



**SOUTH DAKOTA BOARD OF REGENTS
ACADEMIC AFFAIRS FORMS**

**Institutional Program Review
Report to the Board of Regents**

Use this form to submit a program review report to the system Chief Academic Officer. Complete this form for all units/programs undergoing an accreditation review, nationally recognized review process, or institutional program review. The report is due 30 days following receipt of the external and internal review reports.

UNIVERSITY:	Choose an item.
DEPARTMENT OR SCHOOL:	Consumer Sciences
PROGRAM REVIEWED:	Hospitality Management
DATE OF REVIEW:	11/17/2016

University Approval

To the Board of Regents and the Executive Director: I certify that I have read this report, that I believe it to be accurate, and that it has been evaluated and approved as provided by university policy



President of the University

Click here to enter a date.
11-17-16
Date

1. Identify the program reviewers and any external accrediting body:

Program Review Team:

- Dr. Beverly Bryant, North Carolina Central University Durham NC
- Professor Rosa Malave, University of North Texas Denton TX
- Dr. Daniel Crafts, Missouri State University Springfield MO

Accrediting Body: Accreditation Commission for Programs in Hospitality Administration (ACPHA)

2. Items A & B should address the following issues: mission centrality, program quality, cost, program productivity, plans for the future, and assessment of progress.

2(A) and 2(B). Describe the strengths and weaknesses identified by the reviewers

Responses to Shortcomings of Standards:

Because of the way the document was presented, we have combined A and B to include Standard, Suggestion, Concern, Recommendation.

- **Standard 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 mission(s) of the School/College and the parent institution and is publicly available.

- **Suggestion:** The program might consider using the work “develop” instead of “create” in its mission statement to read: “The mission of the Hospitality Management program at SDSU is to develop visionary leaders and successful professionals in the Hospitality Industry.”
 - **Concern:** That the HMGT program does not align with the College of Education and Human Sciences and/or the Department of Consumer Sciences.
 - **Recommendation:** The Team recommends that the College of Education and Human Sciences and the Department of Consumer Sciences convene to discussion and align the three missions.
 - *Appendix 1 reflects alignment of University, College, Department, and Hospitality Management missions and uses the word “develop” rather than “create” as recommended.*
- **Standard III a.** There is evidence of the following planning documents: Strategic Marketing Plan, including (a) a current mission, vision, and values; (b) goals; (c) measurable objectives; (d) target dates for accomplishment of objectives; (e) designation of primary person or organizational unit responsible for attainment of objectives; and (f) a strategic plan status report.
 - **Concern:** there was no evidence presented that strategic and marketing plans for the Hospitality Management program exist.
 - **Recommendation:** The Team recommends that the Hospitality Management program formulate and implement strategic and marketing plans consistent with the criteria presented in the ACPHA standards.
 - *Appendix 2 lays out an updated strategic and marketing plan for SDSU’s Hospitality Management Program.*
 - **Standard III a.** Curriculum Review Plan (documentation of course additions, deletions, and modifications; updated degree plans; and other evidence of curriculum improvement and faculty ownership. This documentation shall include summary information about the sources of input (e.g. faculty, students, and professionals).
 - **Suggestion:** When decisions are made regarding curricula and other programmatic changes on which the faculty vote, it should be a matter of record in the faculty meeting minutes.
 - **Concern:** There was limited evidence of results presented on the cited assessments for a curriculum review.
 - **Recommendation:** The Team recommends that results from each of the assessment methods be compiled and presented with strategies for program improvement.
 - *Appendix 3 reflects annual assessment data analysis and decision-making processes.*
 - **Standard III b.** There is evidence that these planning documents are in alignment with the parent institution, and the results are used for programmatic changes.

- **Concern:** There was not evidence presented for a marketing and strategic plan, and/or a curriculum review plan.
- **Recommendation:** The Team recommends that marketing, strategic, and curriculum review plans be developed and implemented and show evidence of how the results were used for programmatic improvement.
 - *Appendix 2 lays out an updated strategic and marketing plan for SDSU's Hospitality Management Program.*
 - *Appendix 3 reflects annual assessment data analysis and decision-making processes.*
- **Standard III c.** The program periodically tracks its graduates and utilizes the information for planning. Does the program have evidence such as alumni surveys?
 - **Recommendation:** The Team recommends that the Hospitality Management program collaborate with the Alumni Association to obtain the results from the Hospitality Management Alumni surveys in order to facilitate program planning.
 - *Appendix 4 includes a draft survey to be sent to alumni of the Hospitality Management Program at SDSU, with a goal of facilitating program planning and improvement.*
- **Standard III d.** There is evidence that the program obtains significant input from additional stakeholders including faculty, students, senior exit interviews, focus groups, or surveys?
 - **Concern:** There was limited documentation compiled for each of the stakeholders' input as identified in the self-study.
 - **Recommendation:** The Team recommends that the Hospitality Management program compile and show clear evidence of feedback obtained from each of the stakeholders identified on page 15 of the self study.
 - *Appendix 5 includes a draft survey to be sent to stakeholders connected to the Hospitality Management Program at SDSU.*
- **Standard IV a.** There is evidence that the program maintains an ongoing and up-to-date assessment plan for all program learning outcomes.
 - **Concern:** Dr. JoAnn Sckerl, (former) Director of the Office of Academic Evaluation and Assessment, on April 14, 2014, approved the program's assessment plan. No results from the assessment plan currently exist.
 - **Recommendation:** The Team recommends that the Program respond to the Office of Academic Evaluation and Assessment (Appendix C of the Self-Study) to provide a revised copy of the Hospitality Management Assessment Plan, which had a due date of June 15, 2014. The Team also recommends that the program provide evidence of the results of the ongoing and up-to-date assessment plan for the program learning outcomes.
 - *The SDSU Hospitality Management Team, along with the College Assessment Coordinator developed an assessment plan for the program to include assessment of*

a project or outcome in 5 Hospitality Management courses. Full details are included in Appendix 3.

- *HMGT 251 ServSafe Exam*
 - *HMGT 371/L Reflection Paper*
 - *HMGT 472 Final Project Paper and Presentation*
 - *HMGT 482 Marketing Strategies Project*
 - *HMGT 495 Practicum Reflection Paper*
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- **Standard 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.
 - **Concern:** The standard of direct and indirect assessment for metrics cannot be fulfilled with a single example from one course. The Team was unable to determine student-learning outcomes from a single example of an assessment and its singular result.
 - **Recommendation:** The Team recommends that the program provide comprehensive assessment results for each measurement tool used in the assurance of student learning.
 - *This concern has been addressed in the above-mentioned assessment plan, with full details included in Appendix 3.*

 - **Standard 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.
 - **Concern:** The Team found evidence of summative and formative evaluation processes. However, there were no comprehensive data reported to indicate the student learning outcomes.
 - **Recommendation:** The Team recommends that the program develop a system of ongoing formative evaluation to assess incremental learning outcomes. Further, the Team recommends that the program build on its formative process and construct an effective summative evaluation program.
 - *This concern has been addressed in the above-mentioned assessment plan, with full details included in Appendix 3.*

 - **Standard 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.
 - **Concern:** There were no results presented from an assessment plan.
 - **Recommendation:** The Team recommends that the results from an assessment plan be compiled and used with regard to improving student learning and informing decisions on curricular changes that support graduates in achieving the Program Learning Outcomes.
 - *This concern has been addressed in the above-mentioned assessment plan, with full details included in Appendix 3.*

- **Standard V b.** The curriculum provides a balanced mix and flexibility in hospitality elective offerings.
 - **Concern:** There are no Hospitality Management electives choices.
 - **Recommendation:** The Team recommends that the program develops and adds Hospitality Management electives consistent with hospitality market needs.
 - *One elective course – HMGT 292 Franchising Hospitality Management – has been added to the curriculum. It was first offered in summer 2015, but low enrollment resulted in cancelation of the course. The course will be offered again with hopes for robust enrollment.*
 - *A second elective course is in the works and would be a cross-listed between Geography (GOEG 490) and HMGT 490 with a focus on international tourism.*
 - *More electives will be developed once the program is fully staffed.*

- **Standard 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.
 - **Suggestion:** Maintain administrative support for funding to continue staffing the Hospitality Management program as it grows and maintain the current student to faculty ratio. Remain committed to hiring faculty with terminal degrees. As soon as expeditiously possible, grow the program to sufficient levels to hire one additional tenure track faculty member.
 - **Concern:** Two full-time faculty members available to effectively achieve the objectives of the program and perform responsibilities assigned to it.
 - **Recommendation:** The Team recommends the hiring of an additional faculty member to assist in achieving the objectives of the program.
 - *As mentioned in our original response, we have discussed the addition of a third faculty member for several years, though current and past student enrollment hasn't quite justified a third hire. While the ACPHA self-study and site visit have certainly served to reinvigorate discussion about the addition of a third faculty member to the HMGT Program, we respectfully disagree with the Team that staffing is insufficient. Our faculty are delivering a solid curriculum. Even so, we are working toward the addition of a third hire and hope to have 3 FTEs in the program by start of Fall 2016 – 2 tenure-track and one instructor. See [Appendix 6](#) and [Appendix 7](#) related to hiring plans.*

- **Standard VI h.** There is an appropriate balance between full-time and part-time faculty to enable the programs objectives to be realized.
 - **Concern:** There are two full-time faculty members and no part-time faculty members currently employed to enable the program's objectives to be effectively realized.
 - **Recommendation:** The Team recommends that an additional faculty, part-time and/or full-time be hired to position the program to achieve its instructional goals.

- *As mentioned in our original response, due to our fairly rural environment, we have had difficulty locating and keeping suitably credentialed part-time faculty, though we continue to seek out those opportunities, including online instructors.*
- **Standard 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.
 - **Concern:** The website needs further development to include Hospitality management faculty profiles, curricular offerings, academic policies, special events, and program student organization activities.
 - **Recommendation:** The Team recommends the website be updated to include all of the information listed in the ACPHA standard for VII. f.
 - *The Hospitality Management Program website has been updated to include the following information:*
 - ✓ *HMGMT Program Overview,*
 - ✓ *Mission and Learning Outcomes,*
 - ✓ *Curricular Offerings,*
 - ✓ *Academic Policies,*
 - ✓ *Special Events, and*
 - ✓ *Student Organizations.*
 - *In addition, the Department of Consumer Sciences maintains an active website that includes updated information, including:*
 - ✓ *Faculty Profiles,*
 - ✓ *Academic Policies,*
 - ✓ *Special Events, and*
 - ✓ *Student Organizations.*
 - *Details related to Appendix 8 are also available at:*
 - ✓ *Hospitality Management Website: <http://www.sdstate.edu/cs/undergraduate-programs/hospitality.cfm>*

2 (C). Indicate the present and continuous actions to be taken by the college or department to address the issues raised by the review. What outcomes are anticipated as a result of these actions?

All issues related to ACPHA Accreditation have been addressed to the approval of the Commission. As we move forward, we will continue to comply with expectations for full accreditation.