

Self-Study Report

Presented for the consideration of
The Accreditation Commission for Programs in Hospitality
Administration (reaffirmation of accreditation)

by

The Hospitality Administration Program

at

Arkansas Tech University
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ARKANSAS
TECH
UNIVERSITY

The data submitted are certified correct to the best
of my knowledge and belief

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October 2014

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Arkansas Tech University

Accreditation Self-Study Report

for the Accreditation Commission for Programs
in Hospitality Administration

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Forward

Arkansas Tech University

Arkansas Tech University was founded by Act 100 of the 37th Arkansas General Assembly. The act was signed into law by Governor George Donaghey on April 1, 1901. The action created four agricultural schools to be placed around the state. It was announced on February 10, 1910, that Russellville would be home to the Second District Agriculture School. On the first day of classes, October 26, 1910, the fledgling school had nine faculty members and 186 students.

The changing mission of the institution (transforming from a high school curriculum to a college curriculum) led to a new name for the Russellville campus. The name was changed to Arkansas Polytechnic College on February 10, 1925. Twenty students earned a bachelor's degree from Arkansas Polytechnic College in the spring of 1925, but the four-year curriculum was soon phased out and the campus offered two-year associate degrees until after World War II.

In May 1948, the Tech Board of Trustees approved a recommendation that Arkansas Polytechnic College should become a four-year, degree granting institution. The first four-year college graduating class of the post-World War II era received degrees in May 1950, and the four-year college program at Arkansas Polytechnic College was accredited by North Central Association of Colleges and Secondary Schools in March 1951.

In 1976, Arkansas Polytechnic College began offering work toward a master's degree. In accordance with the evolving mission of the College, the name was changed to Arkansas Tech University on July 1, 1976. The evolving mission was reflected once more on July 1, 2003, when Arkansas Tech University merged with Arkansas Valley Technical Institute in Ozark.

The addition of the Ozark Campus is just one example of the leadership that Arkansas Tech University experienced under the leadership of President Robert C. Brown. Dr. Robert Brown retired from the presidency on June 20, 2014 after 21 years in office. Arkansas Tech University formally welcomed Dr. Robin Bowen as its 12th president on July 1, 2014.

Arkansas Tech University recorded a record enrollment of 12,003 students in the fall of 2014, which with this increase ATU became the third largest institution of higher learning in the state. Enrollment at Arkansas Tech has increased by 183 percent since 1997. This fall (2014) marks the 16th consecutive year that Arkansas Tech established a new institutional record for largest enrollment.

Overall, Arkansas Tech University offers more than 100 programs of study, including 25 masters' degrees, in the Colleges of Engineering and Applied Sciences, Arts and Humanities, Business, Education, Natural and Health Sciences, Professional Studies and Community Outreach and the Graduate College. All of the academic programs that can be individually accredited have been accredited or are seeking accreditation.

Arkansas Tech University is a state-supported institution of higher education with a small student-faculty ratio (18:1), high average ACT test scores, and high retention rates (the highest in the state). Arkansas Tech University employs over 350 qualified and experienced faculty members, offers amazing campus facilities, and boasts over 100 exciting student organizations.

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The mission of Arkansas Tech University is:

Arkansas Tech University, a state supported institution of higher education, is dedicated to nurturing scholastic development, integrity, and professionalism. The University offers a wide range of traditional and innovative programs which provide a solid educational foundation for life-long learning to a diverse community of learners.

More information on the university Strategic Planning Process, which began in 2006 and is still in process is available at this link:

<http://www.atu.edu/strategicplanning/>

The Hospitality Administration Program

On July 18, 1980, the Arkansas Department of Higher Education approved the degree Bachelor of Science in Hotel and Restaurant Management (HRM) at Arkansas Tech University. The curriculum first appeared in the 1984-85 catalog and the first students graduated in 1985.

Hotel and Restaurant Management was part of the School of Business until 1994 when it merged with the Department of Recreation and park Administration. The HRM curriculum was revised and named Hospitality Administration (HA) to reflect the broader scope of the program. The course work still concentrated on general business, management, finance, accounting, law and basic foods, but courses in resort management, tourism, dining service management, and convention/meeting management were added. HA became an integral part of the Department of Parks, Recreation, and Hospitality Administration within the School of Systems Science.

Since the initial accreditation of the Hospitality Administration Program, the college, the department, and the program have made several changes. The PRHA Department is now housed in the College of Engineering and Applied Sciences (previously known as the School of Systems Science). Dr. Willy Hoefler, now serves as the Dean of the College of Engineering and Applied Sciences and Dr. John Watson, previous Dean of the College, now serves as the Vice-President for Academic Affairs. Dr. Theresa Herrick stepped down as the Department Head of Parks, Recreation, and Hospitality Administration and returned to full-time teaching in June of 2009. Dr. Cathi McMahan, Associate Professor of RPA, was appointed Interim Department Head in 2009 and served in that capacity until she was awarded the position of Department Head in July of 2011.

The HA curriculum was revised in 2009 and now offers a Bachelor of Science in Hospitality Administration with an emphasis in one of the following: food and beverage management, lodging and club management, and tourism and event management. Ms. Susan West was hired as an Assistant Professor (specialization in lodging) in 2008, Dr. Seung suk Lee was hired as an Assistant Professor (specialization in food preparation) in fall of 2009, Dr. Dong Soo Lee was hired as an Assistant Professor (specialization in finance/technology) in fall of 2012, and Ms. Capen-Housley was hired as an Instructor/Event Coordinator in Fall 2014. Dr. Brenda Montgomery passed away in summer 2014. Dr. Chen, Dr. Huh, Mr. Moll, and Ms. Mitchell are no longer on staff for the Hospitality Administration Program.

The Hospitality Administration program has been recognized by the ATU Administration as one of the top 10 academic programs on the ATU campus. It was the first baccalaureate program in Hospitality in Arkansas.

I. Mission and Outcomes

Standards

I a. A clearly stated mission statement for the program exists, is aligned with the mission(s) of the School/college and the parent institution and is publicly available.

- **State the University/College/School and Program mission statements.**
- **Is the program mission statement appropriate for higher education?**
- **Demonstrate how the program mission flows from the institutional mission.**
- **Is the program mission statement documented in printed materials or electronic domain?**

Evidence of Compliance:

The mission, vision, and values of the Hospitality Administration Program have been re-examined and either reaffirmed or revised every five years. In summer of 2013 we revised the HA program mission, vision, and values as part of our strategic planning process. These statements are available at this link:

<http://www.atu.edu/prha/hamission.php>

We do believe that our HA program mission statement is appropriate for higher education.

The overall mission of the Hospitality Administration Program is to educate professionals for careers in the hospitality industry. Besides offering specialized education in the following areas; lodging and club management, food and beverage management, and tourism and event management, the HA faculty are preparing students with skills in business, accounting, management, marketing, guest services, written and oral communication, critical thinking, problem solving, abstract thinking, and logical reasoning. Graduates of the program should also have an understanding of scientific inquiry, global issues, historical perspectives, literary and philosophical ideas, social and governmental processes, development of ethical perspectives, and an appreciation of fine arts.

The HA program's vision, mission, and values flow from and align with those of Arkansas Tech University and the College of Engineering and Applied Sciences. The mission statement and core values for the College of Engineering and Applied Sciences are available at this link:

<http://www.atu.edu/appliedsci/information.php>

The mission statement for Arkansas Tech University is available at this link:

<http://www.atu.edu/appliedsci/information.php>

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The mission statement is posted in the Parks, Recreation, and Hospitality Administration Department, is on all course syllabi, and is in the undergraduate catalogue. It is also on the department's website.

I b. There are identifiable and measureable program learning outcomes (PLO's)

- **State the program learning outcomes.**
- **Are the program learning outcomes written in measurable terms?**
- **Do the program learning outcomes clearly state what knowledge, skills, and abilities (KSA's) graduates should have attained at the completion of the degree program?**
- **Are the program learning outcomes documented in printed materials or electronic domains?**

Evidence of Compliance:

The program learning outcomes are stated below. The HA program goals directly correspond to the University goals. The Strategic Plan for Arkansas Tech University including University goals is available at this link:

<http://www.atu.edu/strategicplanning/goals.php>

The program learning outcomes are posted in the parks, Recreation, and Hospitality Administration Department, are on all course syllabi, and are posted on the department website.

HA Program Learning Outcomes

At the conclusion of the program, students will be able to:

1. Exhibit professional hospitality administration knowledge, skills, and abilities.
2. Synthesize and evaluate core management concepts in the areas of hospitality accounting, finance, human resources, marketing, operations, and technology.
3. Describe the fundamental principles of leadership and demonstrate successful leadership skills.
4. Utilize critical thinking, problem solving, written and oral communication, and investigate skills specific to hospitality administration.
5. Apply experiential learning experiences acquired through courses, work experience, and internship to become a successful professional.
6. Demonstrate best practices to meet ever changing guest needs and expectations.

I c. There are separate identifiable and measureable program learning outcomes (PLO's) for areas of concentration, specialization, or emphasis that are within the control of the program, if applicable. Differentiate these outcomes from the program learning outcomes.

Evidence of Compliance:

Lodging and Club Management Emphasis Learning Outcomes

At the conclusion of the program, students will be able to:

1. Understand and analyze the functions of lodging and club operations.
2. Distinguish guest needs specific to operational settings.

Tourism and Event Management Emphasis Learning Outcomes

At the conclusion of the program, students will be able to:

1. Understand and analyze the role of tourism and event management.
2. Plan, organize, coordinate, develop, and evaluate the issues related to tourism planning and event management.

Food and Beverage Management Emphasis Learning Outcomes

At the conclusion of the program, students will be able to:

1. Understand and analyze the function of food and beverage operations.
2. Manage the entire operation; coordinate and evaluate all aspects of food and beverage services.

Strengths and Weaknesses of Mission and Outcomes

In appraising the program in terms of Mission and Outcomes, we found the following strengths:

1. The Hospitality Administration Program has been recognized by ATU Administration as one of the top 10 degree programs on campus.
2. ATU is primarily a teaching institution and values student learning.
3. ATU, the College of Engineering and Applied Science, and the PRHA Department value scholarly activity, especially as it relates to the enhancement of teaching and its positive impact on student learning.
4. ATU, the College of Engineering and Applied Sciences, and PRHA Department value service to the University, the local community, the state, and the Hospitality profession.
5. The College of Engineering and Applied Science and the HA Program demonstrate to students, and instill in them, high ethical standards pertaining to personal and professional conduct.
6. The HA Program provides teaching laboratories for foodservice and guest service management.
7. Curriculum has strong management/business support courses.
8. Comprehensive Hospitality core curriculum includes courses in all aspects of hospitality management, including food and beverage management, hotel and lodging management, and tourism and event management.
9. Require all HA majors to complete a 12-14 week, 560 hour, supervised internship after all other courses have been completed.
10. Diverse faculty with degrees from some of the most respected hospitality programs at major universities and expertise in a variety of areas including lodging, food and beverage management, tourism, and business.
11. Arkansas Tech University is centrally located in the state.
12. Strong support from Arkansas Hospitality Association and local community that provide scholarships, technical and advisory support for the program.
13. Strong relationship with campus managed food service provider.

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Some weaknesses of the hospitality program as it relates to the Mission and Outcomes are noted:

1. Lack of lodging resources.
2. No faculty release time for research or service (all faculty members carry a full teaching load).
3. Inadequate departmental funds for faculty travel to attend professional conferences or workshops.
4. Low faculty salaries which makes it difficult to recruit, hire, and retain quality faculty in the areas of expertise needed for our HA Program.
5. Lack of funding for maintenance and replacement of equipment – no capital equipment budget.
6. Location of ATU is in a dry county at this time, which presents difficulty with teaching dining services and beverage management is a challenge.
7. Building needs renovations and upgrades (out of date building).
8. Lack of marketing for program.

Plan of Action

A plan of action to address weaknesses is outlined below:

1. Develop more lodging resources for the HA Program
 - The HA Program would like to acquire the Crabaugh House here on campus and maintain the day-to-day operation of the facility.
 - Continue to work on the partnership with Arkansas State Parks to utilize some of their facilities/lodges for learning labs for our students.
 - Purchase hotel operations software.
2. Reduce teaching loads from 12 hours to 9 hours per semester for faculty engaged in an active research project.
 - Encourage HA faculty to have an active research project
 - Encourage HA faculty to secure University or outside research grants
3. Continue to request additional faculty travel funds to cover expenses for faculty to attend national, regional, and/or state conferences/professional development.
4. Continue to seek higher salaries for HA faculty
5. Establish a fund for the addition, maintenance, and replacement of furniture for Williamson Dining room, equipment for the kitchen and classrooms.
6. Develop partnerships with entities in which would best serve as learning labs for the beverage management class.

II. Administration and Governance

Standards

II a. The program is structured with sufficient operational independence, consistent with the mission and objectives of the institution, to enable the program to achieve its mission successfully.

- **Does the organizational structure and administrative chain of command allow the program sufficient operational independence to function efficiently and operate effectively?**

Evidence of Compliance:

Arkansas Tech University is governed by a Board of Trustees whose members are selected by the Governor of Arkansas with approval of the Arkansas General Assembly. The Arkansas Department of Higher Education is an advisory body for all public universities in Arkansas. The coordinating Board for Higher Education, appointed by the General Assembly and Governor, also serves the state's public universities in an advisory role.

The organizational chart for Arkansas Tech University is located at this link:

<http://www.atu.edu/academics/docs/entirehandbook2014.pdf>

Arkansas Tech University is organized into 6 colleges:

- College of Engineering and Applied Science
- College of Arts and Humanities
- College of Business
- College of Natural and Health Sciences
- College of Professional Studies and Community Outreach
- College of Education

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The College of Engineering and Applied Sciences is composed of 6 departments:

- Agriculture
- Computer and Information Science
- Electrical Engineering
- Mechanical Engineering
- Emergency Management
- Parks, Recreation, and Hospitality Administration

The Hospitality Administration Program is one of three academic programs within the Department of Parks, Recreation, and Hospitality Administration.

The administrative duties of the Hospitality Administration Program are assigned to the Department Head of Parks, Recreation, and Hospitality Administration. The PRHA Department Head is ultimately responsible for developing and managing all aspects of the department, including, but not limited to: personnel, management of teaching, research, public service functions, and budgets.

The organizational structure does allow the HA program sufficient operational independence to function efficiently and operate effectively.

II b. The structure of the programmatic unit provides opportunity for effective leadership that promotes the objectives of the programmatic unit.

- **Does the organizational structure allow and encourage effective leadership in promoting the objectives of the programmatic unit?**

Evidence of Compliance:

The administrative duties of the Hospitality Administration Program are assigned to the Department Head of Parks, Recreation, and Hospitality Administration. The PRHA Department Head is ultimately responsible for developing and managing all aspects of the department, including personnel, management of teaching, research, public service functions, and budgets. The PRHA Department Head reports to the Dean of the College of Applied Sciences, and ultimately to the Vice-President for Academic Affairs and President of the University.

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An organizational chart at this link delineates the lines of reporting.

<http://www.atu.edu/academics/docs/entirehandbook2014.pdf>

The current Department Head began her appointment on July 1, 2011. At the time of writing this self-study, she has found that institutional practice has for the most part afforded the Department Head the opportunity to succeed in the mission of the department.

The Department Head has both budget and personnel authority, although, like in most other colleges and universities, special policies exist that establish and affirm authority in the promotion and tenure process. In general, the PRHA Department Head, in collaboration with the faculty of the department, is able to make decisions related to resources.

Adequacy of financial resources: The Department of Parks, Recreation, and Hospitality Administration maintains a separate operating budget with the College of Applied Sciences. The PRHA Department Head submits an annual budget request for the department to the Budget Advisory Committee and is ultimately responsible for monitoring expenditures during the fiscal year.

Operating Budget: The PRHA Department Operating Budget has essentially remained the same over the past few years. The total of the Operating Budget for 2014-2015 is \$600,813; this amount includes faculty, staff, and student worker salaries. The PRHA Department's Supplies and Services budget is \$22,810, which is comparable to other departments in the College of Applied Sciences.

Capital Equipment Budget: We have been able to procure larger equipment/items such as new convection oven for the kitchen and few other necessary items, through the capital equipment budget administered by the Dean of the College of Applied Sciences. However, at the department level we have no funds allocated for capital equipment. As indicated in Table 2.1 only 4 academic departments within the College of Applied Science received capital outlay funds budgeted specifically to their departments.

Computers and Other Technology: Classroom and computer lab technology has remained current in the past in part due to a replacement process that is administered by the Associate Vice President for Academic Affairs. However, it is becoming more difficult to secure replacement computers for classrooms and lab technology due to the high demand on campus.

Travel: Travel has remained flat for several years. The PRHA Department's Operating Budget includes \$1,990 for travel. However, this amount is split among 7 full-time faculty members, which comes out to approximately \$285.00 per person. Faculty members do have the opportunity to apply for and receive travel funds through the Dean of Applied Science's office. Faculty also have the opportunity to apply for internal grants such as the Professional

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Development Grants, which help offset travel costs to conferences and workshops. More information on Professional Development Grants is available at this link:

http://www.atu.edu/research/faculty_dev.shtml

Implementation of Personnel Policies and Procedures: The PRHA Department Head is responsible for implementing the policies and procedures related to personnel. The Arkansas Tech University Faculty Handbook serves as the policy and procedures manual for all personnel. The Arkansas Tech University Faculty Handbook can be accessed at the following website:

<http://www.atu.edu/academics/docs/entirehandbook2014.pdf>

Academic Policies and Procedures: Faculty and the department chair set policies and procedures within the department. The PRHA Department Head is responsible for implementing these policies and procedures. Examples of policies and procedures would include waiver and/or substitution of major courses, the process of handling incomplete grades, and internship and work experience guidelines. Policies and procedures affecting the PRHA Department are typically discussed in faculty meetings.

Faculty Senate is also a venue for developing and implementing academic policies and procedures. There is routinely at least one member of the PRHA Faculty on the Faculty Senate.

The Arkansas Tech University Faculty Handbook is the policy manual for the college and is available at this link:

<http://www.atu.edu/academics/docs/entirehandbook2014.pdf>

Faculty Selection: When faculty vacancies occur or new faculty positions are approved, the Department Head appoints a Faculty Search Committee which consists of some or all of the HA faculty members, along with at least one search committee member that is not governed by the Dean of the College of Engineering and Applied Science. The Faculty Search Committee prepares the vacancy announcement which then must be approved by the Dean of the College of Engineering and Applied Sciences, the Vice-President for Academic Affairs and the Affirmative Action Officer for ATU.

The Faculty Search Committee screens applicants and submits the names of applicants they wish to interview. The Faculty Search Committee, the Dean, and the Vice-President for Academic Affairs and usually the President of the University interview candidates for faculty positions. Students typically participate in the faculty selection process during the interviewing phase. The Search Committee makes recommendations for hiring, rank, and salary to the Dean, who then makes recommendations to the Vice-President.

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The PRHA Department Head conducts negotiations with the candidates regarding rank and salary. The Vice-President for Academic Affairs makes recommendations to the President. Final approval for hiring, rank and salary is made by the Board of Trustees.

Additional information for filling faculty and administrative positions can be found at this link:

<http://www.atu.edu/affaction/docs/Guidelinesrevision2012.pdf>

Promotion: Recommendations for promotion are based on overall professional attainment and expectation of further professional growth at Arkansas Tech University. For teaching faculty, service in three broad areas is considered: teaching, scholarly/creative activity, and university service.

Those faculty members who are eligible and wish to be considered are responsible for presenting evidence of their qualifications for submission. Criteria for promotion to Assistant Professor, Associate Professor, and Professor are outline in the Arkansas Tech University Faculty Handbook and can be found at this link:

<http://www.atu.edu/academics/docs/entirehandbook2014.pdf>

Tenure: According to the ATU Faculty Handbook the process of review for those faculty members seeking tenure will be the same at that outlined for promotion. The information pertaining to tenure can be found at this link:

<http://www.atu.edu/academics/docs/entirehandbook2014.pdf>

Curriculum: Curricular decisions for courses in the major area of study (i.e., Hospitality Administration) begin at the Program level with a recommendation by a faculty member or members who then submit their curricular proposal to the PRHA Department Head who then submits the proposal to the Dean of the College of Engineering and Applied Science who submits it to the Registrar's Office. Curriculum proposals are due in the Registrar's Office no later than July 1 of each year. Once the curriculum proposal is reviewed by the Register's Office it is submitted to the Curriculum Committee. If approved by the Curriculum Committee it is then submitted for recommendation to the Faculty Senate. The curricular item then becomes part of the Program curriculum during the next academic year and appears in the catalog for the next academic year.

Additional information pertaining curricular decisions can be found at this link:

http://www.atu.edu/registrar/curriculum_forms.php

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Methods of Instruction: Methods of instruction are usually the prerogative of individual faculty members. However, methods of instruction are discussed at faculty meetings and retreats to determine what might work best for various classes.

- **Is there evidence that the institution understands and supports the objectives of the program?**

Evidence of Compliance:

Yes, the HA Program Learning Outcomes are shared with the Dean and the Assessment Coordinator/Committee. The HA Program goals and objectives can be found in the HA Strategic Plan which is readily available to the Dean and other Administrative officers of the university, as well as students, alumni, student services, HA Advisory Committee members, recruiting personnel and staff in the development office, and is readily available to be viewed at the following link:

http://www.atu.edu/prha/docs/HA_Strategic_Plan.pdf

Additional evidence of institutional support includes: support and opportunities for professional development for students and faculty, fiscal support to replace or repair damaged/broken equipment in labs/classrooms, fiscal support for technology needs, and the opportunity to represent the HA Program at a number of University functions and events.

- **Is there evidence of effective communication between and among administration, staff, faculty, and students?**

Evidence of Compliance:

The University President, Vice-President for Academic Affairs, and Dean of Engineering and Applied Science know the Department Head and individual PRHA faculty members. The Dean frequently attends meals in the Williamson Dining Room, as well as the new ATU President. In the College of Engineering and Applied Science the bi-weekly Dean's Meetings are followed by bi-weekly Department Head Meetings, which are followed by bi-weekly faculty meetings which are documented by the PRHA Department Administrative Specialist.

This provides an easy channel of communication from the top down and bottom up. Agendas and minutes for the bi-weekly faculty meetings can be reviewed at the following link:

http://www.atu.edu/prha/ACPHA_accreditation.php

HA faculty also serve on various university committees including the Curriculum Committee and Faculty Senate.

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The Department Head, with input from the HA faculty at both formal and informal faculty meetings, set policies within the department. Evidence of their joint involvement is provided through annual reports, faculty meeting minutes, personnel policies, internship and work experience manuals, and the strategic plan.

Additional evidence of effective communication between and among administration, staff and faculty include, but are not limited to: yearly college wide meetings at the start of the fall semester in which all the faculty are included, monthly College of Engineering and Applied Sciences meetings, quarterly College of Engineering and Applied Sciences newsletter, weekly/bi-weekly departmental meetings, weekly/bi-weekly Department Head meetings, One Tech Portal for campus wide communication, and E-mail.

Students in the Hospitality Administration Program provide informal feedback through comments and suggestions to the faculty, both solicited and unsolicited. Examples of student involvement/communication include the following:

- Mid-term evaluations: Students provide formal feedback for every HA course at mid-term of each semester per department policy.
- Student evaluation of courses: Student evaluations of courses are administered every time a course is taught for non-tenured faculty and at least once a year (spring or fall) for each course for tenured faculty. Student evaluations of courses provide students with an opportunity to give feedback to instructors.
- Representatives to the HA Advisory Committee: There are two HA students who serve as representatives on the HA Advisory Committee.
- Faculty searches: Students are involved in the selection of all full-time faculty. Students meet with candidates during the interview process and provide feedback to the search committee.
- Internship evaluations: All students complete a Student Evaluation of Internship Experience. This form allows students to evaluate their internship agency, supervisors, the internship experience, and academic preparation. The RPA Program makes use of this feedback in the ongoing operation of the internship program.
- Informal and formal focus groups: Students are often asked for their feedback and opinions in classes and in more casual settings. Students in HA 4001 Internship Preparation are asked for feedback regarding the curriculum and their academic preparation prior to interning.
- New internship sites: Students are encouraged to initiate contact with an agency in which they would like to complete an internship with. This initial contact leads to an internship proposal, which in turn establishes an informal review process by the faculty.
- Student Portfolios: Students enrolled in HA 4001 Internship Preparation are required to prepare a portfolio that can assist them with meeting their educational and career

goals, as well as intensify their reflection of learning in their given major/emphasis area.

Additional evidence of effective communication opportunities for students include, but are not limited to: student organizations (HA Society), Bridge to Excellence Mentoring Program, TECH 1001, Blackboard, PRHA Department Facebook site, and PRHA Department website.

II c. Are the courses that constitute the common core of knowledge in hospitality under the administrative prerogative of the hospitality program?

Evidence of Compliance:

Yes, the Hospitality Administration faculty is responsible for continually evaluating and updating the Hospitality curriculum. Curriculum and potential curriculum changes are addressed in bi-weekly faculty meetings and also yearly when addressing assessment results.

Strengths and Weaknesses of Administration and Governance

After reviewing the standard on Administration and Governance, the HA faculty and administration identified the following strengths:

1. Decisions about the HA curriculum fall under the direct supervision of the HA faculty and the PRHA Department Head. The HA faculty and PRHA Department head are given responsibility to establish the individual courses and design the curriculum for the HA Program. At ATU we are fortunate in the fact that curriculum issues are left to the discretion of the degree program, with approval by upper levels of administration.
2. The HA Program and its faculty have the support of the Recreation and Park Administration (RPA) faculty.
3. The HA Program is fortunate to have a good rapport with other departments and degree programs on the ATU campus, making it easier to enroll students in the support courses needed outside of the PRHA Department.
4. The ATU Administration is very supportive of accreditation and the accreditation process for all programs.
5. The ATU Administration, President Bowen, Vice-President Watson, and Dean Hoefler are very supportive of the HA Program. This support is apparent at the department level in the fact that the HA Program has an adequate number of faculty, especially with the creation of a new position for a full-time Event Coordinator.
6. As previously mentioned, the HA Program just hired a full-time event Coordinator. The Event Coordinator will schedule and coordinate special events that will afford HA students with additional experience and the HA Program with revenue for equipment and supplies above and beyond the PRHA Department Budget.

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A few weaknesses were noted during the self-evaluation process and are acknowledged and a plan of action described for each.

1. Additional funds are needed for faculty travel. Faculty travel funds have only increased slightly since 1993 when HA joined the PRHA Department. Annual conferences such as ICHRIE cost upward of a thousand dollars for faculty members to attend. If individual faculty members are committed to professional development and involvement they have to spend their own money to attend these conferences. Travel funds should be increased to cover the cost of at least one major conference each year.
2. As the HA Program has grown in student majors and faculty it has been difficult for the PRHA Department Head to administer two accredited degree programs without a Program Director for HA. It is very difficult for the PRHA Department Head to be actively involved in two professional organizations, ICHRIE and NRPA, and two accreditation bodies, and to stay abreast of changes in both areas.

Plan of Action

A plan of action to address weaknesses is outlined below:

1. ATU has allocated a university-wide pool of funds for professional development for the past few years. Faculty members also have the opportunity to apply for and receive travel funds through the Dean of Engineering and Applied Science's office. Faculty members need to continue to be creative in the ways they may be able to secure travel and professional development funds.

Everyone must do all possible to ensure that these funds continue to exist and remain viable options along with the creation of additional funding streams. The PRHA Department needs to focus on increasing contributions/donations to the Department/Program Foundation in order to have additional resources of funding for travel and professional development.

2. The HA Program must create a proposal to present to the ATU Administration which shows the numerous needs for a Program Director position. The HA Program Director would be able to assume some of the responsibility for addressing any HA curriculum issues and/or HA accreditation issues.

III. Planning

Standards

III a. There is evidence of the following planning documents:

- **Strategic & Marketing Plan**
- **Curriculum Review Plan**

Evidence of Compliance:

In July 1993, the Hotel and Restaurant Management (HRM) Program was moved from the School of Business to the Department of Recreation and Park Administration in the School of Systems Science. A strategic plan (position paper) was prepared by the combined faculty to establish goals and objectives for the new department, which was renamed the Department of Parks, Recreation, and Hospitality Administration.

A major revision to HRM Program curriculum was also completed at this time and the HRM Program was renamed Hospitality Administration. The Hospitality Administration Program prepared its first strategic plan in 1993. This 1993 HA Strategic Plan served as a guiding light for the next four years with a new plan being created in 1997.

A new HA Strategic Plan was created in 2002 due to the addition of the commercial food lab and dining room and the initiation of the accreditation process. The strategic plan that resulted was an updated plan with goals and objectives for the next 5-year planning cycle (2002-2007).

The 2002 HA Strategic Plan was reviewed in 2007; which resulted in an updated plan with goals and objectives for the next 5-year cycle (2007-2012).¹ A review of the goals and objectives from the 2007 plan can be found on pages 5-6 of this document. A number of the objectives from the 2007 Strategic Plan were met or exceeded.

An updated HA Strategic Plan was developed in the summer of 2012. The 2012 Hospitality Administration Strategic Plan was reviewed in June of 2014 in preparation to reaffirm ACPHA accreditation. The Strategic Plan that resulted was a revised plan with goals and objectives to guide the program through this 5-year planning cycle (2012-2017). This updated plan was based on the five goals developed by Arkansas Tech University's Strategic Planning process and were adopted in 2007.

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A revised version of the 2012 HA Strategic Plan was finalized during the summer of 2014. The plan resulted from a number of meetings of the HA faculty. A copy of the most current strategic plan is available at this link:

http://www.atu.edu/prha/docs/HA_Stratgetic_Plan.pdf

Evidence of Compliance:

As a result of the planning and ongoing assessment activities (the hiring of a University Assessment Coordinator) in the department, we have initiated and will continue to initiate changes in the curriculum that we feel will lead to improvement consistent with expectations of standards and findings from assessment data analysis.

The most comprehensive curriculum change in the Hospitality Administration Program became effective in the fall of 2009. Prior to this time the Hospitality Administration Program offered a degree in Hospitality Administration with no emphasis area. However, based on feedback from the 2007 ACPHA Site Visit, the PRHA Department Head and HA faculty felt that it would be best to restructure the HA Degree.

Effective in the fall of 2009 the Hospitality Administration Program began offering a Bachelor of Science degree in Hospitality Administration with an emphasis in one of three areas: Food and Beverage Management, Lodging and Club Management, or Tourism and Event Management.

Additional curriculum changes have been minor in nature and include, but are not limited to: re-naming and renumbering some courses, changing course pre-requisites, and changing the number of required hours for degree completion due to a State of Arkansas mandate.

The curriculum change process at Arkansas Tech University is well defined, and overseen by the Curriculum Committee, Faculty Senate, and Vice-President of Academic Affairs. The curriculum process is outlined in detail at this link:

<http://www.atu.edu/academics/docs/entirehandbook2013.pdf>

The Hospitality Administration Program offers a Bachelor of Science degree in Hospitality Administration with an emphasis on one of five areas. The HA emphasis areas include: Food and Beverage Management, Lodging and Club Management, and Tourism and Event Management. The degree and the emphases are institutionally approved and registered with the Department of Higher Education. Each emphasis area includes a professional core and additional HA courses that support the

emphasis area. The approved curriculum for each of the emphasis areas can be located at the following link:

http://www.atu.edu/academics/catalog/colleges/applied_sciences/dept_parks_rec.html

Evidence of Compliance:

Additional information pertaining to assessment can be located at the following link:

<http://www.atu.edu/assessment/index.php>

See Standard IV for information pertaining to the Hospitality Administration Program Assessment Plan

III b. There is evidence that these planning documents are in alignment with the parent institution, and the results used for programmatic changes.

The HA Strategic Plan is in alignment with Arkansas Tech University's Strategic Plan and goals. Additional information pertaining to ATU's Strategic Plan may be found at this link:

<http://www.atu.edu/strategicplanning/index.php>

The HA Curriculum Plan and proposed curriculum changes adhere to ATU's Registrar's Office and Curriculum Committee guidelines which can be located at the following link:

http://www.atu.edu/registrar/curriculum_forms.php

The HA Assessment Plan adheres to the guidelines for assessment that are set forth from the ATU Office of Assessment and Institutional Effectiveness. Additional information regarding program assessment can be located at the following link:

<http://www.atu.edu/assessment/>

III c. The program periodically tracks its graduates and utilizes the information for planning and assessment.

- **Does the program have evidence such as alumni surveys?**

At this time the HA Program does not conduct a formal alumni survey. Alumni are surveyed informally through their involvement with the HA Program. An HA Alumni Survey is currently in the development stages, with plans to launch in the Spring 2015 semester.

III d. There is evidence that the program obtain significant input from additional stakeholders including faculty, students, and industry partners.

- **Does the program have evidence such as faculty meetings minutes, advisory board meeting minutes, senior exit interviews, focus groups or surveys?**

All relevant constituencies have the opportunity to be involved in program planning and evaluation.

Faculty is involved through:

- Bi-weekly faculty meetings
- Student course evaluations
- Department Peer Review
- HA Assessment Reports
- HA Annual Report
- HA Advisory Committee

Students are involved through:

- Student Course Evaluations
- Student Internships
- Alumni Surveys
- Representation on Faculty Search Committees
- Representation on HA Advisory Committee

Alumni are involved through:

- HA Advisory Committee
- Student Internships
- PRHA Career Opportunity Day
- ATU Career Fairs
- Alumni Surveys
- Homecoming Activities
- Alumni reunions
- TECH Action alumni publication

Industry representatives are involved through:

- HA Advisory Committee
- Student Internships
- Industry Trade Shows
- PRHA Career Opportunities Day
- Arkansas Hospitality Association

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- Governor's Conference on Tourism
- Annual Food Purveyors Show

University Administrators including Department Heads, Dean of the College of Applied Science and Vice-President for Academic Affairs are involved through:

- Review of budget proposals
- HA Assessment Plan
- HA Strategic Plan
- Faculty and Department Head Evaluations

All current planning processes will continue into the future. Program planning; including, but not limited to strategic planning, assessment, and curriculum planning will continue formally on an annual basis at department retreats and faculty meetings.

The HA Program would like to expand the involvement of the HA Advisory Committee especially in the strategic planning process where utilization of resources is addressed directly through program goals. Students also need to assume a more active role in the planning process. Senior exit surveys should be looked at more closely and suggestions regarding planning adhered to more so.

Alumni surveys are needed to "stay in touch" with graduates in various stages of their professional careers and gain valuable information about what resources have served them well and what changes may be needed to better prepare them for industry positions.

Strengths and Weaknesses of Planning:

The major strengths of the Hospitality Administration Program in terms of planning would include the following:

1. Dedication of the faculty to the planning processes. The faculty recognizes the value of planning and that it is always a work in progress and will remain dedicated to it to the process of planning.
2. Bi-weekly faculty meetings allow the time and opportunity for planning and evaluation.
3. Annual retreats give faculty additional time to work on program planning.
4. The University's guidance and assistance with program planning.

The weaknesses noted regarding the program's planning process include the following:

1. Lack of involvement and input by students in the program planning process. The students have not been invited routinely to planning meetings. Currently there is no mechanism in place to include students in the program planning process.

2. There is much more involvement is needed by the HA Advisory Committee in the planning process.
3. More formal involvement is needed by alumni working in the hospitality industry.
4. Once evaluations have been completed and changes have been identified as needed, often the changes are not implemented.
5. Not enough time for the Department Head to do all that is needed in program planning and evaluation.

Plan of Action

1. Integrate students into the planning process. This will require dedicating time to planning when students can get involved or creating a mechanism to get student input on an on-going basis.
2. Recruit and involve the HA Advisory Committee in the actual program planning process.
3. Devise a plan to survey the HA alumni at least once every three to five years to get their feedback regarding the HA Program.
4. Follow up on suggestions for change that come out of planning meetings and implement the changes when deemed necessary.
5. Commit to planning and involve as many stakeholders as possible.
6. Commit to yearly faculty retreats, so that planning can be discussed at the Department level.

IV. Assurance of Student Learning

Standards

IV a. There is evidence that The Program maintains an on-going and up-to-date assessment plan for all program learning outcomes.

Evidence of Compliance:

Arkansas Tech University adopted TracDat in 2006 to serve as the portal for collecting, storing, and analyzing assessment data. The Hospitality Administration Program has worked closely with Dr. Monica Varner, Director of Assessment and Institutional Effectiveness, to learn how to best utilize TracDat for the Program's assessment needs.

The Higher Learning Commission (North Central Association of Colleges and Schools) conducted a focus visit at Arkansas Tech University in 2004, with one of the areas of focus being the review of issues related to academic assessment. Due to this focus visit, Arkansas Tech University has invested much time, energy, and resources in improving assessment and working closely with academic programs to develop sound assessment plans. In the most recent accreditation (Spring 2011) from North Central, the University received positive feedback on its assessment activities from the Commission. As stated in the Tech Action "In a statement of affiliation status for Arkansas Tech University dated August 17, 2011, the Higher Learning Commission noted that no further reports are required and that no other campus visits concerning accreditation from North Central Association of Colleges and Schools are scheduled before the next comprehensive evaluation in 2020-2021."

The Hospitality Administration Program has an ongoing assessment plan that includes all program learning outcomes. The assessment plan is included at this link:

http://www.atu.edu/prha/ACPHA_accreditation.php

The HA Assessment Plan is reviewed and updated annually to reflect whether learning outcomes have been met and to set learning outcomes for the next academic year. We have revised our assessment of learning outcomes, beginning Fall 2014 to assess the revised Program Learning Outcomes which were formalized in Summer 2014.

IV b. There is evidence that there are both direct and indirect metrics used for assessment and they are suitable and appropriate for their intended use.

Evidence of Compliance:

The Hospitality Administration Program Assessment Plan does include both direct and indirect metrics. The assessment plan is included at this link:

http://www.atu.edu/prha/ACPHA_accreditation.php

IV c. There is evidence that both formative and summative measurement tools exist to collect data that is used to evaluate achievement of established metrics.

Evidence of Compliance:

Individual faculty members develop the exams and rubrics used to evaluate student learning outcomes for their courses. Tracdat serves as a repository for measurement tools that are utilized to evaluate achievement. Additional information about measurement tools such as: rubrics, exams, assignments is available at this secure link:

<http://tracdat.atu.edu:8081/tracdat/faces/assessment/home/dashboard.jsp> (secure link)

IV d. There is evidence to demonstrate that results of the assessment plan are used towards improving student learning and informing decisions on curricular changes that support graduates in achieving the Program Learning Outcomes.

Evidence of Compliance:

Each year, the assessment results are analyzed, evaluated and reported in the annual assessment report. The annual assessment report data is used by faculty to make decisions regarding curriculum and other areas that might have an impact on learning. Information from the annual assessment report may also be incorporated into the strategic plan or the planning phase. Discussions of assessment results become part of ongoing discussion in faculty meetings to improve learning outcomes.

Strengths and Weaknesses of Assurance of Student Learning:

This self-evaluation has revealed several strengths in the assurance of student learning.

1. Arkansas Tech University has invested much time, energy, and resources in improving assessment and is working closely with academic programs to develop sound assessment plans.
2. Arkansas Tech University hired a full-time Director of Assessment and Institutional Effectiveness in the fall of 2013.
3. The Office of Assessment and Institutional Effectiveness was created in the fall of 2013 and now serves as the hub of academic assessment for the ATU campus.
4. A number of resources pertaining to assessment and assurance of student learning are available to faculty and staff through the Office of Assessment and Institutional Effective personnel and on their website.

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5. Faculty and staff are now being trained on utilizing the resources that we have available to us for assessment and assurance of student learning (TracDat and Banner).
6. Faculty and staff are beginning to see the importance of assessment and assurance of student learning.
7. Assessment results are now being required as a part of the curriculum change process.

This self-evaluation has revealed several weaknesses in the assurance of student learning.

1. More involvement and buy-in is needed by faculty in the assessment and assurance of student learning process.
2. We could use more involvement from stakeholders (including HA Advisory Committee and students) in the assessment and assurance of student learning process.
3. Faculty continue to see the assessment and assurance of student learning process as time consuming and tedious and in some cases do not see the importance of the end result.
4. Implementing change as needed. Once an assessment cycle (academic year) has been completed and results tallied, then changes need to be made.
5. More training is needed in order to best utilize TracDat and options that we have for assessment and storage of data pertaining to assessment.
6. Not enough time to do a good job with assessment and assurance of student learning when teaching full loads (and overloads in some cases).

Plan of Action

1. Continue to impress upon faculty and staff the importance of assessment and assurance of student learning.
2. Explore ways to involve the HA Advisory Committee and students in the assessment and assurance of student learning process.
3. Explore different avenues of recording assessment results – work with Dr. Varner and the Office of Assessment and Institutional Effectiveness to provide training for faculty and staff.
4. Follow-up on indications of change – use assessment and assurance of student learning results wisely.
5. Take action! Understand the importance of assessment and do the best that we can to develop a solid assessment plan.

V. Curriculum

Standards

V a. The curriculum should provide students not only with a common body of knowledge in hospitality administration, but also with opportunities for students to receive exposure to critical thinking skills as well as a broad education and awareness of values, skills, and attitudes that should prepare them for responsible citizenship roles in business and society.

- **General Education Academic Experience – Discuss how you satisfy your institutional, state, and/or your regional/national accreditation requirements on general education on the following areas:**
 - **natural and physical science**
 - **social sciences**
 - **communication including both oral and written form**
 - **arts and humanities**
 - **quantitative reasoning**

Evidence of Compliance:

Arkansas Tech University is accredited by The Higher Learning Commission and is a member of the North Central Association of Colleges and Schools. Arkansas Tech University has been continuously accredited by the North Central Association of Colleges and Schools since the University's original accreditation in 1930.

Additional information pertaining to Arkansas Tech University's accreditation history is available at this link:

<http://www.atu.edu/hlc/docs/Accredit.pdf>

The courses that comprise ATU's general education curriculum also constitute the University's State Minimum Core. The State Minimum Core was established in accordance with ACT 98 of 1989, for implementation the fall semester of 1991. Act 98 requires colleges and universities to identify "a minimum core of courses which shall apply toward the general education core curriculum requirements for baccalaureate degrees at state supported institutions of higher education and which shall be fully transferable between state institutions."

The general education curriculum at Arkansas Tech University is designed to provide a foundation for knowledge common to educated people and to develop the capacity for an individual to expand that knowledge over his or her lifetime. Students who have completed

the general education curriculum at ATU will be able to: communicate effectively, think critically, develop ethical perspectives, apply scientific and quantitative reasoning, demonstrate knowledge of the arts and humanities, and understand wellness concepts.

General Education requirements can be found in the Arkansas Tech University 2014-15 Course catalog. These requirements can be found at the following link:

<http://www.atu.edu/academics/catalog/graduation-requirements.html#GenEdRequirements>

- **Hospitality Academic Experience – Provide the course number and name that satisfies the following content areas:**
 - **overview of the hospitality industry and the profession**
 - **the operations relative to lodging management**
 - **the operations relative to food service management**
 - **human resources**
 - **the marketing of goods and services**
 - **accounting procedures/practices**
 - **the legal environment**
 - **the economic environment**
 - **management information systems**
 - **organizational theory and foundations of management**
 - **facility operations maintenance and management**
 - **financial management**
 - **ethical considerations and socio-political influences affecting organizations**
 - **provisions for allowing students to develop a depth of knowledge or a broad exposure to the diverse segments of the industry**
 - **strategic management**
 - **leadership theory**
 - **provision for an evaluative culminating experience**

Evidence of Compliance:

Table 5.1 provides an overview of the hospitality academic experience at Arkansas Tech University. The table includes the ACPHA content areas and where each content area is introduced, reinforced, and emphasized within the curriculum.

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Table 5.1 Identification of Required Content Areas in the Curriculum

Content Area	Course(s) where Introduced	Courses where Emphasized	Courses where Reinforced
Overview of the hospitality industry and the profession	HA 1043 Introduction to Hospitality Management	HA 1923 Introduction to Food and Beverage Management HA 2043 Front Office Management HA 2133 Introduction to Travel and Tourism HA 2053 Work Experience	HA 4243 Advanced Lodging Operations Management HA 4983 Advanced Food Production HA 3133 Tourism Planning
The operations relative to lodging management	HA 1043 Introduction to Hospitality Management	HA 2043 Front Office Management HA 1063 Hospitality Technology HA 2053 Work Experience HA 2063 Guest Service Management	HA 4243 Advanced Lodging Operations Management HA 3143 Executive Housekeeping HA 4116 Internship
The operations relative to food service management	HA 1043 Introduction to Hospitality Management HA 1923 Introduction to Food and Beverage Management HA 2813 Basic Human Nutrition in HA	HA 2913 Principles of Food Preparations HA 1063 Hospitality Technology HA 2053 Work Experience	HA 4983 Advanced Food Production HA 4116 Internship
Human resources	HA 1043 Introduction to Hospitality Management	HA 2023 Hospitality Supervision and Leadership HA 4033 Legal Aspects of Hospitality Administration HA 4253 Club Management	HA 4113 Personnel Management in Parks, Recreation, and Hospitality Administration HA 4116 Internship
The marketing of goods and services	HA 1043 Introduction to Hospitality Management HA 1923 Introduction to Food and Beverage Management HA 2133 Introduction to Travel and Tourism HA 2063 Guest Service Management	HA 3133 Tourism Planning HA 2003 Cost Controls HA 4253 Club Management	HA 4013 Hospitality Marketing and Sales HA 4053 Meetings and Conventions HA 4063 Beverage Management HA 4093 Resort Management HA 4116 Internship
Accounting procedures and practices	HA 1923 Introduction to Food and	ACCT 2013 Accounting Principles II	HA 4093 Resort Management

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	Beverage Management HA 1063 Hospitality Technology ACCT 2003 Accounting Principles I	HA 2003 Cost Controls HA 2043 Front Office Management HA 2053 Work Experience	HA 4073 Hospitality Financial Analysis HA 4116 Internship
The legal environment	HA 1923 Introduction to Food and Beverage HA 2133 Introduction to Travel and Tourism HA 2003 Cost Controls HA 2053 Work Experience	HA 1013 Sanitation Safety HA 2043 Front Office Management HA 1063 Hospitality Technology HA 2023 Hospitality Supervision and Leadership	HA 4113 Personnel Management in PRHA HA 4033 Legal Aspects of Hospitality Administration HA 4063 Beverage Management
The economic environment	HA 1043 Introduction to Hospitality Management HA 1923 Introduction to Food and Beverage Management HA 2133 Introduction to Travel and Tourism HA 2043 Front Office Management	HA 3133 Tourism Planning HA 4053 Meetings and Conventions HA 4013 Hospitality Marketing and Sales HA 4093 Resort Management ECON 2003 Principles of Economics I	HA 4023 Hospitality Facilities Management and Design HA 4053 Meetings and Conventions HA 4116 Internship HA 4253 Club Management
Management information systems	HA 1043 Introduction to Hospitality Management HA 1923 Introduction to Food and Beverage Management HA 2053 Work Experience	HA 1063 Hospitality Technology HA 2043 Front Office Management HA 2063 Guest Service Management HA 4023 Hospitality Facilities Management and Design	HA 3143 Executive Housekeeping HA 4243 Advanced Lodging Operations Management HA 4116 Internship
Organizational theory and foundations	HA 2053 Work Experience HA 2043 Front Office Management HA 1043 Introduction to Hospitality Management HA 1923 Introduction to Food and Beverage Management HA 2133 Introduction to Travel and Tourism	HA 3143 Executive Housekeeping HA 2023 Hospitality Supervision and Leadership	HA 4253 Club Management HA 4093 Resort Management HA 4053 Meetings and Conventions HA 4113 Personnel Management in PRHA
Facility operations maintenance and management	HA 1043 Introduction to Hospitality Management	HA 1063 Hospitality Technology	HA 4023 Hospitality Facilities and Design

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	HA 1923 Introduction to Food and Beverage Management HA 1013 Sanitation Safety HA 2053 Work Experience HA 4053 Meetings and Conventions	HA 2043 Front Office Management HA 2063 Guest Service Management	HA 3143 Executive Housekeeping HA 4243 Advanced Lodging Operations Management HA 4116 Internship
Financial management	HA 1023 Introduction to Food and Beverage Management HA 1063 Hospitality Technology	HA 2003 Cost Controls HA 2043 Front Office Management HA 4063 Beverage Management	HA 4983 Advanced Food Production HA 4073 Financial Analysis HA 4053 Meetings and Conventions Management HA 4116 Internship
Ethical considerations and socio-political influences	HA 1043 Introduction to Hospitality Management HA 1923 Introduction to Food and Beverage Management HA 1013 Sanitation Safety HA 2053 Work Experience HA 2133 Introduction to Travel and Tourism HA 2813 Basic Human Nutrition in HA HA 4253 Club Management	HA 2063 Guest Service Management HA 2023 Hospitality Supervision and Leadership HA 4983 Advanced Food Production HA 4013 Hospitality Marketing and Sales HA 4093 Resort Management	HA 4063 Beverage Management HA 4113 Personnel Management in PRHA HA 4033 Legal Aspects of Hospitality Administration HA 4116 Internship
Provisions for allowing students to develop a depth of knowledge or a broad exposure to the diverse segments of the industry	HA 1043 Introduction to Hospitality Management HA 1923 Introduction to Food and Beverage Management HA 2133 Introduction to Travel and Tourism	HA 2053 Work Experience HA 2063 Guest Service Management HA 4053 Meetings and Conventions Management HA 4001 Internship Preparation	HA 4116 Internship
Strategic management	HA 2023 Hospitality Supervision and Leadership HA 1923 Introduction to Food and Beverage	HA 4013 Hospitality Marketing and Sales HA 3143 Executive Housekeeping HA 3133 Tourism Planning	HA 4243 Advanced Lodging Operations Management HA 4983 Advanced Food Production

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	HA 2133 Introduction to Travel and Tourism	HA 4073 Hospitality Financial Analysis HA 4113 Personnel Management in PRHA HA 4203 Hospitality Operational Problem Solving	HA 4053 Meetings and Convention Management HA 4203 Hospitality Operational Problem Solving
Leadership theory	HA 1043 Introduction to Hospitality Management	HA 2023 Hospitality Supervision and Leadership HA 2053 Work Experience HA 2063 Guest Service Management HA 4053 Meetings and Convention Management HA 4001 Internship Preparation	HA 4116 Internship HA 4983 Advanced Food Production HA 4113 Personnel Management in Parks, Recreation, and Hospitality Administration
Provision for an evaluative culminating experience	HA 1043 Introduction to Hospitality Management HA 4001 Internship Preparation	HA 2913 Principles of Food Preparations HA 2053 Work Experience	HA 4983 Advanced Food Production HA 4053 Meetings and Conventions Management HA 4116 Internship

- **Field Experience – Relevant operational and/or management experience in some facet of the hospitality industry, with guidance and supervision by the industry and the academic program.**
 - **Is there a field experience component?**
 - **How do the objectives of the field experience support the program learning outcomes?**
 - **Detail the structure of the field experience**
 - **Academic credit based?**
 - **Number of hours required?**
 - **Paid or unpaid?**
 - **How is it monitored?**
 - **How is it assessed?**
 - **What is the relationship between the academic program and the industry partners?**

Evidence of Compliance:

All Hospitality Administration majors are required to take HA 2053 Work Experience and HA 4116 Internship. The HA Faculty typically encourage students to take HA 2053 Work Experience late in their sophomore year due the fact that they will have completed at least a few of the Hospitality Administration classes. As of now, it is a department policy that HA 4116 internship be taken at the conclusion of the student's senior year (we require that all

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course work be completed prior to interning). Students are supervised by an HA Faculty member throughout the duration of their work experience and internship. Both of these courses are considered a three hour work load for faculty – regardless of the semester in which the student enrolls in the course.

The objectives of HA 2053 Work Experience do support the program learning outcomes. The following HA Program Learning Outcomes are addressed in the class:

- Exhibit professional hospitality administration knowledge, skills, and abilities.
- Synthesize and evaluate core management concepts in the areas of hospitality accounting, finance, human resources, marketing, operations, and technology.
- Utilize critical thinking, problem solving, written and oral communication, and investigative skills specific to hospitality administration.
- Apply experiential learning experience acquired through courses, work experience, and internship to become a successful professional.
- Demonstrate best practices to meet ever changing guest needs and expectations.
- Understand and analyze the functions of lodging and club management.
- Distinguish guest needs specific to operational settings.
- Understand and analyze the role of tourism and event management
- Understand and analyze the function of food and beverage operations.

HA 2053 Work Experience is academic credit based – successful completion of the course is worth three (3) credit hours. The required number of work hours for a student is 200 clock hours over a given semester. It can be paid or unpaid depending on the agency/entity that the student pursues. The student must enroll in HA 2053 Work Experience for the fall, spring, or summer semester. The student intern will submit weekly reports to the academic supervisor assigned to the course and will communicate with the academic supervisor via weekly reports and assignments throughout the semester. This course is included in the HA Assessment Plan. The syllabus for HA 2053 work Experience is included at this link:

http://www.atu.edu/prha/docs/HA2053_Syllabi.pdf

The objectives of HA 4116 Internship do support the program learning outcomes. The following HA Program Learning Outcomes are addressed in the class:

- Exhibit professional hospitality administration knowledge, skills, and abilities.
- Synthesize and evaluate core management concepts in the areas of hospitality accounting, finance, human resources, marketing, operations, and technology.
- Describe the fundamental principles of leadership and demonstrate successful leadership skills.
- Utilize critical thinking, problem solving, written and oral communication, and investigative skills specific to hospitality administration.
- Apply experiential learning experience acquired through courses, work experience, and internship to become a successful professional.
- Demonstrate best practices to meet ever changing guest needs and expectations.

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The Hospitality Administration Program's internship selection process also helps students gain skills in career planning and placement. Our internship placement process mimics the job search process. Students must complete resumes and cover letters in HA 4001 Internship Preparation and then in turn send them out to potential internship sites. These agencies may or may not grant interviews, and based on the interview, may or may not extend the offer for an internship placement to the student. Students, in turn, may or may not choose to accept a placement opportunity with a given agency. This system appears to work well and increases our students' confidence in both job-hunting, and in adjusting to the employment process.

Students in the Parks, Recreation, and Hospitality Administration Department are required to take a 1 credit hour class HA 4001 Internship Preparation. Students are required to enroll in the course the semester prior to their internship as the course is designed to help students prepare for internship, graduation, and employment post-graduation. The class covers such topics as: resume preparation, cover letters, thank-you and follow-up letters, how to interview, professional dress, job searches, and professional portfolios.

HA 4116 Internship is academic credit based – successful completion of the course is worth 6 credit hours. The required number of work weeks and hours is a minimum of 12 weeks/maximum of 14 weeks for a total of 560 clock hours. The internship can be paid or unpaid depending on the agency/entity that the student pursues. The student must enroll in HA 4116 Internship their final semester after completing all required course work. The student intern will submit weekly reports to the academic supervisor assigned to the course and will communicate with the academic supervisor via weekly reports and assignments throughout the semester. Interns are also required to schedule a time for a site visit with their academic and agency supervisor. Academic supervisors are encouraged to stay in regular contact with interns and be available to them if the need arises. This course is included in the HA Assessment Plan. The syllabus for HA 4116 is included at this link:

<http://www.atu.edu/prha/docs/HA4116.pdf>

The Hospitality Administration Program maintains a relationship with industry partners, through both formal and informal means. These means include:

- *Hospitality Administration Advisory Committee.* An advisory committee made up of approximately 25 Hospitality professionals and 2 HA students has been in place for a number of years. This is an excellent group which is comprised of professionals from various hospitality related settings throughout the state. The committee has given the Hospitality Administration program invaluable input into curricular matters, work experience and internship standards, and to the program's strategic plan. The faculty meets with the Hospitality Administration Advisory Committee at least once a year, usually in the spring.

- *Practitioners at internship sites.* Faculty members are directly involved in supervising students during their internship (HA 4116). Faculty members make site visits with most interns (in and out of the state of Arkansas), facilitating first-hand contact with professionals in various hospitality related settings. Also the HA Program maintains an extensive file of past internships containing the names and contact information of professionals who have served as internship supervisors since the late 1990's.
- *Work Experiences.* Faculty members actively collaborate with numerous agencies to offer fieldwork experiences in the following courses: HA 2053 Work Experience, HA 1043 Introduction to Hospitality Administration, HA 2063 Guest Service Management, HA 3143 Executive Housekeeping, HA 4053 Meetings and Conventions, and a few additional courses.
- *Professional Associations.* Faculty members are active in several professional associations that involve interaction or collaboration with professionals. These associations range from local to state to regional to national. See faculty vitae for additional details.
- *Guest Speakers in courses.* Faculty members regularly invite professionals in the field into their classes to serve as guest speakers. This is an opportunity for interaction between faculty, student, and professionals.
- *Alumni Network.* The HA Program attempts to maintain a close relationship with many of its alumni (500 plus). Alumni are encouraged to keep the program informed of their professional careers and asked to post current business cards in the PRHA Department Resource Room.
- *Consultation.* The HA faculty has been involved in consultation efforts with a number of different agencies as identified in faculty vitae.

V b. The curriculum is designed to meet the program's mission and flows from the program learning outcomes.

- **The curriculum is designed to provide sequential development and logical progression in coursework.**
- **The curriculum includes and appropriate mix of theoretical and applied experiences for achieving the educational mission.**
- **The curriculum provides a balanced mix and flexibility in hospitality elective offerings.**
- **Opportunities are provided for advanced work in some of the subject areas, consistent with the program's mission and learning outcomes.**

Evidence of Compliance:

The HA curriculum was designed to provide students with the knowledge and skills needed for professional management positions in the hospitality industry. The support courses in business and management provide students with the theoretical foundation needed to be successful managers in the hospitality industry. Support courses in business and professional speaking and computer applications provide students with interpersonal and technical skills needed in the hospitality industry.

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The general education courses provide a foundation in written and oral communication, critical thinking, ethical perspectives, application of scientific and quantitative reasoning, arts and humanities, and wellness concepts needed for life-long learning, as well as professional growth and development. The entry level courses in hospitality provide the theoretical foundation for the discipline and the technical skills for the industry.

The capstone courses in hospitality prepare graduates for problem solving, critical thinking, and job performance. The hospitality faculty emphasizes the importance of ethical and professional behavior in all aspects of the industry. The importance of research and life-long learning (continuing education) are emphasized, as well as leadership skills and development to the industry.

Currently three emphasis areas are offered within the Bachelor of Science in Hospitality Administration degree. The three emphasis areas include: Food and Beverage Management, Lodging and Club Management and Tourism and Event Management with a core group of courses being required for all Hospitality majors. The core courses include:

<u>Course</u>	<u>Semester Credit Hours</u>
HA 1043 Introduction to Hospitality Management	3
HA 1063 Hospitality Technology	3
HA 2003 Cost Controls	3
HA 2023 Hospitality Supervision and Leadership	3
HA 2053 Work Experience	3
HA 2063 Guest Service Management	3
HA 4001 Internship Preparation	1
HA 4013 Hospitality Marketing and Sales	3
HA 4023 Hospitality Facilities Management and Design	3
HA 4033 Legal Aspects of Hospitality Administration	3
HA 4073 Hospitality Financial Analysis	3
HA 4113 Personnel Management in PRHA	3
HA 4203 Hospitality Operational Problem Solving	3
HA 4116 Internship	6
Total	43

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See Table 5.2 to see how the HA Curriculum connects to the Program Learning Outcomes.

See Table 5.3 for the Curriculum Progression Ladder for Bachelor of Science in Hospitality Administration with an emphasis in Food and Beverage.

See Table 5.3 for the Curriculum Progression Ladder for Bachelor of Science in Hospitality Administration with an emphasis in Lodging and Club Management.

See Table 5.5 for the Curriculum Progression Ladder for Bachelor of Science in Hospitality Administration with an emphasis in Tourism and Event Management.

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Table 5.2 Connecting the Curriculum to Program Learning Outcomes

Program Learning Outcome	HA 1043	HA 1063	HA 2003	HA 2023	HA 2053	HA 2063	HA 4001	HA 4013	HA 4023	HA 4033	HA 4053	HA 4073	HA 4113	HA 4203	HA 4116
Exhibit professional hospitality administration knowledge, skills, and abilities.	I		I	F	F	F	F								R
Synthesize and evaluate core management concepts in the areas of hospitality accounting, finance, human resources, marketing, operations, and technology.	I	I	F	I	F			R		F		R	R		R
Describe the fundamental principles of leadership and demonstrate successful leadership skills.	I			F		F			R		R		R		R
Utilize critical thinking, problem solving, written and oral communication, and investigative skills specific to hospitality administration	I				F	F		E				R	R	R	R
Apply experiential learning experience acquired through courses, work experience, and internship to become a successful professional.					I	I			E		E				R
Demonstrate best practices to meet ever changing guest needs and expectations.	I				F	F		E		F	R				R

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Connecting the Curriculum to Program Learning Outcomes

Program Learning Outcome	HA 1923	HA 2043	HA 2133	HA 2813	HA 2913	HA 3133	HA 3143	HA 4053	HA 4063	HA 4093	HA 4243	HA 4253	HA 4983
Lodging and Club Management													
Understand and analyze the functions of lodging and club management		F					F				R	R	
Distinguish guest needs specific to operational settings		F					R	R		R	R	R	
Tourism and Event Management													
Understand and analyze the role of tourism and event management			I			F		R		I			
Plan, organize, coordinate, develop, and evaluate the issues related to tourism planning and event management			I			F		R		I			
Food and Beverage Management													
Understand and analyze the function of food and beverage operations	I			E	E			E	R				R
Manage the entire operation; coordinate and evaluate all aspects of food and beverage services	I				E				E				R

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Table 5.3 Curriculum Progression Ladder – Food and Beverage Management

Year 1

<i>Fall</i>	<i>Spring</i>
English Composition I	English Composition II
Introduction to Computer Based Systems	A Survey of Chemistry and Lab
Orientation to the University	College Algebra
Introduction to Hospitality Management	Sanitation Safety
Science with Lab	Hospitality Technology

Year 2

<i>Fall</i>	<i>Spring</i>
Accounting Principles I	Business and Professional Speaking
Principles of Economics I	Accounting Principles II
Cost Controls	General Psychology
Guest Service Management	Hospitality Supervision and Leadership
Introduction to Food and Beverage Management	Work Experience

Year 3

<i>Fall</i>	<i>Spring</i>
Fine Arts and Humanities	Fine Arts and Humanities
U.S. History/Government	Management and Organizational Behavior
Business Communications	Approved Electives (5)
Basic Human Nutrition in Hospitality Administration	Approved Electives (3000-4000 level)
Principles of Food Preparations	

Year 4

<i>Fall</i>	<i>Spring</i>
Hospitality Marketing and Sales	Internship Preparation
Beverage Management	Hospitality Facilities Management and Design
Hospitality Financial Analysis	Legal Aspects of Hospitality Administration
Advanced Food Production	Personnel Management in PRHA
	Hospitality Operational Problem Solving

9th Semester

<i>Summer (whatever semester it falls)</i>
Internship

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Table 5.4 Curriculum Progression Ladder – Lodging and Club Management

Year 1

<i>Fall</i>	<i>Spring</i>
English Composition I	English Composition II
Introduction to Computer Based Systems	A Survey of Chemistry and Lab
Orientation to the University	College Algebra
Introduction to Hospitality Management	Hospitality Technology
Science with Lab	Approved Elective (2 hours)

Year 2

<i>Fall</i>	<i>Spring</i>
Accounting Principles I	Business and Professional Speaking
Principles of Economics I	Accounting Principles II
Cost Controls	General Psychology
Guest Service Management	Hospitality Supervision and Leadership
Fine Arts and Humanities	Front Office Management

Year 3

<i>Fall</i>	<i>Spring</i>
Work Experience	Fine Arts and Humanities
U.S. History/Government	Management and Organizational Behavior
Business Communications	Hospitality Operational Problem Solving
Executive Housekeeping	Resort Management
Approved Electives (3)	Personnel Management in PRHA

Year 4

<i>Fall</i>	<i>Spring</i>
Hospitality Marketing and Sales	Internship Preparation
Beverage Management	Hospitality Facilities Management and Design
Hospitality Financial Analysis	Legal Aspects of Hospitality Administration
Advanced Lodging Operations Management	Hospitality Operational Problem Solving
	Approved Electives (3 hours)

9th Semester

<i>Summer (whatever semester it falls)</i>
Internship

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Table 5.5 Curriculum Progression Ladder – Tourism and Event Management

Year 1

<i>Fall</i>	<i>Spring</i>
English Composition I	English Composition II
Introduction to Computer Based Systems	Science with Lab
Orientation to the University	College Algebra
Introduction to Hospitality Management	Hospitality Technology
Science with Lab	Approved Electives (3 hours)

Year 2

<i>Fall</i>	<i>Spring</i>
Accounting Principles I	Business and Professional Speaking
Principles of Economics I	Accounting Principles II
Cost Controls	General Psychology
Guest Service Management	Hospitality Supervision and Leadership
Introduction to Travel and Tourism	Tourism Planning

Year 3

<i>Fall</i>	<i>Spring</i>
Fine Arts and Humanities	Fine Arts and Humanities
U.S. History/Government	Management and Organizational Behavior
Business Communications	Recreational Sport Management
Commercial Recreation	Legal Aspects of Hospitality Administration
Work Experience	

Year 4

<i>Fall</i>	<i>Spring</i>
Hospitality Marketing and Sales	Internship Preparation
Hospitality Financial Analysis	Hospitality Facilities Management and Design
Personnel Management in PRHA	Meetings and Conventions
Approved electives (5)	Resort Management
	Hospitality Operational Problem Solving

9th Semester

<i>Summer (whatever semester it falls)</i>
Internship

V c. In curricula designed with more than one area of concentration, specialization, or emphasis that are within the control of the program, including distance education, the requirements and learning outcomes of each are clearly distinguished.

Evidence of Compliance:

Refer to Table 5.3, 5.4, and 5.5 for course requirements for each of the emphasis areas.

Program Learning Outcomes are clearly distinguished for each of the emphasis area and are included below:

Lodging and Club Management Emphasis Learning Outcomes

At the conclusion of the program, students will be able to:

1. Understand and analyze the functions of lodging and club operations.
2. Distinguish guest needs specific to operational settings.

Tourism and Event Management Emphasis Learning Outcomes

At the conclusion of the program, students will be able to:

1. Understand and analyze the role of tourism and event management.
2. Plan, organize, coordinate, develop, and evaluate the issues related to tourism planning and event management.

Food and Beverage Management Emphasis Learning Outcomes

At the conclusion of the program, students will be able to:

1. Understand and analyze the function of food and beverage operations.
2. Manage the entire operation; coordinate and evaluate all aspects of food and beverage services.

V d. For each course offered specifically by the degree program or under the prerogative of the program, there is a detailed and organized syllabus.

- **The syllabus contains the course learning outcomes (CLO's) written in measurable taxonomy.**
- **The syllabus contains the linkage between course learning outcomes and program learning outcomes.**
- **The syllabus contains a timeline of the subject matter covered, learning activities, and methods of assessment.**
-

Evidence of Compliance:

According to the ATU Faculty Handbook syllabi should be distributed in each class during the first week of the semester. At a minimum the following information should be included in syllabi for both face-to-face and electronic course delivery:

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- A. Course number
- B. Course title
- C. Name of instructor, office hours, contact information (telephone, email)
- D. Catalog description
- E. Text required for course
- F. Bibliography (supplemental reading list)
- G. Justification/rationale for course
- H. Course objectives
- I. Assessment methods (including grading policy)
- J. Policy on absences, cheating, plagiarism, etc.
- K. Course content (outline of material to be covered in the course)

Additional information pertaining to Course Syllabi can be located at this link:

<http://www.atu.edu/academics/docs/fhsectionfour2014.pdf>

Course syllabi for all HA course are available at the following link:

http://www.atu.edu/prha/List_HA_Course_Syllabi.php

V e. In the event that the program involves any relationship with organizations outside of the institution, such a relationship must include a written agreement defining the learning activity and responsibilities involved in assuring that the relationship is consistent with the mission of the program.

Evidence of Compliance:

The Executive Housekeeping class utilizes Mount Magazine State Park and Lodge as a learning lab and there is a clearly defined written agreement between the Instructor of the Executive Housekeeping class and the Executive Housekeeper at Mount Magazine. The mission and intent of the exercise is clearly defined.

A few of the Hospitality Administration classes utilize various areas of Lake Point Conference Center at Arkansas Tech University for learning labs. Lake Point Conference Center is owned and operated by Arkansas Tech University, but is not on the main ATU campus. There is a mutual understanding with the Facility Director and HA Instructors when areas and facilities are utilized at Lake Point Conference Center. The mission and the intent of the exercise and/or project is for educational purposes only.

Any other relationships with entities outside of the Arkansas Tech University campus are clearly defined in a written agreement and are consistent with the mission of the program.

Strengths and Weaknesses of the Curriculum:

In appraising the Hospitality Administration curriculum the following strengths were identified:

1. The HA curriculum has a strong management/business base which provides students with preparation for management positions.
2. Comprehensive undergraduate core curriculum which covers all areas of hospitality management which prepares students for a variety of hospitality management positions.
3. The HA curriculum was divided into three emphasis areas in 2009; food and beverage management, lodging and club management, and tourism and event management which prepares students for management positions in a variety of areas.
4. State-of-the-art food lab and dining room.
5. ATU has a strong focus on teaching, so full-time tenure track faculty teach 9 to 12 credit hours each semester.
6. Well versed and highly experienced adjunct faculty.
7. HA faculty has a wide range of hospitality experiences and they bring those experiences to the classroom.
8. Technology in every classroom in Williamson Hall.
9. The required and supervised work experience and internship provides entry level management opportunities and experiences to HA graduates.
10. Experiential learning opportunities that are afforded throughout the HA curriculum.

In appraising the Hospitality Administration curriculum the following weaknesses were identified:

1. The HA faculty would like to have a lodging facility or at least a lodging lab to be used as a teaching lab for lodging and executive housekeeping courses.
2. Software for various HA classes so that students would/could gain more exposure to hospitality software applications.
3. The Tourism and Event Management emphasis curriculum needs to be revised – additional classes in event management need to be added to better prepare students for a career in event management.
4. Need to look into revising and resurrecting the Menu class for the Food and Beverage Management emphasis.

Plan of Action

1. Continue to work on and to seek opportunities to acquire a lodging facility or space that could be utilized as a lodging learning lab.
2. Continue with the HA technology class and look for funding opportunities for software.
3. Look to the ACPHA Accreditation process and self-evaluation for guidance with weaknesses in the curriculum in order to satisfy the standards and competencies for a quality undergraduate HA program.

VI. Instructional Resources

Standards

VI a. The faculty is numerically sufficient to achieve the objectives of the program and to perform the responsibilities assigned to it: instruction, advisement, academic planning, curricular development, and program direction.

Evidence of Compliance:

The Hospitality Administration Program has three tenure track faculty positions and two non-tenure track positions. Two of the three tenure track faculty positions are filled at this time and one is vacant (due to the recent loss of Dr. Brenda Montgomery) and both of the non-tenure track positions are currently filled. Dr. Dong Soo Lee and Dr. Seungsuk Lee both are tenure track faculty members who are full-time and teach a minimum of 12 hours per semester. Ms. Susan West is a non-tenure track faculty member and she teaches a full load (12 hours) per semester. Ms. Cass Capen-Housely is our new Instructor/Event Coordinator and she has no teaching responsibilities at this time (as she was just hired in September); she will however teach a one three hour course each semester and oversee special events for the department.

Dr. Glen Bishop, Associate Professor of Recreation and Park Administration and Dr. Cathi McMahan, Department Head/Associate Professor of Recreation and Park Administration also teach a minimum of three hours a semester in the Hospitality Administration Program. The department also utilizes adjunct faculty, some on a regular basis, depending on program need, specialty areas, and student enrollment.

When fully staffed the HA Program will have five full-time faculty members which is sufficient to achieve the objectives of the program and to perform the responsibilities assigned to it: including instruction, advisement, academic planning, curricular development, and program direction. The HA Program currently consists of one Department Head (who splits a 6 hour administrative role with the Recreation and Park Administration Program), three Assistant Professors, one full-time Instructor/Event Coordinator, four Adjunct Instructors, one full-time Administrative Specialist, and five part-time student workers.

Teaching is the primary responsibility of the Hospitality Administration faculty at ATU. A typical teaching load is 12 credit hours per semester for each faculty member. However, during the annual evaluation process each spring faculty indicate prior to the upcoming academic year what percent of their time will be dedicated to teaching, scholarship, and service for evaluation purposes. Each faculty member may choose between 60%-80% of

their time dedicated to teaching, 10%-30% of their time dedicated to scholarship, and 10%-30% dedicated to scholarship.

VI b. The preparation and qualifications of all members of the instructional staff are suited to the field and level of their assignments. Those in conventional academic fields hold advanced academic degrees or present evidence of scholarship or creative achievement appropriate to their positions; those in professional or technical fields have equally appropriate preparation and attainments.

Evidence of Compliance:

Full-time faculty members hold at least one degree in parks, recreation, tourism, and related professions. All faculty members have demonstrated competency in the subject matter for which they are responsible. All adjunct faculty members have a master's degree or competency in the field for which they are responsible. (See Table 6.1 and Faculty Vitae).

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**Table 6. 1
Faculty Profiles**

Full Time Faculty	Lee, Dong Soo	Lee, Seung suk	West, Susan	Capen-Housley, Cass
%time teaching	100	100	100	25
Doctorate Institution (major) (minor)	Texas Tech University Hospitality Administration Management Information Systems	Iowa State University Food Service & Lodging Management	University of Arkansas 36 graduate hours – Adult Education	
Master's Institution (major)	Pennsylvania State University Hotel, Restaurant, & Institutional Management Kyunghee University Korea MBA Tourism Administration	Oklahoma State University Hospitality Management	University of Arkansas Sociology	Maryhurst University MBA Sustainable Business
Bachelor's Institution (major)	University of Santo Tomas Philippines Tourism	Oklahoma State University Hotel and Restaurant Administration	Stephen F. Austin Sociology	Arkansas Tech University Business Administration
Areas of Expertise	Management Information Systems, Tourism, Financial Analysis	Cost Controls, Food Preparation, Food Service Industry	Hotel and Lodging Management, Facility Design, Executive Housekeeping	Food Sustainability, Marketing, Event Coordinating
Certifications	CHIA, Certificate of Managerial Accounting	ServSafe, FMP, CHIA	ServSafe Instructor/Proctor, CHE, ServSafe Alcohol	

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Adjunct Faculty	Howell, Glenna	Green, Lee	McCarter, Walt	Paassen, Monique
%time teaching	25	25	25	25
Doctorate Institution (major) (minor)				
Master's Institution (major)	Arkansas Tech University M/NLL Leadership and Learning	The Wine and Spirits Educational Trust Master of Wine	University of Arkansas Masters of Laws Agricultural Law Juris Doctor	European University International Hospitality & Tourism Management
Bachelor's Institution (major)	Arkansas Tech University Hospitality Administration/Public Relations	Arkansas Tech University Recreation and Park Administration	Arkansas Tech University Agricultural Business	European University International Hospitality & Tourism Management
Areas of Expertise	Catering, Guest Service, Introduction to Food and Beverage, Restaurant Expertise	Wine, Wine Production, Beverage Management	Agriculture, Agricultural Law, and Legal Aspects of Hospitality	Tourism Management, International Education Skills, Broad Industry Experience
Certifications	ServSafe	ServSafe Alcohol	Law License	Advanced Food Safety, Hotel Management

VI c. Professional, clerical, and paraprofessional staff members are available and adequate to assist instructional faculty in materials preparation, supervision, tutoring, and other general tasks.

Evidence of Compliance:

Karen Hall is the PRHA Department Administrative Specialist. She is the full time professional and clerical staff person for the PRHA Department. She manages the HA budget and accounts. She assists faculty with preparation and copying of teaching materials and assist with other responsibilities. Ms. Hall also supervises all PRHA Department student workers – both work study and non-work study student workers.

Cass Capen-Housley is the new Instructor/Event Coordinator for the Hospitality Administration Program. Cass will teach one three hour class per semester and will dedicate the rest of her time to planning, organizing, staffing, and overseeing special events in the Williamson Dining Room. These special events will showcase the skills of the hospitality students, expose the HA students to catering and special events, promote the HA Program to the public and potential majors and donors, and provide students with experience in the industry. Presently, one of the main responsibilities of the Event Coordinator is to plan, purchase, prepare, and serve the food (utilizing HA students) for the President's Box for all home football games.

Fellowships are provided to HA students who apply and qualify for them. The two fellowship students assist instructors in the food labs, in beverage management and guest service management courses. They also assist the Event Coordinator with the planning, organizing, preparation, and clean-up for special events.

Joyce Driggers is the Institutional Services staff member for Williamson Hall. She is responsible for the physical appearance and cleanliness of the building. She assists with the cleaning and care of the Williamson Dining Room before and after meals and special events.

We also hire a number of student workers (both work study and non-work study students) to assist with the day-to-day operations of the PRHA Department and special events hosted by the Hospitality Administration Program

VI d. Conditions of service, including appointment, promotion, salary, workload, etc. are equitable and administered ethically.

- **What does the program consider to be the duties and responsibilities of the individual faculty member?**
- **Where are these described?**
- **Describe the conditions of service for faculty, including policies and procedures on tenure and promotion, workload, salary, etc.**

Evidence of Compliance:

It is the policy of the University to hold the normal teaching load to approximately twelve semester hours, with some variations because of differing teaching problems in certain departments. The normal twelve-hour load is intended to provide the instructor with the time and opportunity for the most effective instruction and for some research.

The General Statement of Policy/Procedure for Faculty Teaching Workload can be found in the Arkansas Tech University Faculty handbook located at this link:

<http://www.atu.edu/academics/docs/fhsectionfour2014.pdf>

If a situation necessitates that a faculty member teach more than the required 12 hours per semester, they are paid an overload for the additional hours assigned to them.

The Hospitality Administration Program complies with Arkansas Tech University's policies and procedures in relation to salaries, promotion, tenure, sabbatical leaves, leaves of absence, and related policies.

Salary: HA faculty salaries (nine month contracts) are comparable to other department's faculty salaries on campus. HA faculty also have the opportunity to teach summer courses for additional salary for either a 5-week or 10-week summer term.

Additional information pertaining to promotion, tenure, university services, sabbatical and other leaves, and workload assignments can be found in the Arkansas Tech University Faculty Handbook and is available at the following links:

Promotion: <http://www.atu.edu/academics/docs/fhsectiontwo2014.pdf> (page 69)

Tenure: <http://www.atu.edu/academics/docs/fhsectiontwo2014.pdf> (page 73)

University services: <http://www.atu.edu/academics/docs/fhsectiontwo2014.pdf> (page 89)

Sabbatical and other leaves: <http://www.atu.edu/academics/docs/fhsectiontwo2014.pdf> (page 96)

Workload assignments: <http://www.atu.edu/academics/docs/fhsectionfour2014.pdf>

Salaries: <http://www.atu.edu/academics/docs/fhsectiontwo2014.pdf> (page 86)

VI e. The faculty is substantively involved in curricular development and evaluation and in the formulation of academic policies and practices.

Evidence of Compliance:

Faculty and the department chair set policies and procedures within the department. The PRHA Department Head is responsible for implementing these policies and procedures. Examples of policies and procedures would include waiver and/or substitution of major courses, the process of handling incomplete grades, and internship and work experience guidelines. Policies and procedures affecting the PRHA Department are typically discussed in faculty meetings.

Faculty Senate is also a venue for developing and implementing academic policies and procedures. There is routinely at least one member of the PRHA Faculty on the Faculty Senate.

The Arkansas Tech University Faculty Handbook is the policy manual for the college and is available at this link:

<http://www.atu.edu/academics/docs/entirehandbook2014.pdf>

The HA faculty discusses curricular issues during bi-weekly faculty meetings and annual retreats. The HA faculty instigates curriculum development and evaluation with advice from the HA Advisory Committee, Internship Site Supervisors, students, and alumni. Additional information pertaining to curricular development and evaluation and the formulation of academic policies and practices is available at this link:

<http://www.atu.edu/academics/docs/fhsectionfive2014.pdf>

VI f. Mechanisms are in place and regularly utilized for evaluating teaching effectiveness and effectiveness in career and academic advisement.

- **Describe the mechanisms in place for evaluating teaching effectiveness. How often does such evaluation occur?**
- **What mechanisms are used to evaluate effectiveness of faculty in career and academic advisement? How often does such an evaluation occur?**

Evidence of Compliance:

Students in the Hospitality Administration Program provide informal feedback through comments and suggestions to the faculty, both solicited and unsolicited.

Examples of evaluating teaching effectiveness include the following:

Mid-term Evaluations: Students provide formal feedback for every RP course at mid-term of each semester per department policy.

Student Evaluation of Courses: Student evaluations of courses are administered every time a course is taught for non-tenured faculty and at least once a year (spring or fall) for each course for tenured faculty. Student evaluations of courses provide students with an

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opportunity to give feedback to instructors. Additional information pertaining to the administration and utilization of Student Evaluation of Courses is available at the following link:

<http://www.atu.edu/academics/docs/entirehandbook2014.pdf> (page 67)

Peer Evaluation of Teaching: There is a departmental Peer Evaluation Committee consisting of senior faculty in the PRHA Department and senior faculty outside of the department who evaluate each faculty member's teaching each spring. Each faculty member submits a teaching portfolio to the Peer Review Committee, made up of 4-6 senior faculty members, who complete a formative evaluation of the faculty member's teaching effectiveness after reviewing the portfolio and meeting with each faculty member individually.

Information pertaining to Peer Evaluation of Teaching and Annual Faculty Evaluations is available at the following link:

<http://www.atu.edu/academics/docs/entirehandbook2014.pdf> (page 64)

Arkansas Tech University places a heavy emphasis on advising as an important aspect of teaching for faculty and an important part of the educational experience for students. Hospitality Administration students are normally assigned to a faculty advisor based on their emphasis or interest. Every attempt is made to assign advisees equally among full time faculty. However, even though students are assigned to a faculty advisor, students may seek academic advising from any of the full time HA faculty. Occasionally, students request and are granted a change of advisor for whatever reason.

Arkansas Tech University requires that degree audits be completed for each student at least 3 semesters prior to graduation. The degree audit is completed by the faculty advisor and is facilitated by the Academic Advising Transcript that is produced by the online BANNER advising system. Once the degree audit is completed, it is checked and signed by the student, checked and signed by the Department Head, and then it is sent to the Dean's office where it is checked for errors and if correct signed by the Dean.

The degree audit is then sent to the Registrar's office for the final check and approval. The formal degree audit process provides a check and balance system for faculty advising and makes changes, if needed in advising. Graduation check lists (currently in the process of being revised by the Registrar), developed by the Registrar's office for each emphasis in the Hospitality Administration degree program, are used to advise students throughout their degree process so there is continuity throughout the advising and degree audit process.

The academic curricula are also outlined, by semester, in the Arkansas Tech University undergraduate catalog to allow students to follow the sequence of courses, suggested course loads and choices for electives for each emphasis.

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Current advising in the Hospitality Administration Program is comprised of the following:

- One-on-one meetings with faculty advisor and student at least 2 times per year
- BANNER Degree Evaluation and transcript available to faculty and students, providing real-time program progress
- Degree planning and degree audit with advisor
- Pre-internship checklist to audit eligibility for the internship semester

The current ratio of faculty advisors to advisees is approximately 30-40 students to one faculty advisor. Only full time faculty is assigned advising responsibility. Students are encouraged to visit their faculty advisor as needed and at least 30 minutes are scheduled and reserved for each advisee for pre-registration advising in April and November.

Currently students are asked to complete a short paper survey on their academic advising experience and leave it in the office with the PRHA Administrative Specialist. The surveys are then reviewed by the Department Head and discussed in a faculty meeting.

Through various courses and advisement, the Hospitality Administration Program provides students with information regarding career opportunities and settings. In addition to this information, the HA Program maintains up-to-date job information and postings on the Parks, Recreation, and Hospitality Administration web site. This information is available at the following link:

<http://www.atu.edu/prha/jobads.php>

Arkansas Tech University's Norman Career Services provides career development and employment opportunities through a variety of services, including workshops, campus interviews, career fairs, and employment referrals. Its staff help students explore career opportunities; learn resume writing, interviewing, and other job hunting skills; identify potential employment opportunities; and provides access to a range of part-time positions, job shadowing opportunities, and internships. Additional information on Norman Career Services is available at this link:

<http://www.atu.edu/career/>

Presently there is no mechanism in place to evaluate career advisement. However, Norman Career Services is in the process of addressing this issue and is looking into purchasing software that would assist with this task. This is also something that needs to be addressed in a senior exit interview and/or alumni survey in the future.

VI g. Program core requirements are taught by full-time faculty.

Evidence of Compliance:

As indicated in Table 6.2 93% of the professional core courses are taught by full-time faculty members.

**Table 6.2
Instructors for HA Program Core Requirements**

Course #	Course Title	Instructor(s)
HA 1043	Introduction to Hospitality Management	West, Howell
HA 1063	Hospitality Technology	D. Lee
HA 2003	Cost Controls	S. Lee
HA 2023	Hospitality Supervision and Leadership	West
HA 2053	Work Experience	D. Lee, S. Lee, and West
HA 2063	Guest Service Management	D. Lee
HA 4001	Internship Preparation	McMahan
HA 4013	Hospitality Marketing and Sales	West, D. Lee
HA 4023	Hospitality Facilities Management and Design	West
HA 4033	Legal Aspects of Hospitality Administration	McCarter
HA 4073	Hospitality Financial Analysis	D. Lee
HA 4113	Personnel Management in PRHA	D. Lee, S. Lee
HA 4203	Hospitality Operational Problem Solving	West
HA 4116	Internship	D. Lee, S. Lee, West, & McMahan

VI h. There is an appropriate balance between full-time and part-time faculty to enable the program’s objectives to be realized.

Evidence of Compliance:

Yes, there is an appropriate balance between full-time and part-time faculty to enable the program’s objectives to be met. The majority of the classes in the HA Program are currently

being taught by full-time faculty. The HA Program only employs four adjunct faculty members.

VI i. Members of the faculty demonstrate continuous professional growth, productivity, and enhancement of experience in their areas of expertise.

Evidence of Compliance:

Faculty members in the Hospitality Administration Program actively participate in continuing professional development. Details on the level of professional activity are provided in faculty vitae. Faculty members regularly attend and participate in local, regional, and national conferences. Faculty members maintain memberships in a variety of professional organizations.

Faculty vitae are located at the following link:

http://www.atu.edu/prha/Faculty_Vitae_DLee.php

VI j. There is evidence that the professional development of the faculty is encouraged, supported, and evaluated.

Evidence of Compliance:

Members of the faculty of the Hospitality Administration Program have the same professional development opportunities as all other faculty in the University. Faculty members regularly attend and participate in on-campus workshops, local, state, and national conferences. Faculty members attain and maintain various certifications, secure and maintain memberships in professional organizations, host and or/present workshops or seminars, and maintain subscriptions to professional publications. See faculty vitae for further details.

An important professional development resource is the opportunity to apply for and receive a professional development grant. These grants allow faculty members to conduct research, pursue an academically creative idea, or attend a professional enhancement activity. More information on Professional Development Grants is available at this link:

http://www.atu.edu/research/faculty_dev.php

Strengths and Weaknesses of Instructional Resources:

Some of the strengths of the Hospitality Administration Program in terms of instructional resources would include the following:

1. The number of HA faculty positions has increased over the years, with two full-time faculty positions being added in 2005.
2. A new position was just created for a full-time Instructor/Event Coordinator with this person coming on board in Fall 2014.
3. The flexibility of the HA faculty to teach a variety of classes.
4. We are fortunate to have a full-time Administrative Specialist, some other departments have to share administrative support.

Some of the weaknesses of the Hospitality Administration Program in terms of instructional resources would include the following:

1. Finding qualified HA faculty with terminal degrees has been a challenge.
2. Low salaries. ATU is lagging behind the norm on faculty salaries.
3. Providing time for faculty to participate in scholarly activity in a university which emphasizes teaching is a challenge.

Plan of Action

1. Continue to recruit qualified HA faculty with terminal degrees. At this time we are currently advertising for a fifth HA faculty member and hope to find someone with a terminal degree.
2. Continue to address the issue of low salaries at ATU. We have a new University President who has briefly addressed this issue, so hopefully she will be able to find a solution to the problem.
3. As mentioned previously, we have a new University President and hopes are that she will address the issue of release time for scholarly activity.

VII. Student Support Services

Standards

VII a. Accurate and clearly stated information about admission, progression, retention, dismissal, and graduation requirements is available in written form and on-line. These requirements meet or exceed the minimum standards or the parent institution.

- **Describe how the program communicates to its students concerning its academic policies and procedures. This would include information about the program's admission, progression, retention, dismissal, and graduation requirements.**
- **Describe, if applicable, the program's policies and procedures governing the number of hours a student can receive credit for activities outside the classroom such as life experience, fieldwork, directed study, etc.**

Evidence of Compliance:

Most communication from faculty and/or staff will be sent through the student's official Tech e-mail address. All freshmen go through a required orientation at the beginning of their freshman year in which university policies and procedures are covered. The Hospitality Administration Program adheres to the written policies and procedures for admission, progression, retention, dismissal, and graduation requirements established by the University. These policies and procedures are outlined in the Undergraduate catalog, on the ATU Admissions website, and in the Student Handbook.

Admission requirements are available at the following links:

<http://www.atu.edu/academics/catalog/admission.html>

<http://www.atu.edu/admissions/requirements.php>

<http://issuu.com/arkansastechuniversity/docs/studenthandbook2014>

Retention and dismissal requirements are available at the following link:

<http://www.atu.edu/academics/catalog/regulations-procedures.html>

Graduation of HA students has always been a priority of the Program. The HA faculty takes pride in getting to know the students and seeing the students succeed. If a student is looking to drop out, the faculty will do what they can to intervene and to help the student find a solution to the problem and keep them in school if at all possible.

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Arkansas Tech University has a retention plan in place and has won a national award for their retention efforts. In August 2005 a Director of Retention Services was hired to oversee the Bridge to Excellence (B2E) program. In the B2E program, Arkansas Tech University faculty members volunteer to serve as mentors to the freshmen working with them to keep them in school during their freshman year when the dropout rate is high. The B2E program's continuing goals include: (1) increasing Arkansas Tech University's freshmen retention rate, (2) boosting freshmen participants' GPA's and (3) and improving Arkansas Tech University's graduation rates. The Bridge to Excellence (B2E) Year 12 (Fall 12) reports is available at the following link:

http://www.atu.edu/ir/docs/retention-info/retention-bridge/B2E_Year12.pdf

Additional information pertaining to the Bridge to Excellence Mentoring Program can be found at the following link:

<http://www.atu.edu/b2e/>

ATU is also fortunate to provide a Student Support Services Program. The Student Support Services Program is a federally funded TRIO Program. The mission of the ATU Student Support Services Program is to increase the retention and graduation rates among the program participants by providing comprehensive, individualized academic support.

Additional information on the ATU Student Support Services Program can be found at the following link:

<http://www.atu.edu/sss/>

Information pertaining to ATU graduation requirements is included at the following link:

<http://www.atu.edu/academics/catalog/graduation-requirements.html>

Hospitality Administration students may enroll in HA 2053 Work Experience and receive 3 credit hours for 100 hours of supervised work with a hospitality organization or agency approved by the ATU HA faculty. HA 2053 Work Experience is required for all HA majors and minors. All HA majors are required to complete HA 4116 Internship. this 6 credit hour course requires 12-14 hours and 560 hours of professional, supervised work at a hospitality agency or organization chosen by the student and approved by the HA faculty and PRHA Department Chair. No credit is given for prior work experience when the student was not enrolled in the class. Both Work Experience and Internship are closely supervised by a HA faculty member and an agency supervisor with weekly reports submitted by the student and a final report at the conclusion of the experience.

VII b. Transfer credit is granted for courses taken at another institution only when the course work and the level of the transfer applicant's achievement permits the student to complete satisfactorily the remaining upper division professional course work.

- **Describe the program's transfer/change of major policies and practices from both within the institution and from another institution.**

The Hospitality Administration Program adheres to the written policies and procedures for transfer credit that are established by the University. These policies and procedures are outlined in the Undergraduate catalog and on the ATU Admissions website.

Arkansas Tech University has articulation agreements with a number of two year colleges and four-year institutions within and outside the State of Arkansas. No lower division courses are transferred for upper division courses. No college credit is given for prior work experience or life experience. ATU does have an articulation agreement with 13 high schools and vocational-technical schools in Arkansas offering the ProStart foodservice and Lodging Management Program. This articulation allows concurrent high school/college credit for lower division courses that can be verified by the school where the student completed the curricula. There are certain criteria that must be met to receive college credit, such as a minimum course grade or certification.

Additional information pertaining to transfer credit is included at the following links:

<http://www.atu.edu/academics/catalog/admission.html>

<http://www.atu.edu/registrar/transfer.php>

Information on transferring credit earned from a foreign/international institution can be found at the following link:

http://www.atu.edu/registrar/transfer_credit_foreign.php

VII c. Opportunities for appropriate and confidential academic advising and counseling are available.

Evidence of Compliance:

Arkansas Tech University places a heavy emphasis on advising as an important aspect of teaching for faculty and an important part of the educational experience for students. Hospitality Administration students are normally assigned to a faculty advisor once they have earned 59 plus hours based on their emphasis or interest. Freshmen and sophomore students are advised in the ATU Academic Advising Center. Every attempt is made to assign advisees equally among full time faculty.

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However, even though students are assigned to a faculty advisor, students may seek academic advising from any of the full time HA faculty. Occasionally, students request and are granted a change of advisor for whatever reason.

Arkansas Tech University requires that degree audits be completed for each student at least 3 semesters prior to graduation. The degree audit is completed by the faculty advisor and is facilitated by the Academic Advising Transcript that is produced by the online BANNER advising system. Once the degree audit is completed, it is checked and signed by the student, checked and signed by the Department Head, and then it is sent to the Dean's office where it is checked for errors and if correct signed by the Dean. The degree audit is then sent to the Registrar's office for the final check and approval.

The formal degree audit process provides a check and balance system for faculty advising and makes changes, if needed in advising. Graduation check lists (currently in the process of being revised by the Registrar), developed by the Registrar's office for each emphasis in the Recreation and Park Administration degree program, are used to advise students throughout their degree process so there is continuity throughout the advising and degree audit process. The academic curricula are also outlined, by semester, in the Arkansas Tech University undergraduate catalog to allow students to follow the sequence of courses, suggested course loads and choices for electives for each emphasis.

Current advising in the Hospitality Administration Program is comprised of the following:

- One-on-one meetings with faculty advisor and student at least 2 times per year
- BANNER Degree Evaluation and transcript available to faculty and students, providing real-time program progress
- Degree planning and degree audit with advisor
- Pre-internship checklist to audit eligibility for the internship semester

The current ratio of faculty advisors to advisees is approximately 25-30 students to one faculty advisor. Only full time faculty is assigned advising responsibility. Students are encouraged to visit their faculty advisor as needed and at least 30 minutes are scheduled and reserved for each advisee for pre-registration advising in April and November.

Each of the HA faculty members have their own office which allows for confidential academic advising and career counseling.

In addition to the Hospitality Administration Program resources, Arkansas Tech University has established the Roy and Christine Sturgis Academic Advising Center. This center has numerous resources to assist entering freshmen, sophomores, transfer students, and undeclared majors in enrolling in classes and understanding degree requirements. The

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center also provides additional resources for students pertaining to other aspects of college life. More information on the Academic Advising Center is available at this link:

<http://www.atu.edu/advising/index.php>

According to the ATU Academic Advising Center website "All first-time, incoming freshmen complete their first academic advising appointment and register for classes in the Academic Advising Center (AAC). Beginning Fall 2013, all freshmen (excluding the College of Professional Studies) will continue to be advised by the AAC's professional staff until sixty (60) credit hours are completed. At the completion of 60 credit hours, students will be aided by the AAC advisor in the transition to a faculty advisor. For students coming to Arkansas Tech before Fall 2013, all undeclared students will be advised in the Academic Advising Center. After changing a major or declaring a major, students may call or go by the department of their major to ask the name of their advisor."

Additional resources for counseling services are available on the ATU campus. The ATU Health and Wellness Center provides a wide range of primary health care and wellness educational programming, consultation, and referral services that meet the particular needs of today's students. The link to the ATU Health Center is:

<http://www.atu.edu/hwc/>

The ATU Counseling Center provides a wide range of free and confidential counseling, consultation and outreach services to the Tech community. The Counseling Center provides professional personal and group counseling services free to enrolled ATU students. The Center also provides outreach programming and a number of print and media resources.

The link to the ATU Counseling Center is:

<http://www.atu.edu/cscenter/services.php>

VII d. Opportunities exist for students to receive exposure to career preparation services.

- **Describe the efforts of the program to enable the student to develop an awareness of the values and norms of the hospitality industry.**
- **Are there career symposiums with hospitality industry or career fairs available?**
- **Is there a career advisement and placement center? Are the services offered appropriate and adequate to serve the mission of the program and the needs of the students?**

Evidence of Compliance:

The dynamics, values, and norms of the hospitality industry are discussed in virtually every class in the HA Program. All of the HA faculty have industry experience; such as lodging, food service, and convention management and can share/relate those experiences to the students in their classes.

Through various courses and advisement, the Hospitality Administration Program provides students with information regarding career opportunities and potential career settings. In addition to this information, the HA Program maintains up-to-date job information and postings on the Parks, Recreation, and Hospitality Administration web site. This information is available at the following link:

<http://www.atu.edu/prha/jobads.php>

The Hospitality Administration Program's internship selection process also helps students gain skills in career planning and placement. Our internship placement process mimics the job search process. Students must complete resumes and cover letters in HA 4001 Internship Preparation and then in turn send them out to potential internship sites. These agencies may or may not grant interviews, and based on the interview, may or may not extend the offer for an internship placement to the student. Students, in turn, may or may not choose to accept a placement opportunity with a given agency. This system appears to work well and increases our students' confidence in both job-hunting, and in adjusting to the employment process.

Arkansas Tech University's Norman Career Services provides career development and employment opportunities through a variety of services, including workshops, campus interviews, career fairs, and employment referrals. Its staff help students explore career opportunities; learn resume writing, interviewing, and other job hunting skills; identify potential employment opportunities; and provides access to a range of part-time positions,

job shadowing opportunities, and internships. Additional information on Norman Career Services is available at this link:

<http://www.atu.edu/career/>

Students in the Parks, Recreation, and Hospitality Administration Department are required to take a 1 credit hour class HA/RP 4001 Internship Preparation. Students are required to enroll in the course the semester prior to their internship as the course is designed to help students prepare for internship, graduation, and employment post-graduation. The class covers such topics as: resume preparation, cover letters, thank-you and follow-up letters, how to interview, professional dress, job searches, and professional portfolios.

Hospitality Administration faculty has always helped direct individual students into career opportunities. Hospitality alumni are a great resource for hiring graduates and also a great resource for networking. Alumni are good about letting HA faculty know about part-time or permanent job openings (and in turn ask that the job announcements be posted on the PRHA web site). We also host a PRHA Department Career Opportunities Day each spring, which affords students in the department the opportunity to network with professionals in the field. This event started out rather small, but has continued to grow and serves as an excellent career development and recruitment venue for both agencies and students.

Also many of the Hospitality students have an opportunity to work in the industry while attending ATU. Some students work with the campus foodservice provider either in the cafeteria or in catering services. We have a number of students that work at Lake Point Conference Center – which is owned and operated by ATU (however, not the PRHA Department). Due to the central location of ATU some of the students may work for one of the numerous Arkansas State Parks (primarily the Lodge at Mount Magazine).

VII e. Effective procedures exist to assure the reasonable progress or students toward meeting stated graduation requirements.

- **Describe the policies and procedures for developing and maintaining satisfactory records for each student in the program. Is this information secure?**

Evidence of Compliance:

The student's academic records are maintained for advisement purposes in the PRHA Department Office. Student's files include any forms, class schedules, degree checklist, degree audit, transcripts, and other correspondence pertaining to the student. In compliance with Federal and state laws, information from student files is not released without consent from the student. Although students may examine their folders at any time, only the PRHA Department Administrative Assistant, Department Head, or advisor is

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permitted to retrieve it for them. These files are kept in a locked office after working hours. This provides confidentiality and security for student files.

All ATU students must file a degree audit at least 3 semesters before graduation. The degree audit is a contract between the student and the University stating what course the student needs to complete to meet graduation requirements. The student must satisfactorily complete the courses listed and the University cannot add, delete, or make changes to the courses on the degree audit after it has been signed by the student, faculty advisor, Department Chair, Dean, and Registrar. If changes are to be made at any level a formal Amendment to the Degree Audit must be filed.

All required forms including Degree Audits, Amendment to Degree Audit, etc. are available at this link:

<http://www.atu.edu/registrar/forms-faculty.php>

Arkansas Tech University and the PRHA Department adhere to FERPA. Information on this policy is available at this link:

<http://www.atu.edu/ucounsel/>

VII f. The program maintains an active website that contains updated information including the program overview, mission and learning outcomes, faculty profiles, curricular offerings, academic policies, special events, and student organizations.

Evidence of Compliance:

The PRHA Department does maintain an active website that contains updated information. At times it is difficult to keep the website up-to-date and current, but we have hired a student worker that will work with us to keep the website up-to-date and current

Information pertaining to the HA Program overview can be located at the following link:

http://www.atu.edu/prha/programs_hospi.php

Information pertaining to the HA mission and learning outcomes can be located at the following link:

<http://www.atu.edu/prha/hamission.php>

Information pertaining to faculty profiles can be located at the following link:

<http://www.atu.edu/prha/faculty.php>

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Information pertaining to curricular offerings and course descriptions can be located at the following links:

http://www.atu.edu/academics/catalog/colleges/applied_sciences/dept_parks_rec.html

<http://www.atu.edu/academics/descriptions/?subject=HA>

Information pertaining to academic policies and procedures can be located at the following link:

<http://www.atu.edu/academics/catalog/regulations-procedures.html>

Information pertaining to Williamson Dining can be located at this link:

<http://www.atu.edu/prha/diningroom.php>

Information pertaining to HA Society (student organization) can be located at this link:

<http://www.atu.edu/prha/hasociety.php>

VII g. Support services are offered for traditional students, non-traditional students, students with special needs, and those students participating in distance education.

Evidence of Compliance:

A variety of support services are offered for traditional students, non-traditional students, students with special needs, and those students participating in distance education.

ATU Student Services consist of a number of departments that provide support to students. The ATU Student Services homepage list all departments that fall under the Student Services umbrella and can be located at this link:

<http://www.atu.edu/studentsservices.php>

Tutoring Services are offered for all ATU students through the Doc Bryan Tutoring Center. The Doc Bryan Tutoring Center offers free one-on-one tutoring in Math, Science, English, History, Political Science, and additional courses as needed. Additional information regarding Doc Bryan Tutoring Center can be located at this link:

<http://www.atu.edu/studentsservices.php>

ATU Student Wellness is comprised of the following departments: Counseling Services, Disability Services, Health Services, and Testing Services.

Further information regarding ATU Counseling Services can be located at this link:

<http://www.atu.edu/cscenter/>

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Further information regarding Disability Services can be located at this link:

<http://www.atu.edu/disabilities/>

Further information regarding ATU Health Services can be located at this link:

<http://www.atu.edu/hwc/>

Further information regarding ATU Testing Services can be located at this link:

<http://www.atu.edu/testing/>

For the past twelve years ATU has provided a Bridge to Excellence (B2E) Freshman Mentoring Program. The B2E program helps guide ATU freshmen as they transition to college by providing motivation and support to help improve academic success, increase retention and encourage persistence to graduation. At this time all of the HA faculty members serve as B2E mentors and are fortunate to have HA majors as their mentees. Additional information regarding the ATU B2E program can be located at this link:

<http://www.atu.edu/b2e/>

ATU also offers a Student Support Services Program. The Student Support Services Program is a federally funded TRIO Program. The mission of the Student Support Services Program is to increase the retention and graduation rates among program participants by providing individualized academic support. Additional information on the Student Support Services Program can be located at the following link:

<http://www.atu.edu/sss/>

ATU's Office of Information Systems operates the Campus Support Center which is located on campus in the Ross Pendergraft Library and Technology Center. The Campus Support Center is staffed 24 hours a day, 7 days a week and provides support services for students enrolled in on-line, distance education, and eTech courses. Additional information on the Office of Information Systems can be located at the following link:

<https://ois.atu.edu/?p=1395>

Strengths and Weaknesses of Student Support Services:

In appraising the program with respect to Student Support Services the following strengths were noted:

1. The Bridge to Excellence Program offers mentors/advisors to entering freshmen in order to ensure their success in the college environment.
2. Adequate counseling services are now available on campus.
3. ATU Health Services have been expanded to meet the increasing health needs of the ever growing campus.
4. A well-staffed Academic Advising Center provides advising for all freshmen and sophomore students.
5. A new and revised retention plan has been in effect for several years increasing the number of students who stay in school especially during and after their freshmen year.
6. Improved testing services on campus and a new testing facility.
7. Improved presence and offerings in ATU Disability Services.
8. More personnel and a re-structuring of Student Services in order to more thoroughly assist students across campus.
9. Additional services being offered through Student Services due to increase in enrollment.
10. Increased presence and re-structuring of the Tutoring Center.
11. Increased presence and re-structuring of Norman Career Services.
12. More career related workshops and offerings from Norma Career Services.

In appraising the program with respect to Student Support Services the following weaknesses were noted:

1. Still lacking a strong relationship with Norman Career Services related to surveys for graduates pertaining to job, salaries, etc.
2. Communication is lacking much of the time between Student Services and academics.

Plan of Action

1. Continue to work on a relationship with Norman Career Services, especially now as they are purchasing new software to survey graduates.
2. Continue to try to keep the lines of communication open between all areas of the campus – encourage an open dialogue.

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Table 7.1 ACPHA Student Profile

Academic Year	2011-2012		2012-2013		2013-14	
	Fall	Spring	Fall	Spring	Fall	Spring
# of Students	109	116	120	110	90	96
# of graduates	24		23		20	

Undergraduate Enrollment	3 Years Ago		2 years Ago		1 Year Ago	
	University	Program	University	Program	University	Program
Freshmen	3842	27	4221	20	4167	20
Sophomore	1702	22	1649	31	1702	22
Juniors	1344	18	1588	38	1634	35
Seniors	1861	33	1986	33	2215	39
Average ACT/SAT			21.87	21.83	21.99	21.90
Student Retention % Rate	42.86%	70%		46.15%		
# of Graduates	1970	20	2053	24	2588	23
Student/Faculty Ratio	16.81		19.81		19.73	

VIII. Physical and Learning Resources

Standards

VIII a. The program has access to appropriate physical resources, such as classroom space, office space, and facilities and equipment in order to satisfactorily meet the program's mission, and learning outcomes.

Evidence of Compliance:

The Parks, Recreation, and Hospitality Administration Department expanded to occupy all of Williamson Hall in 1999 when ATU Testing Services moved across campus. Offices for the PRHA Department faculty are located in Williamson Hall. All of the department's full-time faculty members occupy single offices. Each office is equipped with a desk, chairs, bookcases, filing cabinets, and a telephone with voice mail, direct Internet access, wireless Internet access, and a personal computer with a printer. There is a scanner, fax machine, copy machine, and typewriter in the Main Department office. Both full and part-time faculty members have mailboxes in the Main Department office.

Adjunct faculty do not have their own separate offices; however, they do have access to one office that is equipped with a desk, chairs, bookcases, filing cabinets, a telephone with voice mail, direct Internet access, wireless Internet access, and computer with printer that they can share. Adjunct faculty may also meet with students in one of the conference rooms or classrooms, if necessary. Heating, air conditioning, ventilation, noise, inadequate electrical outlets, and simply the age of the building are areas where faculty offices need improvement.

Review of the floor plan of Williamson Hall reveals that the building has adequate conference rooms for faculty use, study areas for students, and meeting space for student organizations. The first floor of Williamson Hall includes three conference rooms, one study area for students, and at least two areas that could be utilized as meeting space for student organization meetings. The second floor of Williamson Hall includes primarily two classrooms, faculty offices, and storage areas.

There are two medium size classrooms (one on each floor of the building) with a capacity of 45 students that are utilized for the majority of PRHA classes. There is also a site design lab with 16 drafting tables and a computer lab with 20 networked computers on the second floor of Williamson. The computer lab has a synchronizer for the instructor's use in teaching computer software applications. A reading/student resource room with a number of periodicals, resource books and materials, and job information is located in the first floor of Williamson. There is also a networked computer lab with 16 PCs on the first floor of

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Williamson. Students have access to print from the PCs in both computer labs in the Department's Main office.

Williamson Hall also houses the Williamson Food Lab which boasts 1670 square feet of commercial kitchen equipment. Williamson Dining Room also serves as a learning lab and boasts over 2430 square feet.

The Hospitality Administration Program has ample access to instructional equipment. Wireless Internet access is available throughout the building; including all classrooms, faculty and staff offices, computer labs, and the dining room. Both classrooms have computer-mediated instructional resources built into them (the downstairs classroom contains a SmartBoard). This set-up allows faculty members to use the Internet, computer-based instruction, video, Elmo, and other media during classes. In addition, basic audio-visual needs (a digital camera, overhead projectors, a flip video recorder, DVD and VCR players, laptop computers, scanners, LCD projector, and large screen television) are owned by the department and are available for instructional use. Additional items are available through the ATU Technology Center. Additional information on the ATU Technology Center is available at this link:

<http://www.atu.edu/techcenter/>

All faculty and staff are provided with computers, and all of these are networked with the University system. This system provides linkages to the Internet as well as to University services needed for efficient operation of the PRHA Department (e.g., financial management, personnel records, student records, and registration). Software applications include word processing, spreadsheet, data base management, and basic statistics.

The PRHA Department maintains two computer labs, located in Williamson Hall. The computer lab that is located downstairs includes 16 individual PCs and the computer lab that is located upstairs includes 20 individual PCs. Several additional student computer labs are located throughout the campus. All computer labs have Internet access and a selection of widely used software for word processing, desktop publishing, data management and analysis, and programming presentations.

Elsewhere on the ATU campus, space is also ample. The Ross Pendergraft Library is well equipped for study and conference meetings. Information about the Ross Pendergraft Library is available at this link:

<http://library.atu.edu/>

The Doc Bryan Student Center provides meeting and conference space for student and professional organizations. Also the newest addition to the ATU Campus is the Baswell Techionery. The Baswell Techionery provides meeting space for student organizations. More

information about the Doc Bryan Student Center and Baswell Techionary and its services are available at this link:

<http://www.atu.edu/studentervices.php>

The PRHA Department also has a Cooperative Agreement with Mt. Magazine State Park near Paris, Arkansas, to use their park facilities as a laboratory for a number of HA courses including: Executive Housekeeping, Hospitality Facilities Management and Design, Front Office Management, Advanced Lodging, Personnel Management, Work Experience, and Internship. This Cooperative agreement is intact, but has no strings attached and is available on an as needed basis. Arkansas Tech University also operates Lake Point Conference Center, which may also be utilized as a learning lab for the HA Program.

VIII b. Physical resources and facilities are equitably available for daytime, evening, and distance sessions and are located so that each student or group of students has access to them. If off campus facilities are used for programmatic instruction, describe the contractual obligations involved in retaining the use of these facilities.

Evidence of Compliance:

Physical resources and facilities are equitably available for daytime, evening, and distance sessions. We do not teach courses anywhere but on the main ATU campus located in Russellville, AR. We have not contractual obligations with any facilities off of the main campus. We do have informal arrangements with a number of hotels, restaurants, and hospitality entities/venues within the State of Arkansas.

VIII c. Appropriate learning resources and facilities (libraries) are available to support the program's outcomes.

Evidence of Compliance:

The Williamson Food Lab and Dining Room provide state-of-the-art facilities and are available to support the program's outcomes. Williamson Hall does serve as the hub of learning resources and facilities and is also available to support the program's outcomes. We have adequate classroom space, computer labs, meeting rooms, and physical space for our current needs. We would like to see the addition of a lodging lab of some nature and an outdoor pavilion to provide space for outside dining and special events in the near future. We also would like to see a remodel of Williamson Hall – the building needs some attention. The Ross Pendergraft Library is an excellent resource. The Ross Pendergraft Library & Technology Center opened in June of 1999 with the official dedication taking place in October of the same year. Planning for the new facility began in 1997 with a \$12.4 million gift for the project from the Donald W. Reynolds Foundation of Tulsa in honor of Ross Pendergraft, class of 1948. The previous library facility had been constructed in 1936 and

remodeled in 1966. The building is 91,000 square feet with 27,000 square feet of usable space on each of the three floors. The facility houses the library, technology center, computer services, a board room, and various offices.

The mission and core values of Pendergraft Library are available at this link:

<http://library.atu.edu/about/missionstatement.php>

The library's web-based catalog and other electronic services are accessible to all ATU faculty and students from any remote location. The library also offers equipment and support to students and faculty working on multimedia projects. Digital and video cameras are available to be checked out.

VIII d. The library access system (including technical and non-technical reference materials, books, journals, and online databases) reflects the current needs of both the students and the faculty in meeting the program's mission and outcomes.

- **To what extent are faculty and students involved in the formulation of and implementation of library policies and procedures in the selection of learning resources?**

Evidence of Compliance:

The Ross Pendergraft Library houses over 160,000 bound volumes (books and journals), over 110,000 government documents, and over 10,000 multimedia titles (sound and video recordings). The Library also subscribes to over 1000 current periodicals. The ATU Library maintains subscriptions to all leading journals in hospitality and tourism, included in these subscriptions are the Cornell Hospitality Quarterly, Hospitality Design, Journal of Leisure Research, Leisure Sciences, and International Journal of Contemporary Hospitality Management. The HA Faculty have worked closely with the librarian assigned to our department to create a Library Guide for research in the area of Hospitality Administration. Additional information on the HA Library Guide is available at this link:

<http://libguides.atu.edu/ha>

The library's web-based catalog and other electronic services are accessible to all ATU faculty and students from any remote location. The library also offers equipment and support to students and faculty working on multimedia projects. Digital and video cameras are available to be checked out.

The Parks, Recreation, and Hospitality Administration Department is allotted approximately \$1,800 per year for books and an additional \$1,000 is budgeted for multimedia. Overlapping acquisitions from other departments (such as business, management and marketing, and

accounting) also add to the library offerings for our students. Library funds for the PRHA Department are allocated by request from faculty members on a first come, first serve basis

Strengths and Weaknesses of Physical and Learning Resources:

In appraising the program in terms of physical and learning resources the following strengths were identified:

1. Williamson Food Lab and Dining Room
2. Computer labs and access in Williamson Hall
3. Location of Williamson Hall on campus

In appraising the program in terms of physical and learning resources the following weaknesses were identified:

1. No lodging lab or lodging operations software.
2. Need for larger classrooms in Williamson
3. The age and condition of Williamson Hall. We have been able to maintain the facilities fairly well, but the building really is in need of renovation (central air and heat, improved wiring, removal of paneling, painting, etc.)

Plan of Action

1. We would like to work with ATU Administration and the ATU Development Office to secure a facility for a lodging lab. We would be happy to utilize space on campus, if it became available; otherwise we will need to look off campus.
2. As ATU enrollment increases, we hope that the enrollment in the Hospitality Administration Program will increase. If and when, we see an increase in enrollment we will need classrooms that will hold more than 44 students.
3. Impress upon Administration the need for building upgrades and renovation. It would improve faculty morale and could increase student enrollment.

IX. Financial Resources

Standards

IX a. Financial resources are sufficient to support the educational objectives and meet contractual obligations.

Evidence of Compliance:

The PRHA Department Operating Budget has essentially remained the same over the past few years. The total of the Operating Budget for 2014-2015 is \$600,813; this amount includes faculty, staff, and student worker salaries. The PRHA Department’s Supplies and Services budget is \$22,810, which is comparable to other departments in the College of Applied Sciences.

Faculty Salaries		\$269,096
<ul style="list-style-type: none"> • McMahan .25 FTE • S. Lee 1.0 FTE • D. Lee 1.0 FTE • West 1.0 FTE • Capen-Housley 1.0 FTE • Vacant 1.0 FTE 		
Administrative Specialist		\$20,445
Adjunct Salaries		\$13,900
Student Workers		\$7,519
Supplies and Services	*department wide	\$22,810
Travel	*department wide	\$1,990
Capital Outlay		\$0

The budget for the PRHA Department and HA Program has stayed relatively the same for the past three years as indicated in Table 9.1.

IX b. Evidence indicates the program has sufficient financial stability to enable it to continue to meet its contractual obligations and to achieve its educational objectives over a reasonable future period.

- **Are there any current significant financial problems over the next five years that affect the program's ability to achieve its mission and outcomes? The commentary should identify any assumptions such as enrollment trends, retention rates, and consolidation of programs or other significant factors on which expectations are based.**

Evidence of Compliance:

One good thing about Arkansas institutions for higher education is that even though budgets are low, they are consistent. We don't suffer from extreme highs and lows, even through the economic downturns recently ATU's overall budget has remained relatively the same. The financial resources for Hospitality Administration have not declined; however, they have not improved much either. We did get approval and funds in the budget to hire a full-time Instructor/Event Coordinator in 2014.

Travel funds have not increased; however, faculty have an opportunity to apply for funds through Professional Development Grants through the Academic Affairs Office and also can apply for funding for travel/continuing education from a pool through the Dean's Office.

Supply funds have increased slightly. In some cases supplies funds are offset from fees being assessed for each student enrolled in a number of the HA courses (HA 2913 Basic Food Preparation, HA 4983 Advanced Food Production, HA 2063 Guest Service Management, HA 4063 Beverage Management, and HA 4243 Advanced Lodging Operations Management). A supervisor travel fee is also assessed for HA 4116 Internship. Lab fees and instructional fees are rolled into "Supplies and Services" in the annual operating budget for the PRHA Department. Revenue generated from meals (prepared and served by students) and special events is also rolled into "Supplies and Services" in the annual operating budget for the PRHA Department. The "Supplies and Services" line-item is also currently where capital expenses are incurred.

The Hospitality Administration food lab and dining room have now been in existence for approximately 10 years and we will need to begin adding, replacing, and repairing equipment soon. We have requested an equipment fund of \$10,000 in years past, but have not been successful in securing the funds. We will continue to seek funds for equipment.

Strengths and Weaknesses of Financial Resources:

In appraising the standard on financial resources the follow strengths were noted:

1. Hospitality has hired one new faculty member in 2008, one new faculty member in 2009, and one new faculty member in 2012. We currently have an open search for a fifth faculty member (this will replace the position that Dr. Brenda Montgomery held).
2. Created position for an Instructor/Event Coordinator – this position is one-quarter time teaching and three quarter time handling events.
3. No budget cuts were noted.

In appraising the standard on financial resources the following weaknesses were noted:

1. A fund to add, replace, and repair equipment for the food and dining labs needs to be established.
2. Travel funds need to be increased so that faculty can attend state, regional, and national conferences.
3. Salaries need to be raised to meet the average salaries for hospitality faculty across the region or SREB level so ATU can attract and retain faculty.
4. The HA Program needs a lodging lab.

Plan of Action

1. Continue to address the importance of a capital equipment fund/budget as equipment needs to be added, replaced, and repaired continuously.
2. Impress upon administration the importance of travel funds as faculty need to be kept abreast of current trends in the industry.
3. The topic of salaries has come up with the new University President and it sounds as though she will be addressing this issue.
4. Continue to explore avenues and options in order to create and develop a lodging lab.

Table 9.1 ACPHA Financial Profile

Source of funds:	2014-15	2013-14
Auxiliary Services	N/A	N/A
Grants	N/A/	N/A
Gifts/Donations	Development	Development
Other Allocated Revenue	\$600,813	\$542,403
Use of Funds:		
Full-Time Faculty	\$459,488	\$418,215
Extra Services Pay	\$43,054	\$42,418
Administrative Staff	\$20,445	\$27,800
Work Study	\$13,039	\$9,039
Adjunct Faculty	\$27,800	\$27,800
Supplies/Materials	\$22,810	\$22,798
Travel	\$1,990	\$1,990