Full Category I and Abbreviated Category I Proposal Transmittal Sheet

Submit proposals to: Office of Academic Programs, Assessment, and Accreditation, 500 Kerr Administration Building – Oregon State University

For Instructions, see http://oregonstate.edu/admin/aa/apaa/academic-programs/curriculum/category-1-proposals Please attach Executive Summary, Proposal, Library Evaluation (performed by the Library), Accessibility Form, Letters of Support (External to OSU), Liaison Correspondence (Internal to OSU), Faculty Curriculum Vitae, and Budget Sheets, as appropriate.

Check One:

Full Proposal (Category I)
[Category I Final Approval: Oregon State Board of Higher Education]

X New degree program

___ Major (substantive) change in existing program

Abbreviated Proposal (Abbreviated Category I) *[Abbreviated Category I Final Approval: OSU Provost]*

___ Rename of an academic program or unit

___ Establishment of a new college, school, department or program

___ Reorganization – moving responsibility for an academic program from one unit to another

___ Merging or splitting an academic unit

___ Termination of an academic program or unit

___ Suspension or reactivation of an academic program or unit

___ New certificate program or academic unit

For proposals to establish a new center or institute, contact the Research Office (541-737-3467)

For requests to offer existing certificate and degree programs at new locations, use the Memorandum of Understanding (MOU) form available at http://oregonstate.edu/admin/aa/apaa/academic-programs/curriculum/mou-process

Title of Proposal: BA/BS in Hospitality Management

Effective Date: Winter 2015

School/Department/Program: Hospitality Management

College: College of Business

I certify that the above proposal has been reviewed by the appropriate Department, School, and College Committees. I approve this proposal.

Rebecca L. Johnson — 6/3/2014

Sign ~~(Department Chair/Head; Director)~~ Vice President ***Date***

Rebecca L. Johnson

Print (~~Department Chair/Head; Director~~) Vice President

Ilene Kleinsorge — 5/29/14

Sign (Dean of College) ***Date***

Ilene Kleinsorge

Print (Dean of College)

Proposal for a New Academic Program
B.A./ B.S. Hospitality Management

Executive Summary

1. Institution and Program

Oregon State University, B.A./ B.S. Hospitality Management

2. Program Description

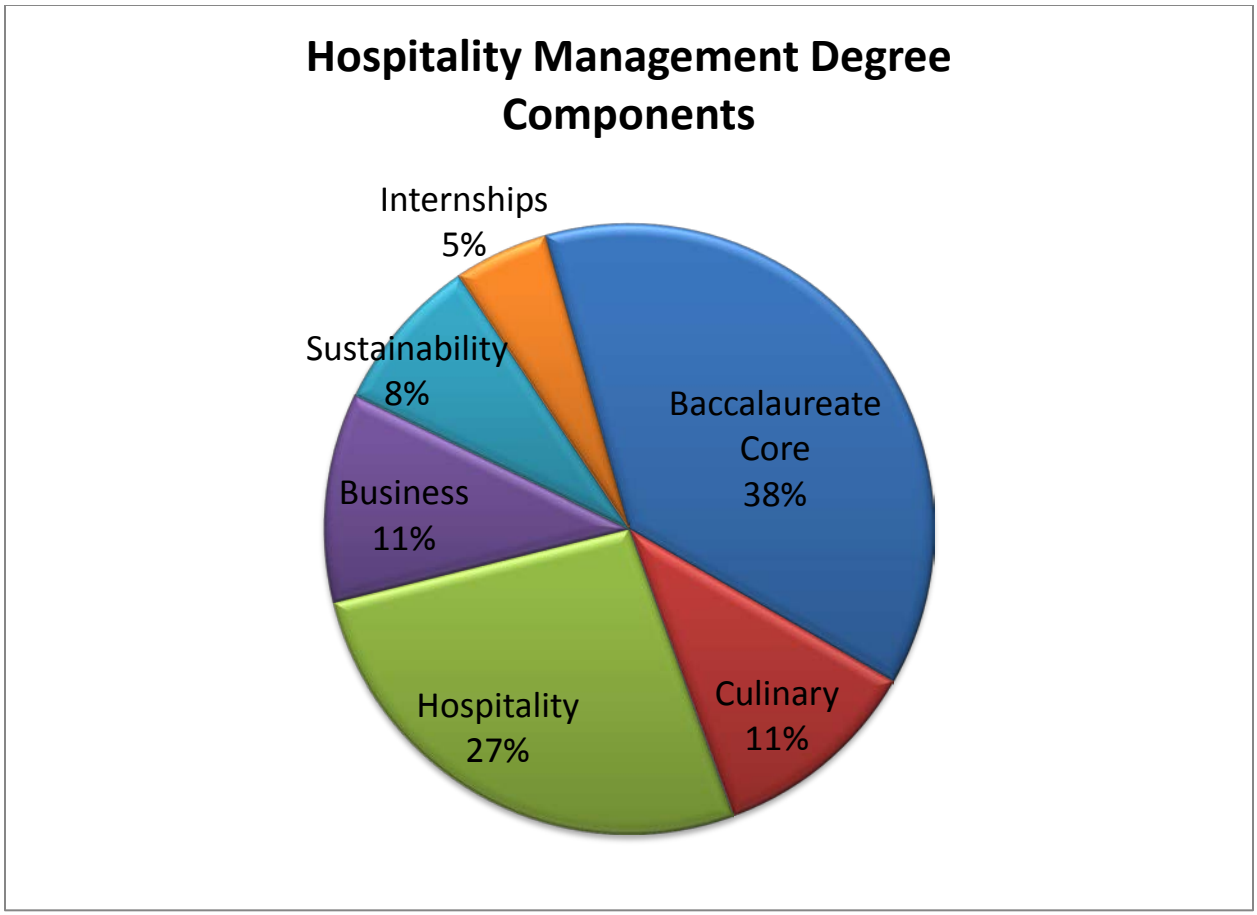
Oregon State University - Cascades is proposing a new BA/BS degree program in Hospitality Management (HM) to be offered exclusively at the OSU-Cascades starting Winter Term 2015.

This program would provide students with the knowledge necessary to become leaders, executives and owners in the hospitality industry.

The hospitality industry is very traditional and dates back thousands of years. In the last twenty years it has seen extraordinary changes due to technology as it was one of the earliest adopters of the internet. This change continues at a rapid rate today and is impacting every area of the industry.

The hospitality industry is now requiring new college graduates who can go directly into management and can hit-the-ground-running on their first day of work. To fill that need, the proposed HM program would provide students the required skills the hospitality industry is now and will be requiring. Specifically, the degree would provide students with skills in management, human resources, hospitality technology, food and beverage operations, service delivery as well as basic business fundamentals in marketing and accounting.

To meet industry needs and student demand, OSU-Cascades is proposing a multi-disciplinary degree comprised of hospitality core competencies, culinary (food and beverage), eco-tourism/sustainability, a business minor and a significant practicum and internship requirement. A breakdown of these components can be seen in the following graph.



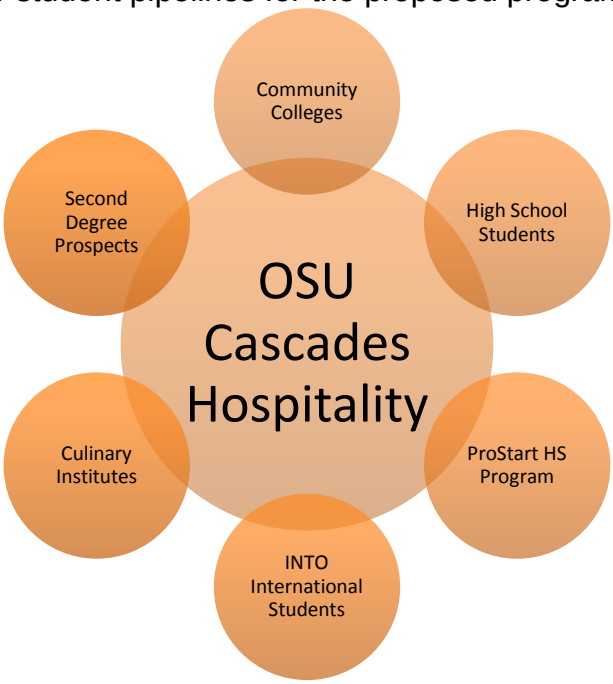
The proposed HM program would be the only 4-year degree program of its kind offered in Oregon and would cater to one of the largest supplier of jobs in the state. This degree would be offered at one of the Northwest's premiere tourist destinations; Bend. This, along with the OSU brand, would make this program very attractive to new students seeking a HM degree. However, our ambitions are much higher. We want to build a "world class" HM program that would appeal to students across the nation and the world. To do so, in addition to the core skills mentioned above, this program would provide a specialization in ecotourism and sustainability, which is the fastest growing segment of hospitality today and is currently not offered at any major undergraduate HM program in the United States.

3. Evidence of Need

Hospitality is the world's largest employer, generating, directly and indirectly, nearly 200 million jobs or some 10% of the jobs globally. In Oregon, the hospitality industry is a $9.2 billion industry. It directly generates some 91,100 jobs in Oregon and indirectly creates another 41,000 jobs. As a result, one out of every nine jobs in Oregon is in the hospitality industry. In Central Oregon, tourism and hospitality continue to be the largest source of jobs and is growing at a rate of 12.7% year-over-year. To illustrate

this need, the startup funds for the HM program were contributed from industry stakeholders across Oregon.

There are six major student pipelines for the proposed program:



Specifically, there are nine community colleges and culinary schools offering 2-year HM degrees in various forms. With no 4-year HM degree offered in Oregon, students attending these programs who would like to pursue a 4-year HM degree must go out-of-state. In addition to Oregon schools losing this education revenue, the hospitality industry has told us that a significant percentage of these students do not return to Oregon upon graduation, thus reducing our pool of qualified human talent. The proposed HM degree would provide students an in-state pathway to a 4-year degree.

Each of these programs has indicated they have a portion of their students who would pursue such a degree. Although the exact student market share percentages we could expect are unclear, we have been able to get a sense of this demand from the Cascades Culinary Institute survey that was conducted in November of 2013. In that survey, of which 65 students responded, we found the following:

92% of respondents thought OSU-Cascades should offer a 4-year BA/BS Hospitality Management Degree.

71% of those respondents said they would major in HM at OSU-Cascades if the degree was available.

High schools across Oregon are also recognizing the need for qualified HM talent and are working with local industry and the Oregon Restaurant and Lodging Association's (ORLA) ProStart program to give students interested in a HM career a foot-in-the-door. ProStart is a career-building program for high school students interested in culinary arts and foodservice management. Over a two-year period, students study in the classroom, participate in mentored work experiences, and test their skills in local and national competitions. The ProStart program has 3,000 students in Oregon and nearly 100,000 across the nation.

4. Target Population

The student characteristics are projected to be similar to those of current students, as they have remained relatively constant over time. Approximately 70% of OSU-Cascades campus students attend full-time and approximately 90 to 95% are Oregon (resident) students. Over time, the student characteristics are likely to diversify with the probability of international student representation through partnering with the INTO program. It is expected that more of the HM students will be of traditional age. In 2014, under the 2+2 model, the focus will primarily be on current HM students at local community colleges like Central Oregon Community College (COCC). This target market will greatly expand when OSU-Cascades moves to a 4-year model beginning Fall Term 2015. .

In the next 3-5 years, our ability to target an even larger student base will improve as the HM program is established and we expand our reach to national and international students. To attract these students, the HM program will begin to differentiate itself among more established HM programs by offering a specialization in ecotourism and sustainability within Hospitality, thus taking advantage of Bend's world-class ecotourism laboratory.

Oregon State University

College of Business

OSU-Cascades Branch Campus

Bend, OR

New Undergraduate Degree Program Proposal:

BA/BS in Hospitality Management

Eco-Tourism and Sustainability Specialization

May 2014

Proposed Effective Term: Winter Term 2014

CPS Tracking #: 90496

https://secure.oregonstate.edu/ap/cps/proposals/view/90496

Tentative

Program Proposal Details

1. Program Description

a. Proposed Classification of Instructional Programs (CIP)number

CIP #: 52.0901

Title: Hospitality Administration/Management, General

Definition: A program that prepares individuals to serve as general managers and directors of hospitality operations on a system-wide basis, including both travel arrangement and promotion and the provision of traveler facilities. Includes instruction in principles of operations in the travel and tourism, hotel and lodging facilities, food services, and recreation facilities industries; hospitality marketing strategies; hospitality planning; management and coordination of franchise and unit operation; business management; accounting and financial management; hospitality transportation and logistics; and hospitality industry policies and regulations.

Source: US Department of Education, National Center for Educational Statistics, CIP 2010 ed.

b. Brief overview of the proposed program:

The proposed BA/BS in Hospitality Management (HM) degree program would provide students the required skills the hospitality industry is now requiring. Specifically, the degree would provide students with skills in management, hospitality technology, food and beverage operations, service delivery as well as basic business fundamentals in marketing, accounting, financial interpretation and analysis.

The proposed HM program would be the only 4-year degree program of its kind offered in Oregon and would cater to one of the largest supplier of jobs in the state. This degree would be offered at one of the Northwest's premiere tourist destinations; Bend. This, along with the OSU brand, would make this program very attractive to new students seeking a HM degree. However, our ambitions are much higher. We want to build a "world class" HM program that would appeal to students across the nation and the world. To do so, in addition to the core skills mentioned above, this program would provide a specialization in ecotourism and sustainability, which is the fastest growing segment of hospitality today and is currently not offered at any major undergraduate HM program in the United States.

Tentative

In the state of Oregon, the hospitality industry is one of the largest, representing $9.1 billion dollars in revenue annually. The proposed program has been developed to allow students to graduate in four years after completing 181 credit hours. In the first two years, the source of students would come from the existing pool of pre-hospitality students at Central Oregon Community College (COCC) and in other community colleges around the state.

Summary: B.A. / B.S. in Hospitality Management Proposal

BS in Hospitality Management

- CIP (Classification of Instructional Programs) #: **52.0901**
- CPS #: **90496** **https://secure.oregonstate.edu/ap/cps/proposals/view/90496**
- Degree Type: **Bachelor of Arts (BA) / Bachelor of Science (BS)**
- Program Type: **Undergraduate**
- Academic Home: **College of Business**
- Location: **OSU-Cascades Branch Campus in Bend, OR**
- Undergraduate Specialization: **Ecotourism and Sustainability**
- Undergraduate Minor: **Business and Entrepreneurship**
- Course Designator: **HM**
- Credit hours: **181-190**
- Pre- / Pro-Model: **Yes** (Two SIS numbers will need to be assigned)
- Delivery Mode: **On-Campus**
- Enrollment Limitations: **None**
- Accreditation: **None**
- Proposed Effective Date: **Winter Term 2015 (Banner: 201601)**

Tentative

c. Course of study – proposed curriculum, including course numbers, titles and credit hours

The proposed course of study totals 181-190 credit hours. The program includes 51-59 credit hours of baccalaureate core courses, 13 general elective credit hours, 27-28 business credit hours, 66 core hospitality credit hours, 12 hospitality specialty (ecotourism and sustainability) credit hours and 12 hospitality elective credit hours. The quantity, quality and distribution of the proposed courses are in line with comparable hospitality degrees at other major universities.

The proposed course of study would eventually replace the current HM option offered to business majors at OSU-Cascades. The termination of the HM option will be decided upon at a later date so to not impact students that are currently pursuing this option.

OSU-Cascades with its COCC partner, currently offers a BA degree in Business Administration. Like students who major in business, HM students wishing to attain a BA in Hospitality Management must demonstrate proficiency through the second year of a foreign language and must complete a 213 level course of that language with a C or better.

A summary of the HM proposed course of study is presented below including the course titles and the credit hours. The course of study includes one class that is offered in the current HM option within the Business major.

Baccalaureate Core Classes (51-59)

Fitness (2 courses)	2+1
Mathematics (1 course) MTH 111 *College Algebra	4
Speech (1 course) COMM 111 *Public Speaking	3
Writing I (1 course) WR 121 *English Composition	3
Writing II (1 course)	3-4
Biological Science (1 course)	4
Biological Science or Physical Science (1-2 courses)	4-5
Cultural Diversity (1 course)	3-4
Literature and the Arts (1 course)	3-4
Physical Science (1 course)	4-5
Social Processes and Institutions (1 course) ECON 201 *Introduction to Microeconomics	4
Western Culture (1 course)	3-4

Tentative

Difference, Power & Discrimination (1 course)	3-4
Contemporary Global Issues (1 course) NR 350 *Sustainable Communities	4
Science, Technology and Society (1 course)	3-4

General Electives (13)

MTH 245 *Mathematics for Management, Life and Social Sciences	4
3 Courses	9

Hospitality Core Classes

Food and Beverage (21)

CUL 110 *Culinary Foundations**	4
CUL 150 *Hospitality Cost Control**	4
CUL 190 *Introduction to Food Service Operations - Elevation Lunch**	5
CUL 200 *Comprehensive Kitchen Operations**	4
Advanced Restaurant Management & Ownership (NEW)	4

***Cascade Culinary Institute*

General (45)

Introduction to Hospitality (+MS Office) (NEW)	4
Lodging Management (NEW)	4
Hospitality Law and Labor Relations (NEW)	4
Hospitality Technology (NEW)	4
Core Competencies in the Hospitality Industry (New)	4
Hospitality Revenue Management (NEW)	4
Hospitality Internship 1 (300 hours) (NEW)	3
Hospitality Internship 2 (300 hours) (NEW)	3
Hospitality Internship 3 (300 hours) (NEW)	3
Hospitality Technology Lab (NEW)	4
BA 487 *Hospitality Financial Management	4
Advanced Hospitality (Capstone) (NEW) *(WIC)*	4

Business Core (Business and Entrepreneurship Minor) (27-28)

ECON 201 *Introduction to Microeconomics (Credits applied in BACC section)	0
BA 215 *Fundamentals of Accounting	4
BA 260 *Introduction to Entrepreneurship	4
BA 352 *Managing Individual and Team Performance**	4
BA 360 *Introduction to Financial Management	4
BA 390 *Marketing	4
Required Business Minor Elective	4

** BA 351 and BA 352 are interchangeable for the Business Minor.

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Ecotourism & Sustainability Specialization (12)

TOL 371 *Principles of Ecotourism and Adventure Tourism	3
Sustainable Product and Service Delivery (NEW)	3
Sustainable Food Production Systems Overview (NEW)	3
SUS 420 *Social Dimensions of Sustainability	3

Hospitality Electives (12)

Vacation Property Management (NEW)	4
Principles of Hospitality Real Estate - Asset Management (NEW)	4
Online Marketing and Reputation Management (NEW)	4
Hospitality Facilities Design (NEW)	4
Hospitality Franchising (NEW)	4

Tentative

Hospitality Management

BACC	181
Hospitality (Red = CCI)	
Business Minor	
Ecotourism / Sustainability	

Year 1

Fall		Winter		Spring		Summer		
Fitness (1 course)	3	Biological Science (1 course)	4	WR II (1 course)	4	Internship 1 (300 hours) (NEW)	3	
WR I (1 course)	3	Cultural Diversity (1 course)	4	Math (1 course) *MTH 111 – College Algebra prereq	4			
Western Culture (1 course)	4	Free Elective	3	Free Elective	3			
Introduction to Hospitality (+MS Office) (NEW)	4	Culinary Foundations (CUL 110)	4	Lodging Management (NEW)	4			
	14		15		15		3	47

Year 2

Fall		Winter		Spring		Summer		
PreReq: Mathematics for Management, Life and Social Sciences (MTH 245)	4	Additional BIO/Physical Science (1 course)	4	Introduction to Food Service Operations - Elevation Lunch (CUL 190)	5	Internship 2 (300 hours) (NEW)	3	
Social Processes & Institutions (1 course) *ECON 201	4	Difference, Power & Discrimination (1 course)	4	Speech (1 course) *Public Speaking 111 *prereq	3			
Physical Science (1 course)	4	Free Elective	3	Hospitality Elective	4			
Comprehensive Kitchen Operations (CUL 200)	4	Literature & Arts (1 course)	4	Princ. of Ecotourism & Sustainability (TOL 371)	3			
	16		15		15		3	49

Year 3

Fall		Winter		Spring		Summer		
Hospitality Technology (NEW)	4	Science, Technology & Society (1 course)	3	Core Competencies in the Hospitality Industry	4	Internship 3 (300 hours) (NEW)	3	
Hospitality Law and Labor Relations (NEW)	4	Marketing (BA 390)	4	Intro. to Financial Mgt (BA 360)	4			
Fundamentals of Accounting (BA 215)	4	Hospitality Elective	4	Managing Individual and Team Performance (BA 352)	4			
		Introduction to Entrepreneurship (BA 260)	3	Hospitality Cost Control (CUL 150)	4			
	12		14		16		3	45

Year 4

Fall		Winter		Spring		Summer		
Sustainable Product and Service Delivery (NEW)	3	Contemporary Global Issues (1 course) *Sustainable Communities NR 350	4	Hospitality Technology Lab (NEW)	4			
Hospitality Revenue Management (NEW)	4	Business Minor Elective	4	Advanced Hospitality (Capstone) (NEW)	4			
Advanced Restaurant Management & Ownership (NEW)	3	Hospitality Elective	4	Hospitality Financial Management (BA 487)	4			
Sustainable Food Production Systems Overview (NEW)	3	Social Dimensions of Sustainability (SUS 420)	3					
	13		15		12		0	40

***Courses in Red are offered through the Cascade Culinary Institute.**

d. Manner in which the program will be delivered, including program location (if offered outside of the main campus), course scheduling, and the use of technology (for both on-campus and off-campus delivery)

The proposed HM program and corresponding courses will be offered on the OSU-Cascades campus (Bend, OR). As such, Ecampus courses will not be required in this program.

e. Ways in which the program will seek to assure quality, access and diversity.

The faculty associated with the HM program will assure that that the quality of the program remains high through the use of multiple review processes on a regular basis. On an ongoing basis the Hospitality Undergraduate Program Committee (HUPC), composed of faculty members selected for their expertise and interest in hospitality education, will review the program goals, achievements, classes being offered and level of performance being achieved by the students in HM. In addition to reviewing the status of the program, it will be the responsibility of the HUPC to approve any change to the program as requested by faculty and to recommend changes when opportunities for improvement are identified.

In addition, there will be an Industry Advisory Board (IAB) for the HM program composed of members representing a wide variety of businesses within the hospitality industry. This board will have the responsibility of reviewing the HM program on an annual basis.

Access to the HM program will be in keeping with the OSU policy of increasing access to innovation, relevant education programs through non-traditional delivery modes that serve place-bound students, address targeted business needs, and the promotion of lifelong learning. The first two years of the HM degree will be available through community colleges throughout Oregon thus making it possible for many students to start their degree at their current location before moving onto OSU-Cascades.

The goals of diversity within the HM degree will follow the mission and goals of the OSU diversity plan. The hospitality and travel industry is diverse by nature given the wide range of job opportunities offered. We would expect and encourage our student base to be equally diverse.

Tentative

f. Anticipated fall term headcount and FTE enrollment over each of the next five years.

The following chart is the conservative estimate of FTE enrollment over the next five years.

	1 2014-15	2 2015-16	3 2016-17	4 2017-18	5 2018-19
1st cohort	10	10	10	10	
2nd cohort		10	10	10	10
3rd cohort			20	20	20
4th cohort				20	20
5th cohort					20
Total FTE	**10**	**20**	**40**	**60**	**70**
Total Graduates	0	0	10	10	20

g. Expected degrees/certificates produced over the next five years.

Please see chart above.

h. Characteristics of students to be served (resident/nonresident/international; traditional/nontraditional; full-time/part-time; etc.)

For the first two years, under the 2+2 model, the student characteristics are projected to be similar to those of current students, as they have remained relatively constant over time with approximately 95% being Oregon (resident) students. In year two with the switch to a 4-year degree, the INTO program has indicated it sees some HM degree demand from its international student base. In 2016 and beyond, with the HM program now established and offering a specialization in HM Ecotourism and Sustainability, we would expect our student base to expand both regionally and nationally. It is expected that more of the HM students will be of traditional age in this program.

Tentative

i. **Adequacy and quality of faculty delivering the program.**

HM courses will be delivered by faculty having either an extensive professional background and/or a scholarly focus in the discipline. As a premier tourist destination, Bend offers an extensive pool of both. The HM program is also a multi-disciplinary degree and will allow the program to draw on the expertise of faculty who are resident at OSU-Cascades.

In the first year, local students that wish to study in Bend, will complete their freshman and sophomore level HM required courses at Central Oregon Community College. Upon successful completion of the required courses and acceptance into the HM Pro-School program, they would begin taking classes at OSU-Cascades. The HM Pro-School requirements include that each student must be a current OSU Pre-Hospitality major, must reach 90 credits by the end of the application term (junior standing), have completed or be registered to complete all remaining Pre-Hospitality Core requirements, have a GPA of 2.5 or higher, and have grades of C- or higher in all Hospitality Degree Program Coursework.

In the fall of 2015, all lower and upper division courses for the HM program will be available at OSU-Cascades, except the five food and beverage courses taught at the Cascades Culinary Institute.

j. Faculty resources – full-time, part-time, adjunct.

OSU-Cascades currently offers a BA/BS degree in Business Administration with a specialization in Hospitality Management, a BS in Tourism and Outdoor Leadership, and a BS in Sustainability. Courses from these majors that are included in the Hospitality Management major are currently staffed.

Current faculty staffing at OSU-Cascades includes one tenure-track assistant professor in hospitality management and one full-time executive in residence hospitality management instructor. Both the professor and the instructor will teach primarily in the HM major.

The new HM major includes six specialty courses (e.g., vacation property management, advanced restaurant management and ownership) that will typically be taught by part-time instructors.

Tentative

The HM major requires three 300 hour (three credit) internships and will require the hiring of an internship coordinator/supervisor.

In summary, there are currently two full-time HM faculty at OSU-Cascades that will teach courses in the HM major. These courses concurrently meet the HM option requirements. Each year, six specialty courses will require the hiring of part-time faculty. Additionally, a part-time internship coordinator will be hired to coordinate and supervise the three required internships.

k. Other staff.

None at this time. There is current capacity at OSU-Cascades in advising, career services, and enrollment services to support the new students in the HM major.

l. Facilities, library and other resources.

Cascades Hall has classroom and computer lab capacity for this program. Through the collaboration with COCC, OSU-Cascades students have access to two levels of study areas in the Barber Library, including a dozen private study rooms. In 2016 the new OSU-Cascades campus will add a dining hall and a learning commons to the spaces available for students. Additionally, industry support, including the industry stakeholders who have helped launch the HM program, have shown strong support for field projects and internships. The library evaluation is attached.

m. Anticipated start date.

It is anticipated that the HM degree will start Winter Term 2015.

2. Relationship to Mission and Goals

a. Manner in which the proposed program supports the institution's mission and goals for access; student learning; research, and/or scholarly work; and service.

Tentative

The HM degree will be the only 4-year program in Oregon, and as such, will fill a strong demand for a hospitality degree in Central Oregon and across the state. Current enrollment at OSU-Cascades has shown that many students are place-bound, so the new HM program provides access to a hospitality program for students who cannot travel to other OUS campuses for a 2-year HM degree or out-of-state for a 4-year HM degree. The partnership with COCC provides this access at a considerable lower cost which makes the program accessible to a broader range of students.

Student learning and success will be enhanced at OSU-Cascades due to: 1) class sizes being small; 2) HM courses are offered only once per year so students form natural cohorts; 3) students have the same professor typically 3-5 times in their program of study; and 4) Bend's growing tourism industry, offers students a variety of internship and job placement options during and after their course of study.

The HM program curriculum will comprise many of its courses from different departments within OSU-Cascades. Additionally, the faculty includes one tenure-track and one fixed-term instructor. For the Food and Beverage HM courses, the program will partner with CCI and also utilize the many qualified professional adjuncts within the community.

Bend and Central Oregon tourism has seen steady growth for the last several years and is projected to see the highest tourist arrivals ever in 2014. As a result, existing and new business are thriving and require qualified graduates. The potential for the HM program to work collaboratively with industry partners is unlimited. Faculty and students will be engaged through internships, work experience, and collaborative research projects.

Overall, the HM program will add greatly to OSU-Cascades' mission and goals for access, learning, and outreach. The HM program will fill both a community and campus need for additional professional programs.

b. Connection of the proposed program to the institution's strategic priorities and signature areas of focus.

Tentative

OSU-Cascades has four strategic priorities, and the HM program will contribute to each. The first is enrollment growth, and the HM program will draw new students to the campus from Bend, across the state and even nationally once the program is established. Additionally, INTO has identified HM as one of four programs that they will be able to supply international students to.

The second area is academic program growth, and the new HM program contributes to that as well. In order to serve the interests of place-bound students, as well as the community's need for graduates, it is imperative that OSU-Cascades broaden its degree program offerings.

The third priority area is fiscal sustainability. As a small regional campus, tuition revenue is critical. Attracting out-of-state students is a significant asset and we believe an OSU HM program has the potential to attract students throughout the Northwest and beyond.

The fourth priority area is community outreach. The economic development community has been quite vocal about the need for a HM degree program. The fact that the Oregon industry stakeholders have contributed funds to help establish a Hospitality Management undergraduate degree program is concrete evidence of that support.

Finally, OSU-Cascades HM program will be a unique and critical program that helps differentiate OSU-Cascades in Oregon and around the nation. Bend, and its many recreational attributes, is also a perfect setting as it relies heavily on tourism and is growing. This setting allows for a truly unique program. The OSU-Cascades HM program will blend curriculum with academic rigor, and will focus on the changing needs of the industry. We expect our course/curriculum development to be innovative and attract interest beyond the state. As a result, we expect the HM degree to attract faculty and students from anywhere in the world.

c. Manner in which the proposed program contributes to the Oregon University System goals for access; quality learning; knowledge creation and innovation; and economic and cultural support of Oregon and its communities.

Tentative

Central Oregon continues to be one of the fastest growing regions in the state. COCC has been a strong provider of 2-year programs. However, the region has been underserved by the OUS system. This is particularly the case in the Hospitality arena where it is one of Central Oregon's most important industries. Therefore, all of the ways in which the HM program contributes to OSU-Cascades' goals for access, learning, research/scholarship, and outreach that were described earlier, also apply to OUS's goals.

OSU-Cascades students are overwhelming from Central Oregon, and 50% have been first generation college students. Most of these students would not be going to other OUS institutions if OSU-Cascades was not available. As a result, the HM degree provides this population with access to a unique degree program. Similarly, the program will provide local and regional industry with students and faculty who can collaborate in multiple ways. This will strengthen the contribution to this field and continue to help Central Oregon's travel industry flourish.

d. Manner in which the program meets broad statewide needs and enhances the state's capacity to respond effectively to social, economic, and environmental challenges and opportunities.

Tourism is a vital industry to Oregon in terms of jobs and tax revenue. Directly and indirectly, the hospitality industry is a leading job provider for all Oregonians of different economic classes. Providing industry qualified and Oregon trained human resources is critical for the continued growth of this industry.

3. Accreditation

a. Accrediting body or professional society that has established standards in the area in which the program lies, if applicable.

To meet industry and student needs and also be in line with the top 15 HM programs (as per the HM Program Benchmark Study), the proposed HM degree is a multi-disciplinary program comprised of hospitality core competencies, culinary (Food & Beverage), eco-tourism/sustainability and

Tentative

a significant practicum and internship requirement. This degree will also require students to complete a minor in business and entrepreneurship, offered by the OSU College of Business whose undergraduate degree program in business is accredited by the AACSB.

There are two main accreditation organizations for Hospitality programs.

1. Accreditation Commission for Programs in Hospitality Administration (ACPHA)
2. International Council on Hotel, Restaurant, and Institutional Education (CHRIE)

Of these two, CHRIE is the more recognized program and includes more of the major US universities with HM programs. However, the top tier HM programs, like UNLV and Cornell, have chosen not to pursue accreditation. This is primarily due for two reasons. First, the accreditation is not an important factor to the majority of potential HM students in selecting a HM program. This is most likely because this degree is very hands-on and the hospitality industry job providers do not request it of new hires. Second, the industry is changing rapidly and the top schools prefer the flexibility to meet industry and students changing needs much faster. As a result, we will not pursue accreditation from one of the hospitality accrediting bodies.

b. Ability of the program to meet professional accreditation standards. If the program does not or cannot meet those standards, the proposal should identify the area(s) in which it is deficient and indicate steps needed to qualify the program for accreditation and date by which it would be expected to fully accredited.

N/A

c. If the proposed program is a graduate program in which the institution offers an undergraduate program, proposal should identify whether or not the undergraduate program is accredited and, if not, what would be required to qualify it for accreditation.

N/A

Tentative

d. If accreditation is a goal, the proposal should identify the steps being taken to achieve accreditation. If the program is not seeking accreditation, the proposal should indicate why it is not.

We will not be pursuing accreditation from one of the hospitality specific accreditation bodies for the reasons specified in section A.

4. Need

a. Evidence of market demand.

In 2000, the World Tourism Organization stated that Hospitality is the world's largest employer, generating, directly and indirectly, nearly 200 million jobs or approximately 10% of the jobs globally. According to Travel Oregon, the hospitality industry in Oregon is a $9.2 billion dollar industry. It directly generates some 91,100 jobs in Oregon and indirectly creates another 41,000 jobs. As a result, one out of every nine jobs in Oregon is in the hospitality industry. In Central Oregon, tourism and hospitality continue to be the largest source of jobs and Travel Bend expects it to grow at a rate of 12.7% year-over-year. To illustrate this need, the startup funds for the HM program were contributed from industry stakeholders across Oregon.

There are five major student sources for this program::

- Community Colleges
- Culinary Institutes
- INTO International Students
- ProStart High School Program
- Traditional High Schools

Specifically, there are nine community colleges and culinary schools offering 2-year HM degrees in various forms in Oregon. With no 4-year HM degree of this kind offered in Oregon, students attending these programs who would like to pursue a 4-year HM degree must go out-of-state. In addition to Oregon schools losing this education revenue, the hospitality industry has told us that a significant percentage of these students do not return to Oregon upon graduation, thus reducing our pool

Tentative

of qualified applicants. The proposed HM degree would provide students an in-state pathway to a 4-year degree.

Each of these programs has indicated they have a portion of their students who would pursue such a degree. Although the exact student market share percentages we could expect are unclear, we have been able to get a sense of this demand from the Cascades Culinary Institute survey that was conducted in November of 2013. In that survey we found the following:

- 92% of respondents thought OSU-Cascades should offer a 4-year Hospitality Management degree program.

- 71% of those respondents said they would major in HM at OSU-Cascades if the degree program was available.

High schools across Oregon are also recognizing the need for qualified HM talent and are working with local industry and the Oregon Restaurant and Lodging Association's (ORLA) ProStart program to give students interested in a HM career a foot-in-the-door. The ProStart program has 3,000 students in Oregon and nearly 100,000 across the nation.

b. If the program's location is shared with another similar OUS program, proposal should provide externally validated evidence of need (e.g., surveys, focus groups, documented requests, occupational/employee statistics and forecasts).

There are no similar programs within the Oregon University System.

c. Manner in which the program would serve the need for improved educational attainment in the region and state.

The Central Oregon region has a lower education attainment than the state average, and is far below the state's goal of 40-40-20 (40% having bachelors or higher, 40% having an associate's degree, and 20% having a high school diploma). Part of the reason may be that young people who want to pursue a HM career must leave Central Oregon to get a 4-year degree. With the travel industry in Central Oregon growing at such a rapid rate, retaining these prospective students, training them and then making them available to local industry is beneficial to all parties.

Tentative

d. Manner in which the program would address the civic and cultural demands of citizenship.

In general, increasing the educational attainment in Central Oregon will contribute to the civic and cultural demands of citizenship. OSU-Cascades' growth is limited by the small number of degree programs offered, so additional degree programs will help to grow enrollment and educational attainment. As a new program, the HM program will draw students who might not otherwise enroll at OSU-Cascades or pursue a baccalaureate degree program. It also provides a path for COCC hospitality students to stay in Central Oregon to finish their 4-year degree.

5. Outcomes and Quality Assessment

a. Expected learning outcomes of the program.

Hospitality Specific

1. Develop an awareness of the various career opportunities and options within the hospitality industry.

2. Understand the importance of outstanding guest service quality, server-guest relationships, and ethics. Comprehend, synthesize, and evaluate elements of professional service management.

3. Provide students with a "real life" experience in the hospitality industry.

4. Demonstrate the skills and behaviors required during customer involvement to analyze, judge, and act in ways that contribute to customer satisfaction.

5. Define and explain food production terms and principles, including food safety and sanitations practices, apply key principles in operating foodservice establishments, and evaluate and critique the effectiveness of such applications.

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6. Evaluate, analyze and determine the application of human resource theories and principles in maximizing employee performance, employee retention and customer (internal and external) service.

7. Explain the application of technology in various hospitality industry segments and in different organizational functional areas.

8. Apply strategic management principles to hospitality business operations in maximizing the accomplishment of organizational goals and objectives.

9. Evaluate, analyze and determine the application of service marketing theories and principles in promoting hospitality businesses.

10. Demonstrate knowledge of and experience in operations relative to the provision of goods and services in Hospitality Management.

11. Describe physical and perpetual inventory systems.

12. Acquire knowledge of a global perspective and diversity issues as related to hospitality management.

General Business

13. Be able to identify and analyze business problems and opportunities and formulate recommendations for courses of action.

14. Communicate effectively and professionally in business situations through physical or virtual presence, writing, speaking, listening, and electronic media.

15. Demonstrate awareness of economic, environmental, political, ethical, legal and regulatory contexts of global business practice.

16. Appreciate the benefits of experiential learning by displaying good work habits, time management and self-discipline.

17. Work effectively, respectfully, ethically and professionally with people of diverse ethnic, cultural, gender and other backgrounds and with people with different organizational roles, social affiliations and personalities.

18. Recognize entrepreneurial opportunities for new business ventures, evaluate potential for business success, and consider implementation

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issues including financial, legal, operational and administrative procedures involved in starting new business ventures.

19. Lead by using team building skills and facilitating collaborative behaviors in the accomplishment of group goals and objectives.

20. Use quantitative and qualitative tools and methodologies to support organizational decision making.

21. Assess how organizations create value in their global supply chains through the integrated production and distribution of goods, services and information.

22. Describe the concept of competitive advantage and how it may be achieved through strategic and tactical methods.

23. Analyze the information content of organizational processes and use information technology to enhance individual productivity.

24. Define markets and apply marketing concepts and principles using a customer focus to effectively sell products and services.

25. Recognize and appropriately respond to ethical, legal and strategic concerns relating to human resource and organizational management.

26. Apply accounting concepts and methods to interpret financial statements for evaluating the financial position and performance of organizations.

27. Interpret and analyze accounting information for internal control, planning, performance evaluation, and coordination to continuously improve business processes.

28. Make basic investment and financing decisions for a business using financial management concepts, and methods.

Specialization

29. Develop an in-depth understanding of how tourism impacts the environment, culture, business community and long-term viability of tourist destinations.

30. Prepare students for emerging industry demand for professionals who can manage and thrive in complex sustainable tourism environments.

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The figure below shows the relationship between learning outcomes and individual courses. For more details, please see the attached addendum.

	H1	H2	H3	H4	H5	H6	H7	H8	H9	H10	H11	H12	B13	B14	B15	B16	B17	B18	B19	B20	B21	B22	B23	B24	B25	B26	B27	B28
Hospitality Core Classes																												
F&B																												
Culinary Foundations (CUL 110)					X																							
Comprehensive Kitchen Operations (CUL 200)					X					X																		
Introduction to Food Service Operations - Elevation Lunch (CUL 190)		X	X	X										X														
Hospitality Cost Control (CUL 150)										X											X							
Advanced Restaurant Management & Ownership (NEW)								X														X						X
General																												
Introduction to Hospitality (+MS Office) (NEW)	X																											
Lodging Management (NEW)		X								X																		
Hospitality Law and Labor Relations (NEW)						X						X			X		X								X			
Hospitality Technology (NEW)							X				X												X					
Core Competencies in the Hospitality Industry (New)		X						X				X																
Hospitality Revenue Management (NEW)							X				X									X								
Internship 1 (300 hours) (NEW)	X	X	X	X										X		X												
Internship 2 (300 hours) (NEW)	X	X	X	X										X		X												
Internship 3 (300 hours) (NEW)	X	X	X	X										X		X												
Hospitality Technology Lab (NEW)			X				X				X												X					
Advanced Hospitality (Capstone) (NEW)								X					X									X						
Hospitality Financial Management (BA 487)								X												X						X	X	X
Business Core (Business Minor)																												
Fundamentals of Accounting (BA 215)																										X	X	
Marketing (BA 390)									X													X		X				
Intro. to Financial Mgt. (BA 360)																				X						X	X	X
Managing Individual and Team Performance (BA 352)														X			X		X									
Operations Management (Possible Minor Elective) (BA 357)													X												X			
Introduction to Entrepreneurship (BA 260)																		X										

b. Methods by which the learning outcomes will be assessed and used to improve curriculum and instructions.

Two different sets will be used to assess the achievements of Program Outcomes (PO). First, POs will be assessed at the individual course level, through a detailed evaluation, focused on direct measurements of the achievement of course learning outcomes (CLOs). Data, obtained from the exit survey of graduating students, will provide a second, and distinct, indirect measure to evaluate whether or not POs have been achieved.

The responsibility for determining whether or not POs are achieved will be owned jointly by the HM Undergraduate Program Committee (HUPC) and individual faculty members. Faculty members are responsible for working with the HUPC to make recommendations for changes (based on results of the course evaluation process) and to implement changes to specific courses as recommended by the HUPC. The HUPC is responsible for annually reviewing a matrix linking CLOs to POs. The HUPC will identify strengths and weaknesses during this review. The results of this analysis will be discussed with faculty members, as appropriate. The HUPC will

Tentative

also be responsible for annually reviewing the existing survey data from graduating students.

c. Program performance indicators, including prospects for success of program graduates (employment or graduate school) and consideration of licensure, if appropriate.

Performance of the program will be assessed by the number of graduates and placement of graduates in internships and permanent employment upon graduation. Students will enroll in the program if they perceive that they will be gainfully employed upon graduation and the degree will contribute to their personal and professional goals.

The hospitality industry places a high value on professional experience as many of these graduates will go directly into management. As a result, the HM curriculum requires a sophomore, junior and senior practicum (internship) where students can get a foot-in-the-door to potential employers upon graduation. The HM program faculty, along with the on-campus career counselor will work closely in establishing and growing industry partnerships.

d. Nature and level of research and/or scholarly work expected of program faculty; indicators of success in those areas.

The staffing plan includes one tenure-track assistant professor in hospitality management. This person is already at OSU-Cascades and teaches in the Hospitality Management option of the Business Administration major. The courses taught by this individual concurrently meet the HM option and the HM major degree requirements. The individual in this role has 0.40 FTE devoted to scholarship, with an expectation of publish research results in high quality scholarly focused journals.

6. Program Integration and Collaboration

a. Closely related programs in other OUS universities and Oregon institutions.

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The proposed BA/BS HM degree at OSU-Cascades would be the only one of its kind in Oregon. There are approximately nine community colleges and culinary schools in Oregon offering a 2-year degree in various forms of hospitality.

The closest 4-year major is Southern Oregon University's (SOU) Bachelor of Applied Science in Management with a focus on Hospitality and Tourism. The proposed OSU-Cascades HM degree is different because it is based on a multi-disciplinary approach, which draws upon Business, Culinary, Hospitality Core/Specialties, Sustainability and Tourism/Outdoor Leadership. The degree is designed in this way to provide students exposure in each area of hospitality and also provide them multiple career paths in hospitality.

b. Ways in which the program complements other similar programs in other Oregon institutions and other related programs at this institution. Proposal should identify the potential for collaboration.

As discussed in the previous section, the HM OSU-Cascades program would offer students a seamless pathway to a 4-year degree. Furthermore, the HM program, in winter of 2015, will offer high school students across the state an option to get a HM degree in Central Oregon. Currently, there are several HM programs at high schools around the state utilizing an industry program through ORLA called ProStart. We have already begun meeting and coordinating with high schools around Bend on their HM program. This coordination includes curriculum advice, sharing of industry partners, career counseling and other general activities.

c. If applicable, proposal should state why this program may not be collaborating with existing similar programs.

N/A

d. Potential impacts on other programs in the areas of budget, enrollment, faculty workload, facilities use.

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The impact of the HM program at OSU-Cascades is positive. This program meets an unmet educational need, increases enrollment at the campus, and increases utilization of the faculties. Only through the addition of new programs like this one will OSU-Cascades meet its enrollment growth objectives, thus the HM program is viewed as only providing positive impacts at this campus. The startup funds for this program were contributed by the hospitality industry so that this program does not impact other program resources in the first three years. After this period it is projected that the program will be self-sustaining.

7. Financial Sustainability (attach the completed Budget outline)

a. Business plan for the program that anticipates and provides for its long-term financial viability, addressing anticipated sources of funds, the ability to recruit and retain faculty, and the plans for assuring adequate library support over the long term.

The HM program is designed to utilize existing OSU-Cascades resources whenever possible. As a result, we do not anticipate adding additional permanent faculty through fall of 2016. This is possible with the recent addition of an Executive in Residence position, which was paid for through funds contributed by the hospitality industry. We also have one tenure-track faculty in the COB who has been teaching several of the upper level hospitality courses. However, even with this cost effective strategy, we will still need to bring in additional adjunct faculty with professional qualifications for hospitality specific classes as the need arises.

b. Plans for development and maintenance of unique resources (buildings, laboratories, technology) necessary to offer a quality program in this field.

No unique resources are necessary for the HM program at this time.

c. Targeted student/faculty ratio (student FTE divided by faculty FTE).

Defined as the number of FTE HM majors divided by the number of HM faculty at OSU-Cascades, this would be 20:1 in year 3 and estimated to

Tentative

be approximately 25:1 in year 5. In addition, there are a number of courses that will be delivered by adjunct faculty.

d. Resources to be devoted to student recruitment.

OSU-Cascades has a full time recruiter that supports all programs in Bend. There are several other enrollment services staff that recruit multiple times during the year at community colleges around the state, at local high schools and at college fairs.

8. **External Review (if the proposed program is a graduate level program, follow the guidelines provided in External Review of new Graduate Level Academics Programs.)**

Not applicable at this time.

Tentative

OSU-Cascades Hospitality Degree
Contributors and Supporters

The following leaders in the Oregon hospitality industry donated seed capital for the creation of a 4-year Hospitality Degree at Oregon State University – Cascades. In addition to funds, each member below has played a critical role in the development of this proposed degree.

Mr. Rick Ellingson	Owner	Bargreen Ellingson
Mr. Robert Bennington	CEO/Owner	Bennington Properties
Mr. Scott Huntsman	CEO	Black Butte Ranch
Mr. Mark Swenson	Vice President	Bon Appétit Management Company
Mr. Chris Dussin	Owner	The Dussin Group
Mr. Chris Hein	Vice President	The Dussin Group
Mr. Jerry Scott	CEO	Elmer's Restaurants
Mr. Todd Stromme	President	Food Services of America
Mr. Frederick Jubitz	CEO/Owner	Jubitz Foundation
Mr. Ken Koehler	CEO/Owner	Liberty Northwest Insurance Corporation
Mr. Tom and Stacy Luersen	Exec. Vice President	Lowe Hospitality Group
Mr. Kyle Buehner	CEO/Owner	Navis, Inc.
Mr. Steve McCoid	CEO	ORLA Education Foundation
Ms. Robin Baney	Owner	The Oxford Hotel Group & Baney Family
Mr. Curt Baney	Owner	The Oxford Hotel Group & Baney Family
Mr. Kevin Bechtel	Exec. Vice President	Shari's Management Corporation
Mr. Tom O'Shea	Managing Director	Destination Hotels & Resorts

Montgomery, Todd

From: Sona Andrews <asona@pdx.edu>
Sent: Friday, February 28, 2014 8:32 AM
To: Montgomery, Todd
Cc: sona.andrews@pdx.edu; Donna Bergh
Subject: Re: Liaison Request: Proposal to offer a hospitality degree through OSU-Cascades

Todd,

well, I am back sooner than I thought! PSU has no issues with this program. Our SBA dean did, however, point out that business minors do not fall under AACSB accreditation (page 15 of your proposal) so you may wish to make a change in the proposal in that regard.

Regards, and again, thanks for checking in at this stage.

Sona

Sona Karentz Andrews
Provost and Vice President for Academic Affairs
Portland State University
1600 SW 4th Ave, Suite 650
PO Box 751
Portland, OR 97207-0751

sona.andrews@pdx.edu
503. 725.5257

On Thu, Feb 27, 2014 at 6:24 PM, Sona Andrews <asona@pdx.edu> wrote:
Todd,

thanks for sending this and asking if we have concerns. I have forwarded it to the appropriate PSU dean and promise to get back to you by the end of next week if we have any concerns.

Again, thxs for asking.

Regards,

Sona

Sona Karentz Andrews
Provost and Vice President for Academic Affairs
Portland State University
1600 SW 4th Ave, Suite 650
PO Box 751
Portland, OR 97207-0751

sona.andrews@pdx.edu
503. 725.5257

On Thu, Feb 27, 2014 at 1:01 PM, Montgomery, Todd <Todd.Montgomery@osucascades.edu> wrote:

Dear Provost,

I am writing to initiate the required liaison request concerning OSU's Hospitality Degree proposal. It is OSU's intent to offer this new degree starting in the fall of 2014 at OSU-Cascades.

The formal proposal is attached. The process requires that I receive an email noting whether your organization has any comments, questions, or concerns that should be discussed prior to proceeding. I appreciate your help in forwarding this request to appropriate respondents within your organization. Thank you in advance.

Sincerely,

Todd Montgomery

Todd Montgomery

Lecturer / Executive in Residence - Hospitality
Oregon State University-Cascades

email: todd.montgomery@osucascades.edu | cell: 541-598-6791

Montgomery, Todd

From: Steve Adkison <sadkison@eou.edu>
Sent: Monday, March 03, 2014 8:24 AM
To: Montgomery, Todd
Subject: Re: Liaison Request: Proposal to offer a hospitality degree through OSU-Cascades

Thanks for the note Todd.

EOU has no questions or concerns regarding the proposal and supports the new program at OSU-Cascades.

Steve

Stephen Adkison, Ph.D.
Provost and Senior Vice President for Academic Affairs
Eastern Oregon University

One University Blvd.
La Grande, OR 97850

Office: (541) 962-3544
Email: sadkison@eou.edu

On Feb 28, 2014, at 5:20 PM, "Montgomery, Todd" <Todd.Montgomery@osucascades.edu> wrote:

> Dear Provost,
>
> I am writing to initiate the required liaison request concerning OSU's Hospitality Degree proposal. It is OSU's intent to offer this new degree starting in the fall of 2014 at OSU-Cascades.
>
> The formal proposal is attached. The process requires that I receive an email noting whether your organization has any comments, questions, or concerns that should be discussed prior to proceeding. I appreciate your help in forwarding this request to appropriate respondents within your organization. Thank you in advance.
>
> Sincerely,
>
> Todd Montgomery
>
> **Todd Montgomery**
> Lecturer / Executive in Residence - Hospitality
> Oregon State University-Cascades
>
> email: todd.montgomery@osucascades.edu | cell: 541-598-6791
>
> <OSU-C HM CAT1.docx>

Montgomery, Todd

From: hillk@mail.wou.edu on behalf of Kathy Hill <hillk@wou.edu>
Sent: Friday, February 28, 2014 3:57 PM
To: Montgomery, Todd
Subject: Re: Liaison Request: Proposal to offer a hospitality degree through OSU-Cascades

Good afternoon,
I've forwarded your request with attached documents on to Dr. Scheck, WOU's vice president for academic affairs.

Kathy

On Fri, Feb 28, 2014 at 3:32 PM, Montgomery, Todd <Todd.Montgomery@osucascades.edu> wrote:

Dear Provost,

I am writing to initiate the required liaison request concerning OSU's Hospitality Degree proposal. It is OSU's intent to offer this new degree starting in the fall of 2014 at OSU-Cascades.

The formal proposal is attached. The process requires that I receive an email noting whether your organization has any comments, questions, or concerns that should be discussed prior to proceeding. I appreciate your help in forwarding this request to appropriate respondents within your organization. Thank you in advance.

Sincerely,

Todd Montgomery

Todd Montgomery

Lecturer / Executive in Residence - Hospitality
Oregon State University-Cascades

email: todd.montgomery@osucascades.edu | cell: 541-598-6791

--

Kathy Hill
Western Oregon University
Executive Assistant to the Vice President for Academic Affairs
345 N Monmouth Ave, ADM 202
Monmouth, OR 97361
503-838-8271

Oregon Leaders Supporting Hospitality Program

http://www.youtube.com/watch?v=tHiaCdKbG-E&list=PL_xlEBVvFY98zRQ_KkjAuZr_ztqgBdpj2

OSU Oregon State University

Category I Proposal
Guidelines for Addressing Accessibility of New Programs

Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 prohibits discrimination against individuals with disabilities and mandates the provision of reasonable accommodations to ensure access to programs and services. Oregon State University is committed to providing equal opportunity to higher education for academically qualified students without regard to a disability.

For questions and assistance with addressing access, please contact the Office of Disability and Access Services (737-4098) or the Office of Affirmative Action and Equal Opportunity (737-3556)

Title of Proposal:	Effective Date:
Hospitality Management Degree	8/1/2014
Department/Program:	**College:**
Hospitality – OSU-Cascades	College of Business

- ☐ Faculty Guidelines (http://ds.oregonstate.edu/facultystaff.aspx?Title=ResponsibilitiesFacultyStaff)
- ☐ Information Technology Guidelines (http://oregonstate.edu/accessibility/)

By signing this form, we affirm that at we have reviewed the listed documents and will apply a good faith effort to ensure accessibility in curricular design, delivery, and supporting information.

Sign (Dept Chair/Head; Director)	Date	Print (Department Chair/Head; Director)	
Marla E Hacker	5-1-14	Marla E Hacker	5-1-14

OSU Libraries
Collection Development

Library Evaluation for Category I Proposal

Degree Program in Hospitality Management
Title of Proposal

OSU Cascades
Department

OSU Cascades
College

The subject librarian responsible for collection development in the pertinent curricular area has assessed whether the existing library collections and services can support the proposal. Based on this review, the subject librarian concludes that present collections and services are:

[x] inadequate to support the proposal (see budget needs below)
[ ] marginally adequate to support the proposal
[ ] adequate to support the proposal

Estimated funding needed to upgrade collections or services to support the proposal (details are attached)

Year 1:
- $4,000 monograph & videos
- $525 *Cornell Hospitality Quarterly*
- $4,000 Hospitality and Tourism Complete

Ongoing (annual):
- $1,000 monograph & videos
- $525 *Cornell Hospitality Quarterly*
- $4,000 Hospitality & Tourism Complete

Comments and Recommendations:
As OSU has not had a hospitality management program since the early 1990s, there is no basic collection. This would have to be built along with the licensing of one core journal and a highly relevant database for focused access to the discipline.

Date Received: 2/24/14 Date Completed: 2/24/14

Laurel Kristick
Collection Assessment Librarian — Signature

Steven Sowell
Head of Collections & Resource Sharing — Signature — Date 2/24/14

Faye Chadwell
University Librarian — Signature — Date 2/24/14

Oregon State University Libraries Evaluation of the Collection supporting a Proposal to Initiate a Degree program in Hospitality Management

This Oregon State University Libraries' (OSUL) assessment reviews the print monographic, e-book, and electronic serials collections as related to broad science information needed to support the proposed Hospitality Management program at OSU-Cascades. As stated in the Cat 1 proposal, the proposed program "would provide students with the knowledge necessary to become leaders, executives and owners in the hospitality industry." From the OSUL perspective, students and researchers will tap various components of the library collections, including psychology and business. This makes it challenging to make recommendations on adequacy and funding needs as multiple areas of the collection must be maintained to provide adequate access to information.

Summary of Recommendations

Overall, the monographic collection is inadequate, given the lack of titles in restaurant and hotel management. OSU dropped its restaurant and hotel management program in the early 1990s so the specific collection is out of date and diminished. Currently, Cascades students have access to the COCC Culinary Arts Program resources. When the relationship changes with the move to the new campus, access will be lost. The OSUL recommend $4,000 to build a core collection.

The journal collection is marginally adequate to support the undergraduate program, and inadequate to support an active faculty research program.

The database collection is marginally adequate, but the Libraries recommend the reinstatement of the Hospitality and Tourism Complete database from Ebsco for an estimated $4,000/year.

Print Monographs and E-Books

Library evaluations of proposed programs have traditionally included the analysis of OSUL's print monograph collection. Comparing the monograph collection with other universities' collections is routine. This analysis includes a comparison of the monograph collection with three peer institutions with a program similar to the one proposed, Cornell University, University of Nevada Las Vegas and Washington State University.

Table 1: Monographic Comparison between OSU and Peer Institutions

Subject Headings	OSU (ORE)	UNLV (UNL)	Cornell (COO)	Washington State (NTE)	OSU Rank Among Peers
Beverage industry	13	12	66	19	3
Business management	93	89	166	87	2
Cooks	19	129	217	32	5
Ecotourism	119	151	451	76	3
Food service	281	374	919	324	

					4
Food service management	102	185	346	111	4
Hospitality industry	92	567	982	169	4
Hotel management	70	271	677	158	4
Hotels	262	1,026	2,337	537	4
Personnel management	2,064	1,248	6,573	2,380	3
Restaurant management	70	182	453	118	4
Restaurants	239	792	1,518	447	4
Sustainability and Business	5	3	9	3	2
Sustainability and Management	9	5	15	8	2
Sustainable development	1,209	1,094	4,737	1,244	3
Total**	**4,380**	**5,342**	**17,944**	**5,302**	**4**

The hospitality collection at Cornell is significantly larger than the other institutions, having more titles than the other three institutions combined. If the OSUL collection is compared to UNLV and WSU, the collection is comparable in the areas of general management and ecotourism but shows significant gaps in the hotel and restaurant-related subjects.

The growing availability of e-books makes it possible to expedite access to more information from various locations. This obviously better serves our distance learners and is a convenience for our on-campus students and faculty. Students at the Bend campus will have access to the e-books purchased centrally, which includes over 1,300 titles in psychology and 5,000 titles in business, two areas that will support hospitality management program.

Videos, including DVDs and streaming video are also important for this program. Dual-enrolled students with COCC will have access to the COCC's Films on Demand collection of streaming videos. All Cascades students will have access to OSUL videos, and the OSUL can acquire needed titles through Films on Demand or other sources.

OSU is served well by the OSUL investment in the Orbis/Cascades Alliance, whose combined collection is substantial. Students and faculty can order from the collections of all the libraries in the Orbis Cascade Alliance through the Summit catalog. University of Oregon, Portland State University, University of Washington and Washington State University are some of the larger research libraries represented in the Summit catalog. Books requested through Summit are delivered to OSUL within three to five working days.

To build the monograph collection in the areas of hotel and restaurant management and the video collection in the relevant subjects, we recommend the infusion of $4,000 in one time funds for the

purchase of new materials. This is based on the five year purchasing history of UNLV and WSU. To keep the collection current, we recommend $1,000 of ongoing funding for monographs and media.

Serials/Journals

The OSUL maintain a basic collection of journals appropriate for hospitality management, including titles in tourism, hospitality, business and psychology. The current cost is $5,282 annually with $1,175 coming from the Cascades Library Service budget. There is concern that with regular price increases to our licenses and a flat budget that access may be eroded over time. The OSUL already have sacrificed timely access to some titles in favor of an embargo period to cut costs.

We identified 18 titles indexed in the Web of Science of possible interest to those involved in the proposed program (Table 2). The cost for this complete suite of journals would be approximately $27,790. The categories represent the broad scope and consequent importance of collaboration across disciplines. We indicate those titles that we have current access to, those with 6 months to 2 years embargoes and those not owned by the OSUL.

Of the journals currently not held at OSUL, the titles of most relevance would be the *International Journal of Contemporary Hospitality Management* as a Cascades faculty member publish in this outlet ($13,439 per year) and *Cornell Hospitality Quarterly* ($525 per year). We recommend monitoring of inter-library loan requests for titles of interest to see if usage justifies licensing the content. We also recommend licensing the Cornell journal.

In addition to these hospitality-related journals, journals in business and psychology are also important for the teaching and research in this field. OSUL subscribes to PsycArticles, the journals of the American Psychological Association, Psychiatry Online, the journals of the American Psychiatric Association, and the Psychology and Behavioral Sciences Collection, along with individual journal subscriptions. For business titles, the library subscribes to Business Source Premier and individual business journals. Overall, the journal collection is adequate to support the Hospitality Management Program at the undergraduate level. Additional journals would need to be licensed if the research effort increases.

Table 2: Core Journals in Hospitality Management
(Titles in **bold** are currently accessible through the OSUL)

Journal Title	ISSN	Impact Factor	OSU E-Journal Holdings	OSU Print Holdings	Cost FY13
Annals of tourism research	**0160-7383**	**3.683**	**1995-present**	**1979-2005**	**$1100**
Asia Pacific journal of tourism research	1094-1665	0.359	1996		$811
Cornell hospitality quarterly	1938-9655	1.892		2008-2010 Cascades	$525
Current issues in tourism	1368-3500	1.307			$1276
International journal of contemporary hospitality management	0959-6119	1.266			$13439
International journal of hospitality management	**0278-4319**	**1.692**	**1995-present**		**$1340 (UTL)**
International journal of tourism research	1099-2340	0.861			$1100
Journal of hospitality & tourism research	**1096-3480**	**0.820**	**1999-present**		**$142**
Journal of leisure research	**0022-2216**	**0.870**	**1993-present**	**1969-2009**	**$89**
Journal of sustainable tourism	**0966-9582**	**3.000**	**1993-present**	**2003-2008**	**$1175 (Cascades)**
Journal of tourism & cultural change	1476-6825	0.182			$511
Journal of travel research	**0047-2875**	**1.899**	**1998-present**	**1983-2008**	**$838**
Leisure sciences	**0149-0400**	**1.018**	**1977-present**	**1977-2006**	**$598**
Leisure studies	0261-4367	0.887	1982-1996		$1251
Scandinavian journal of hospitality and tourism	1502-2250	1.089			$466
Tourism economics	1354-8166	0.800			$530
Tourism geographies	1461-6688	0.731	2005-2009	2003-2006 Cascades	$796
Tourism management	0261-5177	2.571			$2263

Indexes and Databases

The core indexes to the relevant information for this program are shown in Table 3. The OSUL maintain access to these as they are core to a number of OSU's primary research and teaching areas.

Table 3: Indexes and Databases for Hospitality Management

Databases	Publisher	Index Coverage	Full Text Coverage
Hospitality, Tourism and Leisure Collection	Gale	1980-present	800 titles
Business Source Premier	Ebsco	1886-present	3,300 titles
PsycInfo and PsycArticles	APA	1887-present	100 titles
Psychology and Behavioral Sciences Collection	Ebsco	1965-present	550 titles

In the past, the OSU-Cascades library subscribed to the Hospitality and Tourism Complete database from Ebsco. This provided full-text access to a number of hospitality-related titles not available through the current databases. OSUL recommends that this subscription be reinstated to support the new program, and usage be tracked for the first two years to determine whether to continue the subscription at a cost of $4,000 annually.

Key library services & librarian expertise

Expertise at OSU-Cascades is covered by Sara Thompson, the Cascades Librarian. In that capacity, she provides instruction as requested either in-class or via the web, responds to reference inquiries, and develops materials to assist faculty members and students in their research.

Laurie Bridges manages the business collection and Stefanie Buck does the same for the psychology collection. Providing access to items not owned by OSUL is the domain of the Interlibrary Loan and Summit staff both at OSUL and at lending libraries. Print articles located in the OSU Libraries collections may be requested via the Scan and Deliver service, which provides PDFs of the requested articles.

Respectfully submitted,

Laurel Kristick
Collection Assessment and Science Librarian
February 24, 2014

TODD MONTGOMERY

934 NE Emerson Bend, OR 97701
+1 (913) 548-7422
todd.montgomery@gmail.com

Experienced Hospitality Executive

Over 15 years of hospitality experience with a proven track record of increasing revenue with leading companies. Some of these companies include Avis Rent-a-Car, Hilton Hotels, Hyatt Hotels, Norwegian Cruise Lines and Starwood Hotels.

PROFESSIONAL EXPERIENCE

2011 – Present **Chartres Lodging | Kokua Hospitality | Outrigger Hotels** Bend, USA
Specialize in independent and third party hotel management companies.

Pricing and Marketing Consultant

- Provide programs, processes, tools and training to leverage and enhance existing capabilities.
- Train and advise on revenue optimization techniques in all areas of hospitality including hotel, restaurant, gaming, spa and golf.

2006 – 2011 **PROS Pricing** Houston, USA
PROS Pricing (NYSE:PRO) is a leading provider of technology to the tourism industry. It has annual revenues of over $50 million with a customer base that includes Southwest Airlines, Disney and FedEx.

Director of Hospitality - Asia / Pacific (2008 – 2011)

- Executive in charge for Asia / Pacific travel industry.
- Responsible for all sales, projects and strategy in region.
- Average projects in Asia / Pacific achieved a 7.3% incremental revenue lift.

Senior Pricing and Revenue Management Consultant (2006 – 2008)

- Successfully managed multimillion-dollar implementations from inception to completion.
- Responsible for project management, planning, training, issue resolution, budgets and risk mitigation.

2002 - 2006 **Pacific Yield LLC** Guam, USA
Pacific Yield LLC provided revenue management and business intelligence tools and consultation. Client list included Hyatt, Westin, Sheraton, Dai Ichi and Nikko Hotels.

Principle

- Developed forecasting program & PMS add-in that increased forecast accuracy up to 16%.
- Created Restaurant Revenue Management system that increased average check by 7% and average profitability per check by 12%.

1999 - 2001 **Starwood Hotels and Resorts Inc.** Sydney, Australia

Starwood Hotels (NYSE:HOT) is one of the world's largest hotel companies; it owns and operates hotels under nine brands.

Regional Revenue Manager, Asia / Pacific

- Achieved an average 3.2% year-of-year RevPar increase during tenure.
- Responsible for 32 Revenue Managers in 6 countries - supervised and consulted on all marketing decisions.
- Developed and conducted region-wide training.

1995 - 1997 **Hyatt Regency Saipan** Saipan, USA

5-Star Micronesian resort hotel with 325 rooms and 7 restaurants.

Marketing Analyst

- Managed all marketing daily tasks.
- Raised hotel room revenue by 12% over three years.

Corporate Management Trainee

- Completed one year training program.
- Trained for two weeks in every position within the hotel.

TEACHING EXPERIENCE

2002-2003, 2012 **Northern Marianas College** Saipan, USA

NMC provides a wide range of courses in business and hospitality. It is accredited by the US Western Association of Schools and Colleges.

Adjunct Lecturer

- Adjunct instructor in tourism and business.
- Taught various courses in hospitality, finance, marketing and technology.

2006 **Sea Rich College - China** Dalian, China

Sea Rich College catered to Chinese nationals going into the tourism industry. It was an accredited school in the Chinese college system.

Hospitality Lecturer

- Fulltime instructor in hospitality and business.
- Taught Hotel Marketing, Operational Management, Technology in Tourism and Accounting.

EDUCATION

1998 – 2000 **Master of Business Administration**
University of Sydney - Australian Graduate School of Management

1999 **China Economic Study Exchange**
Hong Kong University

1991 – 1995 **Bachelor of Science, Hospitality**
University of Nevada, Las Vegas

AWARDS

- Founded and coordinated Guinness Book of World Records – most submerged divers.
- Awarded US provisional patent in 2002 for shin-splint invention.
- Micronesian Games 2006 & 2010 Gold Medalist in Tennis.

SKILL SET

Software

- Cognos PowerPlay
- Oracle 10G
- PPSS
- Crystal Reports
- MS Access
- MS Excel
- MS Project
- Micros
- SPSS
- SQL Server 2000
- Opera
- Fidelio

Language

- Successfully completed 4 years of Chinese Language Studies (CLS).
- Achieved level 5 oral proficiency in Mandarin (advanced conversational) – 2005.

SPEAKING ENGAGEMENTS

- Guest speaker at the 2009 HITEC Conference - “International Expansion: Technology Pitfalls”.
- 2010 Feature Speaker of Houston PROS Summit - "Maximizing Pricing in a Recession”.
- 2011 host of “Pricing Trends” monthly webinar series.
    - Forecasting Science – Micro vs. Macro Level Forecasting.
    - Maximizing Revenue in a Down Economy.
    - Segmenting a Fragmented Market – Challenges and How to Get It Right.
- Conference presenter for the 2013 HITEC Conference.

Capital Planning & Development | Design & Development
3015 SW Western Blvd. | Corvallis, Oregon 97333
Phone 541.737.3014 | jean.duffett@oregonstate.edu

February 27, 2014

Dear Todd Montgomery,

We appreciate the opportunity to review the OSU-Cascades proposal to provide the Hospitality Management Degree Program at its campus. Given no additional space resources are required to offer this program, Capital Planning and Development supports this proposal.

Sincerely,

Jean Duffett, AIA
Architectural Space Planner

Cc: Kirk Pawlowski, Executive Director of Capital Planning and Development, OSU
Marla Hacker, Dean of Academic Programs, OSU Cascades

OSU Internal Budget Outline Form

Estimated Costs and Sources of Funds for Proposed Program

Total new resources allocated to the Proposed Program, if any.
If no change in resources is required, the budgetary impact should be reported as zero.

PROGRAM TITLE: Hospitality Management

BUDGET PERIOD: From FY 2015 to FY 2018

	RECURRING			
	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4
Personnel				
Faculty, Tenured/Tenure-track	165,335	168,642	172,015	175,455
Faculty, fixed-term	91,080	95,542	100,033	135,286
Sub-total, Faculty	256,415	264,184	272,048	310,741
Graduate Assistants	-	-	-	-
Support Staff		-	-	-
Fellowship/Scholarship	-	-	-	-
OPE	78,633	80,342	82,069	91,903
Personnel Subtotal	335,048	344,526	354,117	402,644
Other Expenses				
Library, Printed				
Library, Electronic	8,525	5,525	5,525	5,525
Services & Supplies	2,500	2,500	2,500	2,500
Capital Equipment				
Facilities Renovation				
Other Expenses Subtotal	11,025	8,025	8,025	8,025
Total Cost of Program	**346,073**	**352,551**	**362,142**	**410,669**
Resources				
Current Budget, unit	346,073	352,551	362,142	410,669
Tuition	72,360	144,720	289,440	434,160
Fees/Sales	1,850	3,700	7,400	11,100
Other, describe:	26,290	52,580	105,160	157,740
Foundation Endowment	109,209	111,096		
Provost, tenure-track 2 hires				
Total Resources	**555,782**	**664,647**	**764,142**	**1,013,669**

Note: Please include budget narrative describing items listed above.

Montgomery, Todd

To: Gene Fritz; Theresa Freihoefer
Subject: RE: Letter of support for HM

From: Gene Fritz [mailto:gfritz@cocc.edu]
Sent: Monday, June 09, 2014 1:10 PM
To: Montgomery, Todd; Theresa Freihoefer
Subject: RE: Letter of support for HM

Hey Todd…Would you like a letter from Theresa as Dept Chair and me from CCI as program director, or would one letter do the job. Let me know and I would be glad to work it up – thanks!
g

Gene Fritz, M.Ed, CCE
Program Director
Cascade Culinary Institute
2555 NW Campus Village Way | Bend, OR 97701
Office: 541.318.3799
Cell: 541.639.7262
Fax: 1.877.541.CHEF
cheffritz@cascadeculinary.com
www.cascadeculinary.com

Enrollment Information:
info@cascadeculinary.com
1.877.541.CHEF

Reservations:
www.elevationbend.com
1.877.541.CHEF
Customer Reviews:

From: Montgomery, Todd [mailto:Todd.Montgomery@osucascades.edu]
Sent: Friday, June 06, 2014 12:49 PM
To: Gene Fritz; Theresa Freihoefer
Subject: Letter of support for HM

Hi Gene and Theresa,
Hope all is well.

Would it be possible for you to do a quick email support letter for the 4 year HM program at OSU? I've attached a sample Jim did for Marla for the new accounting degree.

This will be helpful as we try to expedite the approval process.

Thanks in advance,
Todd

Todd Montgomery
Lecturer / Executive in Residence - Hospitality
Oregon State University-Cascades

email: todd.montgomery@osucascades.edu | cell: 541-598-6791

Budget Outline Form

Estimated Costs and Sources of Funds for Proposed Program

Total new resources required to handle the increased workload, if any. If no new resources are required, the budgetary impact should be reported as zero.

Institution: OSU-Cascades

Program: Hospitality Management

Academic Year:2014-15

Indicate the year: x First _____ Second _____ Third _____ Fourth

Prepare one page each of the first four years

	Column A From Current Budgetary Unit	**Column B** Institutional Reallocation from Other Budgetary Unit	**Column C** From Special State Appropriation Request	**Column D** From Federal Funds and Other Grants	**Column E** From Fees, Sales and Other Income	**Column F** LINE ITEM TOTAL
Personnel						
Faculty (Include FTE) (2.6)	181,873			74,542		256,415
Graduate Assistants (Include FTE)						
Support Staff (Include FTE)						
Fellowships/Scholarships						
OPE	43,966			34,667		78,633
Nonrecurring:						
Personnel Subtotal	225,839			109,209		335,048
Other Resources						
Library/Printed						
Library/Electronic	8,525					8,525
Supplies and Services	500					500
Equipment						
Other Expenses	2,000					2,000
Other Resources Subtotal	11,025					11,025
Physical Facilities						
Construction						
Major Renovation						
Other Expenses						
Physical Facilities Subtotal						
GRAND TOTAL	236,864			109,209		346,073

Budget Outline Form

Estimated Costs and Sources of Funds for Proposed Program

Total new resources required to handle the increased workload, if any. If no new resources are required, the budgetary impact should be reported as zero.

Institution: OSU-Cascades

Program: Hospitality Management

Academic Year:2015-16

Indicate the year: _____ First x____ Second
_____ Third _____ Fourth

Prepare one page each of the first four years

	Column A From Current Budgetary Unit	**Column B** Institutional Reallocation from Other Budgetary Unit	**Column C** From Special State Appropriation Request	**Column D** From Federal Funds and Other Grants	**Column E** From Fees, Sales and Other Income	**Column F** LINE ITEM TOTAL
Personnel						
Faculty (Include FTE) (2.7)	188,151			76,033		264,184
Graduate Assistants (Include FTE)						
Support Staff (Include FTE)						
Fellowships/Scholarships						
OPE	45,279			35,063		80,342
Nonrecurring:						
Personnel Subtotal	233,430			111,096		344,526
Other Resources						
Library/Printed						
Library/Electronic	5,525					5,525
Supplies and Services	500					500
Equipment						
Other Expenses	2,000					2,000
Other Resources Subtotal	8,025					8,025
Physical Facilities						
Construction						
Major Renovation						
Other Expenses						
Physical Facilities Subtotal						
GRAND TOTAL	241,455			111,096		352,551

Budget Outline Form

Estimated Costs and Sources of Funds for Proposed Program

Total new resources required to handle the increased workload, if any. If no new resources are required, the budgetary impact should be reported as zero.

Institution: OSU-Cascades

Program: Hospitality Management

Academic Year:2016-17

Indicate the year: _____ First _____ Second
x____ Third _____ Fourth

Prepare one page each of the first four years

	Column A From Current Budgetary Unit	**Column B** Institutional Reallocation from Other Budgetary Unit	**Column C** From Special State Appropriation Request	**Column D** From Federal Funds and Other Grants	**Column E** From Fees, Sales and Other Income	**Column F** LINE ITEM TOTAL
Personnel						
Faculty (Include FTE) (2.8)	272,048					272,048
Graduate Assistants (Include FTE)						
Support Staff (Include FTE)						
Fellowships/Scholarships						
OPE	82,069					82,069
Nonrecurring:						
Personnel Subtotal	354,117					354,117
Other Resources						
Library/Printed						
Library/Electronic	5,525					5,525
Supplies and Services	500					500
Equipment						
Other Expenses	2,000					2,000
Other Resources Subtotal	8,025					8,025
Physical Facilities						
Construction						
Major Renovation						
Other Expenses						
Physical Facilities Subtotal						
GRAND TOTAL	362,142					362,142

Budget Outline Form

Estimated Costs and Sources of Funds for Proposed Program

Total new resources required to handle the increased workload, if any. If no new resources are required, the budgetary impact should be reported as zero.

Institution: OSU-Cascades

Program: Hospitality Management

Academic Year:2017-18

Indicate the year: _____ First _____ Second _____ Third x____ Fourth

Prepare one page each of the first four years

	Column A From Current Budgetary Unit	**Column B** Institutional Reallocation from Other Budgetary Unit	**Column C** From Special State Appropriation Request	**Column D** From Federal Funds and Other Grants	**Column E** From Fees, Sales and Other Income	**Column F** LINE ITEM TOTAL
Personnel						
Faculty (Include FTE) (3.0)	310,741					310,741
Graduate Assistants (Include FTE)						
Support Staff (Include FTE)						
Fellowships/Scholarships						
OPE	91,903					91,903
Nonrecurring:						
Personnel Subtotal	402,644					402,644
Other Resources						
Library/Printed						
Library/Electronic	5,525					5,525
Supplies and Services	500					500
Equipment						
Other Expenses	2,000					2,000
Other Resources Subtotal	8,025					8,025
Physical Facilities						
Construction						
Major Renovation						
Other Expenses						
Physical Facilities Subtotal						
GRAND TOTAL	410,669					410,669

1. Review - College Approver - Business

Approved by James Coakley Associate Dean / College of Business Dept, *June 13, 2014 3:10pm*

Comments

James Coakley (College Approver - Business) June 13, 2014 3:10pm
Approved by COB faculty.

2. Review - Curriculum Coordinator

Approved by Gary Beach Coord- Senior Curriculum / Acad Prgms/Assess/Accred, *June 18, 2014 11:27am*

Comments

Gary Beach (Curriculum Coordinator) June 18, 2014 11:27am

The BS in Hospitality Management, following approval by the College of Business and review by the Academic Programs Committee, is now ready for review by the Budgets and Fiscal Planning Committee.

Contacts: Jim Coakley was added as a contact.

Review Process: The review process steps were added to the "Comments" field.

--Gary

3. Review - Budgets and Fiscal Planning Committee

Approved by Luke Mc Ilvenny Mgr-Business Center / Bus & Engr Business Ctr, *October 20, 2014 8:24am*

Comments

Luke Mc Ilvenny (Budgets and Fiscal Planning Committee) October 20, 2014 8:24am
Please add updated budget documents.

4. Review - Graduate Council Chair

Approved by Gary Beach Coord- Senior Curriculum / Acad Prgms/Assess/Accred, *October 20, 2014 9:07am*

Comments

Gary Beach (Graduate Council Chair) October 20, 2014 9:07am

Note: This is an undergraduate degree program proposal. The proposal is being moved by Academic Programs from the Graduate Council to the Curriculum Council.

--Gary

5. Review - Curriculum Council Chair

Pending Review