

PROGRAM PLANNING REPORT
SAN JOSE STATE UNIVERSITY

DEPARTMENT OF HOSPITALITY MANAGEMENT
B.S. IN HOSPITALITY, TOURISM AND EVENT MANAGEMENT
COLLEGE OF APPLIED SCIENCES AND ARTS
WWW.SJSU.EDU/HSPM

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Date of Report: October 2015

Date Due to PPC: Fall 2015

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Submissions: Reports are to be submitted electronically via email. Please email the program plan, request for external reviewer (if applicable), and external reviewer's report to programplanning@sjsu.edu. In addition, please cc the above email on all communications with the dean, external reviewer, Program Planning Committee, and UGS on matters pertaining to your program plan.

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1. PROGRAM DESCRIPTION

A brief history of the Department of Hospitality Management

In 1992, the Hospitality Management program was established as an interdisciplinary program between the College of Business (Department of Organization and Management) and the College of Applied Sciences and Arts (Department of Nutrition and Food Science (NUFS) and the Department of Recreation and Leisure Studies (RECL)). Three tenure track faculty were hired (one in each of the three departments) and a director was appointed. In 1995, a new director was appointed and the program was housed in the College of Applied Sciences and Arts with funding still coming from both Colleges. It was then merged in 2002 with Recreation to form the Department of Recreation and Hospitality Management.

In 2003, the Hospitality Management program spun off RECL and became a standalone department, the Department of Hospitality Management (HSPM), with 3 tenure track faculty.

In 2006, the Department of Hospitality Management and the Department of Recreation and Leisure Studies were merged again into one department, the Department of Hospitality, Recreation, and Tourism Management (HRTM). A minor in Hospitality was offered.

In 2008, the degree title for hospitality management program was changed to B.S. in Hospitality, Tourism and Event Management. In its first twenty years, there were two directors and 6 different chairs, three of whom were interim. It steadily grew with majors during these leadership changes.

In 2012, the Recreation program was merged into the Department of Health Science, now the Department of Health Science and Recreation (HS&R). The B.S. in Hospitality, Tourism, and Event Management program remained as its own department and the HRTM department name was changed to Department of Hospitality Management (HSPM).

The Department is located in MacQuarrie Hall 407.

The Department's website is www.sjsu.edu/hspm.

1a. Program mission and goals

Faculty of the Department of Hospitality Management have adopted "Serving the World from Silicon Valley" as the Department motto. Our faculty and staff are committed to create a dynamic, professional and welcoming environment for the success of our students. We want the Department to be known for its focus on inclusive excellence and ability to bridge the needs of students and the community through clear pathways to successful careers.

The faculty, in collaboration with professional colleagues in the industry, continually enhance the curriculum so that it is responsive to changes in their disciplines, and that it is designed to meet student needs, and provide insights into emerging societal issues.

The Department defines its mission as: the facilitation of personal and professional student learning through outstanding academic and career-focused experiences. Graduates will possess the knowledge and skills to provide sound, ethical, and visionary leadership in hospitality management and in the diverse communities they serve.

Our vision is that the Department of Hospitality Management will be recognized by the campus community, professionals in the region, state and nation, and our alumni for quality academic curriculum, dynamic and engaged faculty, and graduates who are well prepared to anticipate and address challenges in the hospitality workplace and community.

1b. Curricular Content of Degrees, Minors, Certificates, and Credentials

The Department of Hospitality Management offers a B.S. degree in Hospitality, Tourism and Event Management and a minor in Hotel and Restaurant Management.

For the B.S in Hospitality, Tourism and Event Management degree, in addition to the required GE courses, students need to take 6 units of coursework supporting the major (BUS 20 Accounting and Stat 95 Statistics), 42 units of major core courses, and 19 units of major electives. A copy of the advising form and a copy of the course roadmap are included in Appendix C.

University Graduation Requirements		53
Core lower division GE	33	
Upper division GE	9	
American Institutions	6	
Physical Education	2	
Graduation Writing Requirement	3	
Preparation for the Major		6
Requirements of the Major		61
Core Courses	42	
Major Electives	18	
Free Elective	1	
Total Unites		120

Minor in Hotel and Restaurant Management Requirements

The Department of Hospitality Management also offers a minor in hotel and restaurant management. However, due to lack of teaching resources, the minor has not accepted any students since 2008. As a result, we did not include a minor program review in this report.

The Department curriculum committee has revised course requirements for the minor in Hotel and Restaurant Management as was suggested by the external reviewer of the 2008 program review. The Department has decided to accept applications for the minor in Fall 2015.

Requirements of the Minor in Hotel and Restaurant Management			15
Core Courses		6	
HSPM 1 Introduction to Hospitality Management	3		
One of the following two	3		
HSPM 011 Restaurant Management		3	
HSPM 102 Hotel & Lodging Operations		3	
Electives		9	
Complete nine (9) units in consultation with department advisor	9		
Total Units			15

Non-Hospitality Management majors planning to minor in Hotel and Restaurant Management must fulfill the following requirements:

Complete a minimum of 15 units which must include the following classes:

- Prerequisite: HSPM 1 Introduction to Hospitality and Tourism Management (3 units)

- One class from the following two (3 units)
 - HSPM 11 Restaurant Management
 - HSPM 102 Hotel and Lodging Operations

- Additional 9 units from any hospitality management classes
 - Either HSPM 148 Wine Appreciation or HSPM 149 Beer Appreciation (not both)
 - HSPM 191A and 191B Internships are not required.

- Nine units must be taken at San Jose State University.
- At least nine units must be upper division.
- Twelve units of minor coursework must be separate and distinct from the coursework in one's major, although courses in support of the major may be included in the minor.
- Bus 20, Survey of Accounting, is highly recommended for students who are considering Hospitality Management as a major or minor.

1c. Service Courses

The Department offers one upper GE course, HSPM 100W Writing Workshop. A copy of the AY 2014 – 2015 assessment report is included in Appendix C.

2. SUMMARY OF PROGRESS, CHANGES, AND PROPOSED ACTIONS

2a. Progress on action plan of previous program review

The Department's previous program planning review was in 2008. Due to organizational changes in 2012, some of the recommendations were no longer applicable. The Department has implemented some of the recommendations by the Program Review Committee since the last program review, which will be summarized in this section.

Department

- The Committee recommended to relocate all offices and classrooms into one central location. In Fall 2015, The Department office and faculty office were all re-located into MacQuarrie Hall although on different floors.
- Only two classrooms, Clark 324 and BBC 225, are assigned to the Department. However, they are located in different buildings. It is difficult for both faculty and students if they have back to back classes in different buildings.
- There is no designated meeting room, nor student lounge or gathering place for faculty and student meetings.
- The External review recommended that the Department should hire a staff for student advising, career planning, and placement. However, due to budget constraint, it has not been realized.

Faculty

- The External review recommended the reduction of the ratio of part-time to full-time tenure track faculty. Since one of the tenure track faculty left SJSU in 2011, the ratio of part-time faculty (full-time equivalent faculty, FTEF) to full-time tenure track faculty was 3.93 to 2 in Fall 2012. Due to new hiring of three tenure track faculty, the ratio has been improved to 3 to 5 in Fall 2015.
- The External review also recommended faculty engage in professional associations to improve course content, stay up-to-date and be relevant to industry practices. The Department was able to allocate resources for faculty to join profession associations, such as:
 - International Council on Hotel, Restaurant, and Institutional Education (ICHRIE)
 - Hospitality Financial and Technology Professionals (HFTP)
 - HSPM students also established the only HFTP student chapter in northern California.
 - Meeting Professionals International (MPI)
 - The International Association of Exhibitions and Events (IAEE)
 - Hospitality Sales and Marketing Association International (HSMAI)
 - Silicon Valley Concierge Association
 - National Association of Catering Executives (NACE)
 - Silicon Valley Business Travel Association
 - Santa Clara Chamber of Commerce and Visitors Bureau

Students

- Student recruitment

The Committee recommended the Department develop outreach activities with feeder schools to assist student recruitment. Here are some of the activities that the Department has taken since the last review.

- The Department of Hospitality Management invited students in several hospitality and tourism programs in high schools around the region to visit SJSU. Since its inception, SJSU has worked with the magnet school, Oak Grove High School, San Jose, and 40 of its students attended a day long 20th Anniversary Celebration event in Spring 2013.
- The Department of Hospitality Management planned and hosted the first Northern California Hospitality Exposition in Fall 2013. More than 250 students from high schools in the Bay Area participated in this one day event. This event was in collaboration with CSU Hospitality & Tourism Management Education Initiative (HTMEI), California Restaurant Association, and California Hotel Association.
- HSPM faculty serve on hospitality management advisory boards of Mission College and Cabrillo College, two successful feeder junior colleges.
- HSPM faculty participated in the development of the Transfer Model Curriculum (TMC), which is a collaboration between California community colleges (CCC) and CSU campuses, to develop course standards which help community colleges to articulate their courses with CSU campuses.
- The Department also participated in setting CCC's Course Identification Numbering System (C-ID), which not only helps community colleges to articulate their courses with CSU campuses, but also helps community college student to streamline their coursework.

- Improve student quality

The Committee raised a concern of the number of students with a low GPA in the last review. Because of the impaction, the Department changed the minimum GPA for application for admission (including change of majors) to 2.5. The following two tables summarize HSPM student GPAs at the end of AY 2014. GPAs of HSPM students have improved since last review.

HSPM Student Cumulative GPA, including transfer credit from community colleges

Year	A	A-	B+	B	B-	C+	C	Average	n
Freshman		3.48	3.17	2.86	2.66		1.61	3.01	22
Sophomore		3.49	3.18	2.85	2.61	2.10	1.93	3.03	34
Junior	3.83	3.45	3.19	2.81	2.52	2.17		3.05	92
Senior	3.84	3.48	3.13	2.87	2.53	2.10		3.08	146
Average	3.84	3.47	3.16	2.85	2.54	2.12	1.69	3.06	
n	16	72	81	70	43	8	4		294

HSPM Students SJSU only GPA

Year	A	A-	B+	B	B-	C+	C	D	Average	n
Freshman		3.53	3.35	3.17	2.86	2.66		1.67	3.08	21
Sophomore		3.56	3.37	3.18	2.85	2.62	2.10	1.93	3.05	34
Junior	3.82	3.54	3.34	3.19	2.78	2.50	2.19	1.49	2.97	76
Senior	3.89	3.53	3.34	3.12	2.86	2.52	2.19	1.47	3.13	146
Average	3.87	3.54	3.35	3.15	2.84	2.53	2.17	1.59	3.07	
n	23	55	18	67	62	33	11	8		277

Curriculum

- Focus on the business aspect of hospitality and tourism

The Committee recommended that the HSPM curriculum focus on the business aspect of hospitality and tourism. HSPM defines tourism, as defined by UNWTO, as a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. Hence, HSPM curriculum focuses on managing services provided to visitors, both domestic and international. The current HSPM curriculum includes six business function classes as core requirements, which are HSPM 121 Hospitality Leadership, HSPM 104 Hospitality Marketing, HSPM 105 Finance in Hospitality, HSPM 107 Legal Issues in Hospitality, HSPM 108 Hospitality Information Systems, HSPM 134 Hospitality Human Resources Management.

- Review student learning outcomes and revise assessment plan

As recommended in the last program planning review, HSPM faculty have reviewed and updated course contents and course learning outcomes to reduce overlaps, and to streamline course sequences since its last review. The assessment plan has also been revised. A copy of the assessment plan and a copy of AY 2014 assessment report are included in Appendix B.

- Suspend the Culinary Arts class.

As recommended by the Committee, the Department has suspended HSPM 23 Culinary Arts class since 2013. The Department refers students who are interested in culinary arts to take related classes at Mission College.

- Event planning class

The Committee also recommended revision of the event planning classes. A new event planning course, HSPM 130 Hospitality Event Production, was developed and has been offered since Spring 2013. The HSPM Curriculum Committee has reviewed course learning objectives and outcomes of the three event planning and management courses, which are HSPM 130 Hospitality Event Production, HSPM 140 Meeting, Convention and Event Industry, and HSPM 142 Tradeshow Management. The Department is searching for a tenure track faculty with expertise in event management to be the event management curriculum coordinator.

2b. Significant changes to the program and context, if any

Several significant changes have been made since the last program review.

- Department organizational change

In 2012, the College of Applied Sciences and Arts (CASA) decided to re-organize some of the programs in the College. The Recreation program of the Department of Hospitality, Recreation and Tourism Management (HRTM) was merged into the Department of Health Science, now the Department of Health Science and Recreation (HS&R). The B.S. in Hospitality, Tourism, and Event Management program remained its own department and the HRTM department name was changed to Department of Hospitality Management (HSPM).

- Hiring new tenure track faculty

The Department was down to two tenured full professors in 2012. The Department appreciated CASA's support to search and hire new tenure track faculty. As a result, three tenure track faculty have been hired since 2013. The Department is searching for one new tenure track faculty with expertise in event management in AY 2015-2016.

- Revise curriculum

The Department curriculum committee met regularly to review its curriculum and course contents. Eight new courses have been offered, and several courses have been re-designed to catch up with changes in the industry since 2012. Three online courses have been offered.

Course number	Course title	Core/Elective
HSPM 121	Hospitality Leadership and Management	Core
HSPM 130	Hospitality Event Production	Core
HSPM 143	Tourism Destination Marketing and Management	Elective
HSPM 149	Beer Appreciation	Elective
HSPM 152	Hotel Catering and Banquet Management	Elective
HSPM 154	Revenue Management	Elective
HSPM 161	Cruise Management	Elective
HSPM 177	Hospitality Service Management	Core

3. ASSESSMENT OF STUDENT LEARNING

In order to sustain future development of the HSPM Department, HSPM Curriculum Committee and faculty had met regularly in AY 13-15 to review and evaluate program learning outcomes, assessment plan, and assessment data collection methods. HSPM Curriculum Committee revised the PLOs in Fall 2014 and recommended new course learning outcomes, which are presented in Section 3a. Accordingly, a matrix of HSPM PLOs and University ULOs was developed (Appendix 3c).

HSPM Curriculum Committee also reviewed course learning outcomes of core courses and aligned them to the Department PLOs. Faculty of related courses were training to collect assessment data. HSPM will continuously review the assessment plan and assessment data to improve student academic performance.

3a. Program Learning Objectives (PLO)

Program Learning Objectives of the Department of Hospitality Management are:

Upon graduation students will be able:

PLO #1--Fundamental hospitality and tourism business principles

To understand the fundamental principles of essential hospitality and tourism business functions

PLO #2--Discipline Specific Knowledge--Customer service

To demonstrate professional behavior and competencies in customer service

PLO #3--Leadership

To develop a range of leadership skills and abilities such as motivating others, leading changes, and resolving conflict.

PLO #4--Communication

To communicate effectively in oral and written communication

PLO #5--Problem solving, critical thinking

To analyze and solve problems, using appropriate tools and technology

PLO #6--Awareness of global diversity

To comprehend the challenges and opportunities of working effectively with other people in a diverse environment

3b. Map of PLOs to University Learning Goals (ULG)

	HSPM Program Learning Outcomes					
	PLO #1: Fundamental hospitality and tourism business principles	PLO #2: Discipline Specific Knowledge-- Customer service	PLO #3: Leadership	PLO #4: Communication	PLO #5: Problem solving, critical thinking	PLO #6: Awareness of global diversity
San Jose State University graduates will have developed:	To understand the fundamental principles of essential hospitality and tourism business functions	To demonstrate professional behavior and competencies in customer service	To develop a range of leadership skills and abilities such as motivating others, leading changes, and resolving conflict.	To communicate effectively in oral and written communication	To analyze and solve problems, using appropriate tools and technology	To comprehend the challenges and opportunities of working effectively with people in a diverse environment
Specialized Knowledge	XXX	XXX				
Broad Integrative Knowledge	XXX				XXX	XXX
Intellectual Skills			XXX	XXX	XXX	
Applied Knowledge	XXX	XXX	XXX	XXX	XXX	
Social and Global Responsibilities			XXX	XXX		XXX

3c. Matrix of PLOs to Courses

HSPM Core Courses	HSPM PLOs					
	PLO #1: Fundamental hospitality and tourism business principles	PLO #2: Discipline Specific Knowledge- -Customer service	PLO #3: Leadership	PLO #4: Communication	PLO #5: Problem solving, critical thinking	PLO #6: Awareness of global diversity
	Understand the fundamental principles of essential hospitality and tourism business functions	Demonstrate professional behavior and competencies in customer service	Develop a range of leadership skills and abilities such as motivating others, leading changes, and resolving conflict.	Communicate effectively in oral and written communication	Analyze and solve problems, using appropriate tools and technology	Comprehend the challenges and opportunities of working effectively with other people in a diverse environment
HSPM 65	I	I			I	I
HSPM 1	I	I	I			I
HSPM 11	R	R				R
HSPM 12	R				E	
HSPM 100W				E	E	
HSPM 102	R	R				R
HSPM 104	R	R		R	R	
HSPM 105	R				R	
HSPM 107	R					R
HSPM 108	R	R		R	R	
HSPM 121			R	R		R
HSPM 130	R	R	R			
HSPM 134	E			R		R

HSPM 177	E	E	E	E	E	
HSPM 191A	R	R		R		R
HSPM 191B	E	E	E	E		E

I = Introduce, R = Reinforce, E = Emphasize

Course #	Title	Course #	Title
HSPM 065	Professional Seminars in Hospitality Management	HSPM 107	Legal Aspects of Hospitality Management
HSPM 001	Introduction to Hospitality & Tourism Management	HSPM 108	Hospitality Information Systems
HSPM 011	Restaurant Management	HSPM 121	Hospitality Leadership and Management
HSPM 012	Cost Control in Hospitality	HSPM 130	Hospitality Event Production
HSPM 100W	Writing Workshop	HSPM 134	Human Resources in HR&T
HSPM 102	Hotel and Lodging Operations	HSPM 177	Hospitality Service Management
HSPM 104	Hospitality Marketing	HSPM 191A	Internship Level I
HSPM 105	Finance in Hospitality	HSPM 191B	Internship Level II

3d. Assessment Data

Reported here are assessment data from Fall 2014 and Spring 2015. Each semester, data was collected by the faculty members responsible for that semester's CLOs assessed. Results were discussed at a faculty meeting dedicated to assessment. The implications of the findings from the data were discussed, along with any revision that may be required.

Fall 2014 Assessment Results				
Program Learning Outcomes	Course measured	Tool used	Student Performance	Analysis of results
PLO #1: To understand the fundamental principles of essential hospitality and	HSPM 1 Introduction to Hospitality Management CLO #4: Define the basic business functions in the field of hospitality.	Fundamental hospitality business functions were assessed by 20 randomly selected essential terms (out of	61 students enrolled in this class. Average = 88%	Data was collected and analyzed by course faculty, Dr. Pi-Shin Wey, and reported to HSPM Department Curriculum Committee.

tourism business functions		30) related to hospitality management.	Standard Deviation = 9.50	
PLO #2: To demonstrate professional behavior and competencies in customer service	HSPM 65 Seminar in Hospitality Management CLO#6: describe the importance of customer service.	A book in customer service was assigned as class reading. A quiz with 20 randomly selected questions (out of 35) was used to assess this learning outcome.	90 students enrolled in this class. Average = 81% Standard deviation = 6.10.	Data was collected and analyzed by course faculty, Dr. Tsu-Hong Yen, and reported to HSPM Department Curriculum Committee.
PLO #5: To analyze and solve problems, using appropriate tools and technology	HSPM 108 Hospitality Information Technology CLO 6: Apply and evaluate the system selection process for at least one aspect of the hospitality and tourism industry.	An essay question in the final examination was used to assess this learning outcome.	51 students enrolled in this class. Average = 81% Standard deviation = 16.	Data was collected and analyzed by course faculty, Dr. Pi-Shin Wey, and reported to HSPM Department Curriculum Committee.

Spring 2015 Assessment Results

Program Learning Outcomes	Course measured	Tool used	Student Performance	Analysis of results
PLO #1: To understand the fundamental principles of essential hospitality and tourism business functions	HSPM 134 Human Resources Management in Hospitality CLO: Demonstrate knowledge of recruitment, selection, compensation, retention, motivation, and evaluation issues, policies and procedures.	Learning outcome was assessed by 25 essential human resources management terms in the final examination.	47 students enrolled in this class. 97% of students scored an A (90% correction rate).	Data was collected and analyzed by course faculty, Mr. Terry Thompson, and reported to HSPM Department Curriculum Committee.
PLO #4: To communicate effectively in oral and	HSPM 100W	Learning outcome of CLO#1 was assessed by writing business correspondence.	75 students enrolled in three sections of HSPM 100W in Spring 2015.	Data was collected and analyzed by course faculty, Ms. Shirindokht Nourmanesh, and

written communication	CLO#1: Write clear and concise business letter, report, or proposal		95% of students met the requirement.	reported to HSPM Department Curriculum Committee.
PLO #4: To communicate effectively in oral and written communication	HSPM 100W CLO#7 Present research paper to an audience of peers.	Learning outcome of CLO#6 was assessed by presenting research findings of a term paper to peers in the class.	75 students enrolled in three sections of HSPM 100W in Spring 2015. 96% of students met the requirement.	Data was collected and analyzed by course faculty, Ms. Shirindokht Nourmanesh, and reported to HSPM Department Curriculum Committee.
PLO #5: To analyze and solve problems, using appropriate tools and technology	HSPM 12 Cost Control in Hospitality CLO 5: Identify specific information necessary to evaluate the cost profile of a food and beverage operation, and make suggestions to improve the existing cost profile.	This SLO was assessed by a group project. One of the goals of this project was to identify specific information necessary to evaluate the cost profile of a food and beverage operation, and make suggestions to improve the existing cost profile.	51 students enrolled in this class. 100% of enrolled student met required performance.	Data was collected and analyzed by course faculty, Dr. Jooyeon Ha, and reported to HSPM Department Curriculum Committee.
PLO #5: To analyze and solve problems, using appropriate tools and technology	HSPM 177 Hospitality Service Management CLO 5: Apply the knowledge and tools learned in this class to an actual hospitality business.	This PLO was assessed by a group project. Each group visited one hospitality service organization (e.g., restaurant or hotel) and observed their service provided by different service points to assess service quality and suggest ways to improve their service operations using quantitative and qualitative tools such as SERVQUAL, DINESERV, and service audit questions.	49 students enrolled in this class. 100% of enrolled student met required performance.	Data was collected and analyzed by course faculty, Dr. Jooyeon Ha, and reported to HSPM Department Curriculum Committee.

Assessment of Student Experience

Student experience was assessed by two data sources.

AY 2013 Exit Interview, 96 responses

1. Students indicated that the most memorable experiences they had were making friends, class activities, volunteer activities, department events, the Pebble Beach program.
2. 40% had a full-time job and 20% had a part-time job upon graduation.
3. The majority of graduates were very satisfied with their educational experience in San Jose State University. (qualitative data)

2015 Alumni Employment Survey

We asked HSPM alumni if their educational experience at San Jose State University gave them the opportunity to obtain/develop skills necessary to perform their job. 75% of the participants responded agree and strongly agree, and 20% indicated neither agree nor disagree.

HSPM faculty are proud of providing enriched educational experience to our graduates. HSPM will develop a new instrument to collect both qualitative and quantitative student experience data.

3e. Assessment Results and Interpretation

Assessment results of AY 2014 - 2015 indicated that most students could meet requirements of the CLOs assessed. However, HSPM faculty also identified some issues in the process of aligning HSPM PLOs and CLOs to SJSU ULOs.

- It is necessary to assess the effectiveness and appropriateness of teaching and student learning.
- Some of the course descriptions need to be revised to keep them up to date.
- As more and more hospitality businesses are implanting business analytics in their operations. HSPM courses need update their course learning outcomes timely. Also, analytical skills should be built into some courses.
- Faculty need more training in developing measurable course learning outcomes.
- HSPM should define and enforce course pre-requisites to streamline course sequences.
- Given our large class sizes, it requires faculty to spend extra time to collect assessment data.
- As it was presented in the previous section, most HSPM students had a positive experience at San Jose State University. HSPM faculty believe student advising is essential to student success, and will continue to improve student advising.

3f. Placement of Graduates

- Over the past five years, IEA data shows that the department has graduated 472 students, with 78% female and 22% male.
- The department records indicate that from Fall 2005 to Spring 2015 the department graduated 822 students.

Year	Semester			Total
	Fall	Spring	Summer	
2005	6	15	5	26
2006	14	32	3	49
2007	25	26	2	53
2008	21	25	8	54
2009	22	36	1	59
2010	23	48	15	86
2011	26	38	8	72
2012	44	52	7	103
2013	40	73	9	122
2014	61	67	9	137
2015		61		61
Total				822

- The department does not have a formal system to collect placement records.
- In Fall 2014, the department conducted a LinkedIn search of its graduates since 2005 to obtain their employment information.
- In Fall 2015, the department e-mailed an employment survey questionnaire to those 822 graduates. 104 valid questionnaires were returned by the closing date. We combined the survey results and LinkedIn results to gain a picture of our alumni's employment status. The findings are presented in the table in next page.

Highlights of the survey findings

- Based on employment information of 526 alumni, 68% of them are still working in hospitality related businesses. 32% of them are working for other non-hospitality related business, for example, technology, education, financial institutions, etc.
- Among those who are working for hospitality related businesses, about 26% are working for hotels, 20% are working for restaurant or food and beverage, and 23% are working for event management related businesses.

- Further analyses revealed that the ratio of graduates who were still working for hospitality related businesses diminished after they had graduated 3 to 4 years. However, it seems some of them returned to the hospitality industry after five years.
- The hotel industry provides long-term employment opportunities.
- Job titles of our alumni include
 - Event management--conference coordinator, corporate event coordinator, event manager, event planner, event consultant, general manager, special event coordinator, wedding and event manager, etc.
 - Restaurant and F&B--catering manager, catering and event coordinator, general manager, restaurant manager, kitchen manager, wine club manager, etc.
 - Hotel--front office manager, catering manager, director of sales, food and beverage manager, meeting manager, general manager, guest services specialist, housekeeping manager, human resources manager, operation manager, sales and marketing manager, sales and marketing coordinator, sales manager, etc.
- More than 80% of the survey respondents agree that their educational experience at San Jose State University gives them the opportunity to obtain/develop skills necessary to perform their jobs.

Analysis of HSPM Alumni Employment, 2005 to 2015

Industry	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Grand Total	% (n=526)
Airlines			1	1	2	1			2			7	1.33%
Event Management		1	3		2	6	10	21	24	29	9	105	19.96%
F&B	1	3		7	4	8	3	12	20	24	17	99	18.82%
F&B, Event				1					2	1	1	5	0.95%
Hotel	2	10	6	3	7	11	15	9	19	27	11	115	21.86%
Hotel, Event			1						2	1		4	0.76%
Hotel, F&B					1		1	5	4	1	1	13	2.47%
Technology, Event			1		1		3					5	0.95%
Technology, Hotel						2		2	1			5	0.95%
Education			1	1	1			2	1			6	1.14%
Finance	2				1		1	1	1	1		7	1.33%
Technology		3	3		3	4	6	6	6	4	2	37	7.03%
Others	4	3	10	8	4	6	11	17	23	22	5	113	21.48%
Not available	17	29	27	33	33	48	22	28	17	25	14	293	
Grand Total	26	49	53	54	59	86	72	103	122	135	60	819	526

4. PROGRAM METRICS AND REQUIRED DATA

The required data elements discussed in this section are included in Appendix A of this report.

4a. Enrollment, retention, graduation rates, and graduates

Enrollment data can be found in Exhibit 5 Applied, Admitted, Enrolled, 2010 to 2014.

- Over the past five years, first-time freshmen applications steadily increased from 155 to 183. There was a decrease in 2011 which might be due to impactation.
- Over the past five years, 752 first-time freshmen had declared HSPM as their major. The average admit rate was 65%; the average enrollment rate was 13%, and the average show rate was 19%.
- For the new undergraduate transfer cohort, 741 had declared HSPM as their major over the past five years. The average admit rate was 56%; the average enrollment rate was 23%; and, the average show rate was 41%.
- Although the new undergraduate transfer cohort has lower admit rate than the first-time freshman cohort, their enrollment rates and show rates were significantly higher than the first-time freshman cohort.
- Total enrollment headcount indicated that freshmen and sophomores accounted for 24% of the total number of students in Fall 2014 (Exhibit 6), and 76% were junior and senior students.
- Comparing the apply, admit, and enroll rate to the total number of students in the Department (Exhibit 6), the major source of HSPM students are SJSU change of major students (e.g., undeclared students).
- According to these findings, HSPM might set its student recruitment priority to SJSU change of major students, community college transfer students, then, first-year freshmen.

Retention rate, First-Year Freshmen

- The average 1st year retention of the first-year freshman cohort is 85.17% (2004 to 2013, Exhibit 9a). However, the six-year retention was reduced to 67.78% (Exhibit 9b), and female students have a higher retention rate (71.66%) than the male students (51.66%).
- For the URM students, the average 1st year retention rate is 86.67% (Exhibit 9b) and the six-year retention rate was 76.00%. However, we should note the small number of URM students.

Retention rate, New Undergraduate Transfer

- The average 1st year retention of the new undergraduate transfer cohort is 89.04% (2004 to 2013, Exhibit 9c). However, the three-year retention was reduced to 81.75% (Exhibit 9d), and female students have a higher retention rate (90.92%) than the male students (82.68%).
- For the URM students, the average 1st year retention rate is 87.92% (Exhibit 9c) and the third year retention rate was 61.00%. However, we should note the small number of URM students.

HSPM faculty believe retention rate can be raised by improving student advising services. In addition, HSPM student GPAs have improved in recent years. We believe student retention will improve in the next program review.

Graduation rate, First-Year Freshman

- The average 6th year graduation rate of the first-year freshman cohort is 58.14% (2004 to 2008, Exhibit 10a). However, the 8th year graduation rate was 61.64% (Exhibit 10b), and female students have a higher graduation rate (64.04%) than the male students (58.14%).
- For the URM students, the average 6th year graduation rate is 62.00% (Exhibit 10a) and the 8th year graduation rate is 80%. However, we should note the small number of URM students entering the HSPM department.
- For the Non-URM students, the average 6th year graduation rate is 53.20% (Exhibit 10a) and the 8th year graduation rate is 59.90%.
- HSPM's graduation rates of total, URM and Non_URM students are higher than the University's target.

4b. Headcount in sessions

Average headcount per section (from 2003 to 2014) is presented in Exhibit 2. HSPM's average class size has increased dramatically from 2003 to 2014, a 179% increase. Compared to the other ten departments and schools in CASA, HSPM's class size is the largest among all departments and schools. For example, in Fall 2015, HSPM's average class size is 42.6, which is 36% more than the second place, which is Health Science (31.2).

4c. FTEs, Induced Load Matrix

HSPM's enrollment by class levels and FTEs are presented in Exhibit 6. Total headcount enrollment was 302 in Fall 2010. It increased to 379 in Fall 2012, and, then, decreased to 326 in Fall 2014. Total FTEs demonstrates a similar pattern. Total FTEs increase from 255.4 in 2010 to 334.2 in 2012, and, then, decreased to 289.8 in Fall 2014. Nevertheless, HSPM was able to meet the FTEs target assigned by CASA.

Induced Load Matrix

The following table summarizes induced load matrix analyses of Fall 2014 and Spring 2015. In general, more than 80% of the seats offered by HSPM courses are taken by HSPM students. The percentages are higher in Fall semester than Spring semester.

	Total seat offered	Upper division	Lower Division	Overall
Fall2014	1,158	74%	90%	86%
Spring2015	1,206	66%	86%	83%

4d. FTEF, SFR, Percentage T/TT Faculty

FTEF (Full Time Equivalent Faculty), SFR (Student Faculty Ratio), and Percentage of Tenured/Tenure Track Faculty are presented in Exhibit 3 and Exhibit 11. Since Hospitality Management was merged within the HRTM Department from 2008 to 2012, there is a gap of available SFR and FTEF data in Exhibit 3. IEA SFR data indicates that HSPM has a higher overall SFR (38.7) than other departments and schools (Health Science = 30.7) in CASA (average 22.1) in Fall 2014. These results can be attributed to the large HSPM class sizes and small number of tenured/tenure track and part-time faculty.

In conclusion, HSPM should receive more resources to hire tenure track faculty and offer classes, which will reduce average class size and SFR ratios. HSPM faculty believe it will greatly improve teaching effectiveness and student's educational experience, and further enhance student's placement rate. With a smaller SFR ratio, HSPM will be able to improve student advising, which will further improve student retention rates and graduation rates.

5. PROGRAM RESOURCES

5a. Faculty

As of Fall 2015, the Department currently has two tenured full professors and three tenure track assistant professors. In addition, the department has eight part-time lecturers. Three of the part-time lecturers have entitlement. All are well qualified to perform their teaching assignments.

- The department offered 27 courses in Fall 2015. Twelve courses were taught by tenured or tenure track faculty (44%) and 15 were taught by part-time lecturers (56%). This ratio was lower than the ratio set by the Collective Bargaining Agreement (CBA), that 80% of the courses should be taught by tenured or tenure track faculty.
- No faculty is planning to retire in the next three years.
- The number of full-time faculty is insufficient to teach required classes, advise undergraduate students, participate in department/college/university committees, and perform student service activities.
- Tenure track faculty have very tight discretionary time to conduct research and to establish scholarship for tenure and promotion due to their heavy load of teaching and student advising.
- The department has the largest class size in the college. The overall average class size of all levels was 46.3 students in Fall 2014. The department also has the highest student to faculty (SFR = 38.7) ratio in Fall 2014.
- On June 1, 2015, the department was given permission from the Provost to search for a tenure track faculty in the area of event management.
- The department needs to hire more tenure track faculty to lower the average class size and SFR.

Faculty	Starting Date	Rank	Qualification
Kate Sullivan	8/22/1988	Professor, Tenured	Ph.D.
Tsu-Hong Yen	1/22/2002	Professor, Tenured	Ph.D.
Yinghua Huang	8/19/2013	Assistant Professor, Tenure track	Ph.D.
Jooyeon Ha	8/21/2014	Assistant Professor, Tenure track	Ph.D.
Faranak Memarzadeh	8/18/2015	Assistant Professor, Tenure track	Ph.D.
Joseph Dworak	1/25/1993	Part-time Lecturer with Entitlement	J.D.
Barbara Ratcliffe	1/21/2003	Part-time Lecturer with Entitlement	MBA
Pi-Shin Wey	1/25/2005	Part-time Lecturer with Entitlement	Ph.D.
Shirindokht Nourmanesh	1/22/2014	Part-time Lecturer	M.S.

Terry Thompson	8/22/2011	Part-time Lecturer	B.S.
Efraim Wyeth	1/22/2014	Part-time Lecturer	MBA
David Eriksen	8/18/2015	Part-time Lecturer	B.S.
Jeff Milde	8/18/2015	Part-time Lecturer	MBA

5b. Support staff

- Supporting staff include one full-time department coordinator, Cassidy Ramirez, and two student assistants, Quang Lam and Tanya Camacho.
- The Department expects to have another half-time staff to manage the office.

5c. Facilities

- The Department does not have any designated classroom nor lab.
- The Department has no facilities for culinary classes or demonstrations.

6. OTHER STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND CHALLENGES

In Spring 2014, the Department conducted a department wide survey of students and faculty to identify strengths, weaknesses, opportunities, and threats to the Department. Students were also asked where they would see the Department in five and ten years. Reported below are the major findings of strengths, weaknesses, opportunities, and threats/challenges. Students' five- and ten-year expectations will be incorporated in the next section.

Strengths

High impact practices

- First year seminars--HSPM 65 Professional Seminar in Hospitality Management
 - HSPM 65 is designed specifically for students who have declared their major as the Hospitality, Tourism and Event Management degree. The topics selected facilitate the student's entry into the academic program and the profession of hospitality management. It is also a bonding opportunity for all new majors.
- Writing-intensive courses—HSPM 100W Writing Workshop
- Service learning— HSPM 65 Professional Seminar in Hospitality Management
 - Students are required to volunteer for at least 10 hours for a local non-profit organization related to hospitality
- Collaborative assignments and projects
 - A number of HSPM courses require group projects. Group projects help students to learn how to work collaboratively, but also to develop inter-personal skills among HSPM students.
- Internships

- All HSPM students are required to take two internships, HSPM 191A (200 hours) and 191B (300 hours). Dr. Kate Sullivan serves as the Internship Coordinator, and she assists in the placement and monitoring of student interns.
- Capstone course
 - HSPM 177 Hospitality Service Management is HSPM's capstone course. Students in groups develop a service quality improvement plan for a hospitality service organization. HSPM 177 students were invited to conduct a service audit for the Fairmont San Jose Hotel in Fall 2014.

Industry Partners

- The Department has partnered with the Pebble Beach Company for 10 years, which offers a special educational experience to HSPM students to manage food services at the AT&T Pebble Beach Pro-Am Golf Tournament. This experience provide students an opportunity to showcase their leadership and professional skills by leading a team at a world renowned event. More than 300 students have participated in this program over the past 10 years.
- The Department partners with Cinequest, the largest film festival for independent filmmakers, in San Jose. Every year HSPM students plan and implement a variety events for the film festival.
- The Department also partners with leading hospitality businesses in local community, for example, the Fairmont Hotel San Jose, Team San Jose, Bon Appetit at Google, etc.

Students acknowledged that open communication among the Department, faculty, and students is a strength of the Department. The Department uses e-mail and Facebook to keep students up-to-date on events and internship and job opportunities.

Students also acknowledged that HSPM faculty are passionate about teaching, friendly, helpful, and care about students. The combination of full-time and part-time faculty provides a unique educational experience, not only in academic but also in practical training.

Three young tenure track faculty have joined the Department in recent years, who will bring new energy and scholarship to the Department.

Weaknesses

The survey also identified a number of weaknesses including:

- The Department is not well recognized on campus.
- The Department is not well recognized as an available department by high schools and community colleges in the Bay Area
- The Department should have more faculty to offer multiple class sessions.
- Most class size is large, i.e., more than 45 students.
- Students could not perceive a curriculum focus.
- The Department should offer more industry specific elective courses, for example, gaming management, cruise management, airlines management, etc.
- The Department does not have an active student recruitment plan.
- The Department was not well connected with alumni.

- The Department does not have its own building and classrooms for a growing department.
- The Department does not have teaching facilities, i.e., kitchen and hotel.
- Tenure track faculty have heavy teaching and advising loads, thus reducing time for research and publications.

Opportunities

- Because of its location in downtown San Jose, it is convenient for students to find internships or part-time job opportunities around the campus.
- The business environment of the Bay Area is growing which may provide career opportunities for graduates.
- Completion of Levi's Stadium and the 2016 Super Bowl will create more opportunities for students interested in event planning and management.
- New international flights have been offered from San Jose to China and India. There will be more international tourists coming to Silicon Valley which will create more demand for hospitality services.
- Major tech companies in Silicon Valley are expanding their headquarters. There will be more business travelers to this area which will create demand for hospitality services, too.
- The Occupation Outlook Handbook (2012) projected that employment of meeting, convention, and event planners is projected to grow 33 percent from 2012 to 2022, much faster than the average for all occupations.
- As globalization increases, especially for the Silicon Valley, and businesses continue to recognize the value of professionally planned meetings, demand for meeting and event planners and global tradeshow managers is projected to grow. It is a good timing to develop a graduate program in international tourism.

Threats and Challenges

- There are 14 CSU campuses offering hospitality, recreation and tourism programs. More and more recreation programs are tapping into the hospitality field. Students will have more options to choose from. The Department should identify its position and develop a unique curriculum.
- Increasing utilization of technology for operations and business analytics (i.e., marketing and revenue management) in the hospitality industry have created a challenge for the Department. The Department needs to constantly update its curriculum, course content, and pedagogy to catch up with the trends.
- Online courses in hospitality management are being offered increasingly by non-degree certificate institutions.

7. DEPARTMENT ACTION PLAN

Based on findings in the program review process, HSPM faculty recommended the following action items for the next five years (2015 to 2019).

Action Items	2015	2016	2017	2018	2019	Resource need
<u>Department</u>						
Change the current department name to Hospitality, Tourism, and Event Management	XXX					No additional resources needed
Establish an advisory board.	XXX	XXX				No additional resources needed
Seek accreditation by the only accrediting body in this profession: Accreditation Commission for Programs in Hospitality Administration (ACPHA)		XXX	XXX			Financial resource Faculty release time
Seek designated classrooms and labs for all classes	XXX	XXX	XXX	XXX	XXX	Financial resource Faculty release time
Establish alumni visibility events		XXX	XXX	XXX	XXX	Financial resource Faculty release time
Develop and resurrect fundraising events that will benefit alumni, faculty, staff, students and the hospitality industry in Silicon Valley.		XXX	XXX	XXX	XXX	Financial resource Faculty release time
Host major events on campus to increase visibility and recognition of the department.	XXX	XXX				Faculty release time
Identify additional community collaboration to establish internship opportunities.	XXX	XXX	XXX	XXX	XXX	Faculty release time
Grow an internship database internally and with the Career Center.	XXX	XXX	XXX	XXX	XXX	No additional resources needed
Develop more scholarship opportunities for students	XXX	XXX	XXX	XXX	XXX	Faculty release time
Conduct a feasibility study for a capital campaign to build a teaching hotel or restaurant	XXX	XXX				Faculty release time
Identify and seek new resources from corporate partners	XXX	XXX	XXX	XXX	XXX	Faculty release time
<u>Faculty/Staff</u>						
Recruit both tenure track and part-time faculty	XXX	XXX	XXX	XXX	XXX	Financial resource Faculty release time
Establish a part-time faculty pool	XXX	XXX	XXX	XXX	XXX	No additional resources needed
Foster and encourage a team approach to faculty research	XXX	XXX	XXX	XXX	XXX	No additional resources needed
Train junior faculty on student advising.	XXX					No additional resources needed
Encourage faculty/student research	XXX	XXX	XXX	XXX	XXX	No additional resources needed

Increase office staff to manage growing demand for student services.	XXX					Financial resource
<u>Students</u>						
Recruitment, increase to 400 students, by giving presentations to feeder community colleges and high schools; invite them to visit SJSU.	XXX	XXX				No additional resources needed
Enhance the internship program	XXX	XXX	XXX	XXX	XXX	No additional resources needed
Foster the growth of student clubs	XXX	XXX				No additional resources needed
Collaborate with feeder community colleges to create a two-year plan for transfer students	XXX	XXX	XXX			No additional resources needed
Encourage students to participate in campus activities, for example, Club Day, Admitted Spartan Day, Silicon Valley Innovation Challenge, etc.	XXX	XXX	XXX	XXX	XXX	No additional resources needed
Encourage students to plan other department's events, for example, graduation	XXX	XXX	XXX	XXX	XXX	No additional resources needed
Improve both retention and graduation rates	XXX	XXX	XXX	XXX	XXX	No additional resources needed
<u>Curriculum</u>						
Review and update course descriptions regularly	XXX	XXX	XXX	XXX	XXX	No additional resources needed
Review course learning outcomes to clarify course objectives	XXX	XXX	XXX	XXX	XXX	No additional resources needed
Develop GE courses, for example, Global Custom and Courtesies, and International Travel and Tourism		XXX	XXX			Faculty release time
Review and improve assessment plan regularly	XXX	XXX	XXX	XXX	XXX	No additional resources needed
Develop study abroad programs for enriching student international experience	XXX	XXX	XXX	XXX	XXX	Faculty release time
Develop a new minor in event management	XXX					No additional resources needed
Develop a master's program with an emphasis on international tourism	XXX	XXX				Faculty release time
Work with the College of Business on international initiatives and partnerships		XXX				No additional resources needed
Work with CIES on developing certificate programs in meeting planning and beer appreciation	XXX	XXX				Faculty release time

8. APPENDICES

A. Required Data Elements

From www.iea.sjsu.edu/Courses/default.cfm#Prefix, select your program

Exhibit 1 Number of Course Sections

Exhibit 2 Average Headcount per Section

Exhibit 3 Student to Faculty Ratio

Exhibit 4 Induced Course Load Matrix

From www.iea.sjsu.edu/Assessment/ProgRev/default.cfm, select your program

Exhibit 5 Applied, Admitted, Enrolled

Exhibit 6 Enrollment by Class Level with FTES

Exhibit 7 Enrollment by Major and Concentration

Exhibit 8 Degrees Awarded

From www.iea.sjsu.edu/RetnGrad/default.cfm#Prefix, select your program

Exhibit 9 First Year Retention Rates

Exhibit 10 Graduation Rates

Also calculate T/TT instructional faculty percentage. From www.iea.sjsu.edu/Faculty/default.cfm#Dept, select your department. Under "Instructional Faculty – FTEF", select "by Tenure Status". Add together "Tenured" and "Probationary" numbers, and divide sum by "Total". >

- B. HSPM AY 2014 – 2015 Program Assessment Report
- C. HSPM 100W AY 2014 – 2015 Assessment Report
- D. HSPM Advising Form and Curriculum flow charts
- E. HSPM Faculty CV
- F. HSPM Course Syllabi