. This increase in the number of students can be attributed to the department's effort to promote our hotel and travel programs to our feeder high schools (Kalani, Kaiser, Kaimuki, Farrington, Roosevelt) and to the Academy of Hospitality & Tourism schools (Waipahu, Pearl City, McKinley). Additionally, we are seeing an increase in international students entering our program particularly from Japan, Korea, and Taiwan.

The department feels that there must be a strong marketing and promotional effort targeted to local high school students, international students, non-traditional students and the general community. The following are several examples of promotional materials and marketing strategies that will be developed over summer 2006 through spring 2007.

- Department printed and CD brochure
- Program specific printed brochure, i.e., Interpret Hawaii and Hospitality & Tourism Industry Continuing Education
- Enhanced department website
- HTML email WebPages
- Increase site visitations to feeder schools and travel academies
- Develop an alumni association
- Print advertising in local, Japan and Korea newspapers and magazines

The Perkins Core Indicators reflect that our hotel/restaurant students are underperforming in 3P1 and 3P2. To improve in these percentages, the department will work with the college's job placement office to survey and track our students upon their graduation with an Associate in Science degree, Certificate of Completion, or upon them leaving the program without achieving their degree or certificate.

In the area of program effectiveness, there was a decrease in the persistence of majors from AY '05-'06 as compared to AY '04-'05 of 8.69%. The department did not have the time or the mechanism to track our students on the reason why they did not continue in their major for the spring semester. Although, we speculate that some of these students pursued part-time or full-time employment in the industry. However, the department will work with the Office of Institutional Research to develop a survey instrument to administer to our students at the beginning and end of the fall and spring semesters to better assess this persistence issue.

As far as employment opportunities in the hotel and restaurant industry, it is expected to increase by 17 percent through 2014. Employment of hotel and resort desk clerks is expected to grow faster than some other occupations in the industry as responsibilities

become more numerous and some of these workers take on tasks previously reserved for managers. Employment of waiters and waitresses will grow more slowly—reflecting the growing number of hotels and other accommodations that either do not offer full-service restaurants or contract them out to other food service establishments.

Also, hotels that emphasize personal service, such as luxury and boutique hotels, will have a greater need for front-of-the-house employees who provide guest services, than for back office, accounting and bookkeeping, occupations. Many young people and others, who are looking only for seasonal or part-time work, and not a career, take food service and clerical jobs that require little or no previous training. To attract and retain workers, the hotel and other accommodations industry is placing more emphasis on hiring and training.

TRAVEL and TOURISM ANALYSIS

The Travel and Tourism program have seen slight increases in their enrollment numbers over the past three years as far as the number of majors and new majors. The travel and tourism program is very popular with our international students from Japan, Taiwan, and Korea, due largely through “word-of-mouth” advertising by our current students and graduates.

Plans are to work with the college’s Honda International Center and the Hawaii Higher Education Study Abroad Support Center to promote the Hospitality & Tourism Education Department programs to international students via print ads, websites, tradeshows, or site visits.

The Perkins Core Indicators reflect that our travel and tourism students are underperforming in Standards 1P1, 3P1, and 3P2. A major factor contributing to the underperformance in 1P1 is due in the faculty’s assessment to the poor college preparation of our local students in English and math comprehension and in their writing abilities. As far as our international students, they also face similar challenges as English is not their primary language and consequently required more time and assistance in order to be successful in their courses. A strategy to address this 1P1 situation is the department’s and college’s support to utilize WorkKeys and Keytrain to assess the foundation (reading, mathematics, teamwork, etc.) skills required for job readiness through WorkKeys, and then provide Keytrain to improve our students to learn, practice and demonstrate the skills they need to succeed in the jobs and careers they desire. As far as improving 3P1 and 3P2, the department will work with the college’s job placement office to survey and track our students upon their graduation with an Associate in Science degree, Certificate of Achievement, or upon them leaving the program without achieving their degree or certificate.

In the area of program effectiveness, there was a decrease in the persistence of majors from AY '05-'06 as compared to AY '04-'05 of 8.69%. The department did not have the time or the mechanism to track our students on the reason why they did not continue in their major for the spring semester. Although, we speculate that these students

pursued part-time or full-time employment in the industry. However, the department will work with the Office of Institutional Research to develop a survey instrument to administer to our students at the beginning and end of the fall and spring semesters to better assess this persistence issue.

As far as employment opportunities in the air transportation industry, it is projected to increase by 9 percent through 2014 as the economy and passenger traffic rebound from the severe industry downturn. Employment flight attendants are projected to grow through 2014 as the economy and passenger traffic rebound from the severe industry downturn. In the near term, the best opportunities will be with the faster growing regional and low-fare carriers.

The number of reservation and transportation ticket agents will grow more slowly than the overall industry as more airlines phase out paper tickets and allow passengers to purchase electronic tickets over the Internet. However, the safety and security responsibilities of these jobs will continue, thereby preventing job declines. Competition for ticket agent and customer service representative jobs will continue to be keen as many more people are likely to apply for these jobs than there are openings, in part because of the travel benefits.

Data Elements

HOTEL/RESTAURANT OPERATIONS, TRAVEL & TOURISM

Demand

Enrollment/Admission

Number of Majors -- The number of students who are accepted as majors into the program during [Fall 2005](#) as of [March 2006](#).

Source: [SCT Datamart](#)

Number of New Majors -- The number of new students who are registered for 1 semester hour or more and who have been accepted into the program during [Fall 2005](#) plus the number of continuing students who are registered for 1 semester hour or more and who change their major to this one as of [March 2006](#).

Source: [SCT Datamart](#)

Number of Applicants -- The number of new students selecting this major on the common application form plus the number of continuing students who change their major to this one for consideration for [Fall 2005](#) as of [March 2006](#).

Source: [SCT Datamart](#)

Number of FTE Majors -- The number of the total student semester hours in this program during [Fall 2005](#) as of [March 2006](#) divided by 12.

Source: [SCT Datamart](#)

Number of FTE Faculty -- The number of course-semester hours taught in this program divided by 15 during [Fall 2005](#) as of [March 2006](#).

Source: [SCT Datamart](#)

Number of Student Semester Hours (SSH) -- The sum of semester hours taken by all students who are majors of this program in all regular credit courses [Fall 2005](#) as of [March 2006](#).

Source: [SCT Datamart](#)

Employment Opportunities

Current Positions -- The number of current statewide jobs in the category for which students in this program are being trained.

Source: State of HI Employment Outlook for Industries & Occupations, [2002 - 2012](#)

Projected Positions -- The estimated number of statewide jobs in [2006](#) in the category for which students are being trained.

Source: State of HI Employment Outlook for Industries & Occupations, [2002 - 2012](#)

Average Openings Per Year -- The estimated number of job openings in this category per year. The number of openings includes both those resulting from turnover in existing jobs and from expansion of the industry.

Source: State of HI Employment Outlook for Industries & Occupations, [2002 - 2012](#)

Effectiveness

Satisfaction Surveys

Students: On a scale of 1 to 4 with 4 being the highest, the mean for the issue of overall satisfaction with the program, based on a survey conducted by the Office of Planning & Institutional Research and the Career Personal Development Unit.

Source: Graduate Follow-Up Survey of [1999](#) Vocational Students (for Hotel Operation and Travel students)

Employer: On a scale of 1 to 4 with 4 being the highest on the item dealing with overall performance.

Source: Department Surveys

Program

Leaver Graduation Rate -- The number of students who graduated from the program in [Fall 2004](#), [Spring 2005](#), and [Summer 2005](#) divided by the number of students who were majors in this program during the same time.

Source: [SCT Datamart](#)

Number of Degrees/Certificates Awarded -- The total number of degrees and certificates awarded to students of this program during the academic year [2004-2005](#).

Source: Prior data: [SCT Datamart](#)

Current data: [MAPS Reports](#)

Efficiency

FTE Students per FTE Faculty -- The number of the total student-semester hours (numerator) divided by 12 as of [March 2006](#) over the number of course-semester hours offered in the program (denominator) divided by 15 as of [March 2006](#).

Source: FTE Students: [SCT Datamart](#)

FTE Faculty: [SCT Datamart](#)

Average Class Size -- The sum of the number of students registered in each program course divided by the number of courses offered in the program as of [March 2006](#).

Source: [SCT Datamart](#)

Occupancy Rate -- The total number of students registered in each program course divided by the sum of the number of openings for these courses as of [March 2006](#). For these indicators, the upper and lower cutoff points are set at 80% and 65% universally.

Source: [SCT Datamart](#)

Appendix A History and Admission Requirements

HISTORY

The Hotel Operations program (HOPER) at Kapi'olani Community College was established in 1971 as part of the Hotel/Restaurant program. In 1973 the program was moved to the Business Education division at KCC, and in 1981, was merged with the Food Service Education Department to form the Food Service and Hospitality Education Department.

With the growth of Hawaii's visitor industry, further expansion took place, and by 1986, students were attending classes during both the day and the evening. Sixteen full-time and part-time instructors taught 44 sections of 18 courses each semester.

In 1986, planning was initiated for major curriculum revisions in both the Food Service and Hospitality programs. The proposed changes were based on 1) the results of the employer and former-student surveys conducted by the College, 2) a comparison of various curricula/programs offered by similar institutions, 3) the suggestions and recommendations made by the faculty and industry representatives during interviews, 4) the recommendations made by the advisory committee members, 5) the accreditation criteria set by various food service professional associations, and 6) an in-depth review of literature/studies relating to employment projection and trends.

In August 1988 the Ohi'a building, the first of two buildings that housed the food service program was completed and two courses were conducted in this new building while the rest of the program remained on the Pensacola Campus. This 36,311 square foot facility, also known as the Campus Center Building, houses a student cafeteria and coffee shop both used as training kitchens for short order cookery and quantity food preparation. The building also includes a beginning food preparation lab and a demonstration kitchen and auditorium. This building was constructed at the cost of \$4.76 million.

In August 1990 the 'Ohelo building, the second of the two buildings that housed the food service program was completed and at that time, the remaining program moved from the Pensacola Campus over to the Diamond Head Campus. This main food service instructional building with 32,400 square feet includes intermediate and advanced food service training kitchens and laboratories, a fine dining restaurant and banquet facilities. Other special kitchens include the Asian Pacific kitchen, baking laboratory, a bakery outlet, confectionery kitchen, garde manger laboratory, meat and seafood laboratory and an advanced chefs training kitchen. Total construction costs were \$4.36 million.

In January 1993 the 'Olapa building was completed and the Hotel/Restaurant Operations and Travel & Tourism programs moved into the facilities in Summer 1993.

In September, 1993, a curriculum proposal was submitted to propose changes in the

Culinary/Patisserie Arts Programs in order to meet American Culinary Federation Accreditation requirements.

In 1995, the Certificate of Achievement in Culinary Arts program and the Associates of Science Degree in Culinary Arts and the Associates of Science Degree in Patisserie programs received a 5-year accreditation from the American Culinary Federation. There were 19 full-time and part-time faculty teaching 45 sections of 25 courses in Culinary/Patisserie Arts, Hotel/Restaurant Operations and in Travel & Tourism.

In Fall 1996, an updated and revised Hotel/Restaurant Operations and a revised Travel & Tourism program were proposed and passed by the curriculum committee.

In October 1999, the Food Service and Hospitality Education Department conducted a year long self analysis of its programs, which culminated in a three-day site visit by five industry and education commission officials in October 2000. In January 2001, the Certificate of Achievement in Culinary Arts program and the Associates of Science Degree in Culinary Arts and the Associates of Science Degree in Patisserie programs received a 7-year reaccreditation from the American Culinary Federation (ACF), and the Certificate of Achievement in Travel and Tourism and the Associates of Science Degree in Travel and Tourism and the Associates of Science Degree in Hotel/Restaurant Operations received a 4-year initial accreditation from the Commission on Hospitality Management Programs (CAHM). This dual accreditation resulted in Kapiolani Community College becoming only the second two-year college in the nation to receive both accreditations.

Effective Fall 2001, the Food Service and Hospitality Education Department separated into two departments to allow growth for both. As part of the campus reorganization, the non-credit counterparts of each became part of the respective departments. This allowed the Food Service Department and the Hospitality & Tourism Education Department to expand the non-credit offerings from community, international, and industry continuing education programs to additional programs in contract training programs with military and industry organizations, and advanced professional development programs.

ADMISSION REQUIREMENTS

Program admission is based on a first-qualified, first-accepted basis.

The minimum qualifications for admission are:

- 18 years of age or older
- A high-school diploma or GED if less than 18 years of age

**Appendix B:
Degree Requirements
Hotel/Restaurant Operations Curriculum**

Associate in Science Degree (63 – 64 semester credits)

The Associate in Science, Hotel/Restaurant Operations, is a four-semester program of study. The program is designed to help students acquire both the knowledge and practical skills necessary to successfully qualify for work in various capacities in hotels and motels and to transfer to a four year program. It prepares students for employment in hotel and resort front office, concierge, reservations, housekeeping, sales positions, and uniformed services. The program also prepares students for transfer to a four-year travel industry management program. Please refer to the “Degree and Certificate Programs” section for a list of A.S. courses.

Upon successful completion of the four semester A.S. degree program, in addition to demonstrating mastery of the competencies required for the Certificate of Completion, the student should be able to:

- Accurately perform various accounting tasks performed in a hotel/restaurant operation and prepare and analyze financial statements and management reports.
- Identify the principles of marketing, menu planning, food preparation and service styles, nutrition, and sanitation and safety principles as they apply to food and beverage management in a hotel setting.
- Demonstrate the proper procedures for ordering, receiving, storing, issuing, and controlling foods and supplies and utilize an established computerized cost control system to generate financial and control reports.
- Apply the principles and mechanics of hospitality marketing by developing a hotel marketing and sales plan for marketing meetings, meals in food and banquet services, and hotel accommodations.
- Identify the managerial functions of planning, organizing, staffing, directing, and controlling to bring about organizational effectiveness.
- Demonstrate the ability to communicate clearly in speaking and writing.
- Perform various tasks in the functional areas of a hospitality organization.
- Recite and define basic words, history, culture, geography, plants and animals of Hawaii.

General Education Requirements

# Cr	Course Alpha/No.	Course Title
3	ENG 100 or ENG 160	Composition I or Business & Technical Writing
3	SP 151 or SP 251	Personal & Public Speech or Principles of Effective Public Speech
3	GEOG 102 or AS/SS	World Regional Geography or A.S. Social Science Elective (100 level or higher)
3	HAWST 100	Introduction to Hawaiian Culture
3	National Science Elective	A.S. Natural Science Elective (100 level or higher)

3	MATH 103 or higher, or MATH 100 or BUS 100, or PHIL 110	Fundamentals of College Algebra or higher or Survey of Mathematics or Using Math to Solve Business Problems or Introduction to Logic
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General Support Courses

# Cr	Course Alpha/No.	Course Title
3	ICS 100 or 101	Computing Literacy and Applications or Tools for the Information Age
3-4	JPNSE 131, or any foreign language 101 or higher, or any foreign language 131 or 132	Japanese Conversation and Culture I/Business & Tourism Industry or any foreign language 101 or higher, or any foreign language 131 or 132

Major Course Requirements (“C” or better required in each course listed below)

# Cr	Course Alpha/No.	Course Title
2	HOST 100	Career and Customer Service Skills
3	HOST 101	Introduction to Hospitality & Tourism
5	FSHE 128	Dining Room/Stewarding Procedures
4	HOST 150	Housekeeping Operations
4	HOST 152	Front Office Operations
4	HOST 154	Food and Beverage Operations
3	HOST 256 or ACC 201	Hospitality Accounting or Introduction to Financial Accounting
4	HOST 258	Hospitality Marketing
4	HOST 275	Computer & Information Technology for the Tourism Industry
3	HOST 290	Hospitality Management
3	HOST 293E	Hospitality Internship

Certificate of Completion (22 semester credits)

The Certificate of Completion, Hotel/Restaurant Operations, is a two-semester program of study. This program will allow students to exit with the job skills necessary to qualify for entry-level positions in hotel housekeeping/laundry departments and in the front office/uniformed services departments. Development of housekeeping and front office technical skills, appropriate business math and communication skills, as well as the development of guest relations techniques, service attitudes, and professionalism are stressed. This program is recommended for students who wish to seek immediate employment as reservationists, hotel maids/ housekeepers, laundry workers, hotel front desk clerks, PBX operators, uniformed services personnel, and concierge.

Upon successful completion of the first semester's program of study, the student will be able to:

- Identify the functions, job titles, work requirements, and operating procedures of the food, lodging, and transportation components of the hospitality industry.
- Determine the job qualifications, attitudes, work habits, and personal qualities necessary to function satisfactorily with other individuals and in organizations in the hospitality industry.
- Make informed decisions regarding job placement and career development in the hospitality industry.
- Recognize the interrelationships between the front office and other departments in a hotel.
- Implement guest-satisfying procedures and techniques through an understanding of guest needs, personal qualities, and operational requirements.
- Demonstrate safe, sanitary, and efficient cleaning procedures in performing various housekeeping tasks.
- Identify effective housekeeping equipment selection, storage, maintenance, and control procedures.
- Demonstrate computer proficiency in reservations, check-in, posting, settlement, and night audit functions of the front office.
- Demonstrate effective telephone-call handling and complaint handling techniques.

Major Course Requirements (“C” or better required in each course listed below)

# Cr	Course Alpha/No.	Course Title
2	HOST 100	Career and Customer Service Skills
3	HOST 101	Introduction to Hospitality & Tourism
5	FSHE 128	Dining Room/Stewarding Procedures
4	HOST 150	Housekeeping Operations
4	HOST 152	Front Office Operations
4	HOST 154	Food and Beverage Operations

Travel and Tourism Curriculum

Associate in Science Degree (62 - 63 semester credits)

An Associate in Science Degree and a Certificate of Achievement are offered in the Travel and Tourism Program. Both options include classroom and laboratory instruction in skills required for jobs in the travel and tourism industry with an industry based internship required for the associate degree. The Associate in Science Degree is a four-semester program of study. The program is designed for students who are interested in preparing for work in the field of travel and tourism operations and management, or continuing to a four year program for more specified study. This program combines general education classes that are pertinent to this emphasis, along with a solid core of hospitality courses that will compliment the specific tourism classes.

Instruction in the Travel and Tourism program will be conducted by means of lectures, demonstrations, laboratory exercises, audiovisual aids and computer simulations, and internships in travel and travel businesses. These experiences provide opportunities for students to apply knowledge learned in the classroom to on-the-job situations during internships. The program will use both college and community resources and facilities for the instructional methods. Students will have a period of laboratory instruction in travel agency operations, specialty events planning, and computer applications and reservations systems. Course content is organized to present the specific knowledge and skills required for careers in travel and tourism, along with an overview of the importance that all the components play in the operation and delivery of the tourism product.

Upon successful completion of the four-semester Associate in Science Degree program, in addition to demonstrating the mastery of the competencies required for the Certificate of Achievement, the student will be able to:

- Demonstrate an understanding of techniques used in travel wholesaling and packaging, including planning, costing, pricing, contracting, marketing, operating, and post tour evaluation.
- Demonstrate an understanding of basic accounting principles and concepts and their application to a tour and travel operation.
- Demonstrate an understanding of the organization of a travel agency and the management systems used.
- Demonstrate an understanding of the laws and regulations that affect travel agency operations.

General Education Requirements

# Cr	Course Alpha/No.	Course Title
3	ENG 100 or ENG 160	Composition I or Business & Technical Writing
3	SP 151 or SP 251	Personal & Public Speech or Principles of Effective Public Speech
3	GEOG 102 or AS/SS	World Regional Geography or A.S. Social Science (100 or higher)
3	HWST 100	Introduction to Hawaiian Culture
3	National Science Elective	A.S. Natural Science Elective (100 level or higher)
3	MATH 103 or higher, or MATH 100, or BUS 100, or PHIL 110	Fundamentals of College Algebra or higher, or Survey of Mathematics or Using Math to Solve Business Problems or Introduction to Logic

General Support Courses

# Cr	Course Alpha/No.	Course Title
3	ICS 100 or ICS 101	Computing Literacy and Applications or Tools for the Information Age
3-4	JPNSE 131, or any foreign language 101 or higher, or any foreign language 131 or 132	Japanese Conversation and Culture I/Business & Tourism Industry or any foreign language 101 or higher, or any foreign language 131 or 132

Major Course Requirements (“C” or better required in each course listed below)

# Cr	Course Alpha/No.	Course Title
2	HOST 100	Career and Customer Service Skills
3	HOST 101	Introduction to Hospitality & Tourism
3	HOST 160	Domestic Reservations and Ticketing
3	HOST 163	International Reservations and Ticketing
3	HOST 256 or ACC 201	Hospitality Accounting or Introduction to Financial Accounting
4	HOST 258	Hospitality Marketing
3	HOST 261	Meeting and Convention Management
3	HOST 265	Tourism, Destination Development and Planning
4	HOST 275	Computer & Information Technology for the Tourism Industry
4	HOST 278	Travel Agency Operations
3	HOST 290	Hospitality Management
3	HOST 293E	Hospitality Internship

Certificate of Achievement (33-34 semester credits)

The Certificate of Achievement is a two-semester program of study. This program will allow students to exit with the knowledge and job skills necessary to qualify for immediate employment in a travel agency, tour company, or airline customer service position, or to continue on to fulfill their Associate in Science degree requirements.

Upon successful completion of the Certificate of Achievement program of study, the student will be able to:

- Identify the functions, job titles, work requirements, and operating procedures of the food, lodging, and transportation components of the hospitality industry.
- Determine the job qualifications, attitudes, work habits and personal qualities necessary to function satisfactorily with other individuals and in organizations in the hospitality industry.
- Demonstrate an understanding of the terminology, the reservation procedures, ticketing procedures, and tour guide services used and offered by travel and tourism operators.
- Demonstrate skill and appropriate use of computer terminals and software.
- Demonstrate good customer relations skills and respond to customers needs.
- Demonstrate the psychological requirements to respond to inquiries and provide information to satisfy customer needs.
- Demonstrate a familiarity with airlines and their computer systems.
- Demonstrate the ability to communicate clearly when speaking and writing.

General Education Requirements

# Cr	Course Alpha/No.	Course Title
3	ENG 22 or higher	Introduction to Expository Writing or higher level English
3	MATH 24 or higher	Elementary Algebra I or higher level math
3	GEOG 102 or AS/SS	World Regional Geography or A.S. Social Science (100 or higher)
3	HWST 100	Introduction to Hawaiian Culture

General Support Courses

# Cr	Course Alpha/No.	Course Title
3	ICS 100 or ICS 101	Computing Literacy and Applications or Tools for the Information Age
3-4	JPNSE 131, or any foreign language 101 or higher	Japanese Conversation and Culture I/Business & Tourism Industry or any foreign language 101 or higher

Major Course Requirements (“C” or better required in each course listed below)

# Cr	Course Alpha/No.	Course Title
2	HOST 100	Career and Customer Service Skills
3	HOST 101	Introduction to Hospitality and Tourism

3	HOST 160	Domestic Reservations and Ticketing
3	HOST 163	International Reservations and Ticketing
4	HOST 278	Travel Agency Operations

**Appendix C:
Faculty**

<i>Faculty</i>	<i>Degree</i>	<i>Rank</i>
Burke, Laure	MA	Instructor
Chong, Chelsea	BA	Assistant Professor
Choy, Doug	BBA	Lecturer
Evans, Dave	BBA	Associate Professor
Fernandez, Rosalie	MPA	Instructor
Fuchino-Nishida, Sheryl	Med	Assistant Professor & Counselor
Keolanui, Debbi		Lecturer
Knaepler, Jo-Neyla		Lecturer
Kramm, Patricia	BA	Senior Lecturer
Umehira, Ron	BBA	Associate Professor & Department Chair
Yagodich, Palakiko	BA	Instructor & Coordinator of Interpret Hawaii
Yorita, Keane	BBA	Lecturer

Appendix D:
Advisory Committee

HOTEL/RESTAURANT OPERATIONS

Ms. Gaylyne Sakuda
Director of Human Resources
Kahala Mandarin Oriental Hawaii

Mr. Tom Burke
Former Vice President of Operations
Ohana Hotels and Resorts

Mr. Bruce Schneider
Vice President of Management Services
Outrigger Hotel & Resorts

Mr. Phil Sammer
General Manager
Ilima Hotel

Ms. Ruth Shiota
Sr. VP of Administration
Aston Hotels & Resorts

Ms. Eileen Nepomuceno
Director of Quality Training
Hilton Hawaiian Village

Mr. Dean Nakasone
Director of Revenue Management
Ohana Hotels and Resorts

Ms. Linda Nakaima
Director of Human Resources
Radisson Waikiki Prince Kuhio

Mr. Noel Trainor
General Manager
Hilton Hawaiian Village

Mr. Walter Tolentino
Hotel Manager
Outrigger Waikiki Tower

TRAVEL and TOURISM

Ms. Muriel Anderson
Director of Tourism Programs
Hawaii Tourism Office
DBEDT

Ms. Leona Nakaahiki
Vice President, Sales
Pleasant Hawaiian Holidays

Mr. Danny Casey
Past President
ASTA

Mr. Deems Narimatsu
Vice President, Sales
Roberts Hawaii

Ms. Lori Ann Lum
Public Affairs Advisor
Watanabe, Ing and Kawashima

Ms. Mary Jane Smith
Manager
Regal Travel

Ms. Audrey Higuchi
Account Executive
Weigand Communications

Mr. John Tilton
Vice President
Tihati Productions

Mr. Neil Takekawa
Former President
Aloha Island Air

Ms. Pat Watson
Account Executive
United Airlines