TO: Faculty Senate
FROM: Alison Harmon
RE: Responses to APWG concerns re: Hospitality Management and Culinary Arts Degree Program Proposal: (Refer to APWG concerns in memo dated Feb 26, 2015 from APWG to CPC)
DATE: 3.2.15

1. The proposal is not in line with the Faculty Senate’s prioritization plan.....

Achieving an 18:1 student to faculty ratio doesn’t seem like a logical criterion for evaluating new programs. It is difficult to say whether these programs will move us in the direction or not. The need for new faculty to offer such programs has been well-considered, and included in the proposal such that we have adequate human resources to develop and offer an excellent program.

The proposed program is in line with MSU’s strategic plan goals (see explanation on pages 12-13 in Version 11 of full proposal).

Since the proposed BS degree program is integrated with both dietetics and SFBS, a graduate program is certainly in the realm of possibility, though we need to establish the undergraduate program first.

There may be a misconception that hospitality faculty won’t be “research faculty”... New TT Faculty hired to develop and teach courses in the program will certainly have research appointments, which could certainly contribute to the research mission of MSU.

Below is a listing of academic and professional societies and journals....

Travel & Tourism Research Association
http://www.ttra.com/

World Research Summit for Tourism and Hospitality
http://www.tourismandhospitalitysummit.com/

Sampling of Academic Peer-Reviewed Journals:

International Journal of Hospitality Management
http://www.journals.elsevier.com/international-journal-of-hospitality-management/

Journal of Foodservice Management and Education
http://fsmec.org/journal/

Journal of Hospitality and Tourism Management

Journal of Sustainable Tourism
http://www.tandfonline.com/loi/rsus20#.VPD3IfnF81Q

Journal of Food Science

International Journal of Sport Management, Recreation, and Tourism
http://www.ijsmart.eu/

Sports & Recreation Research and Education
2. **Reviews and approvals by departmental and/or college curriculum committees are required.**

Memos from each review curriculum committee and record of two email communications with College of Ag Dept Heads have been submitted to Randy Babbitt, including information from the following: Susan Dana for the JJCE, Debby Haynes for HHD, and Tracy Dougher of Ag Education, John Sherwood (PSPP), Wendy Stock (Ag Econ/Econ).

3. **Proposed curriculum is significantly outside our current curriculum.**

While offering the degree program in 4 options would require the development of 18 new courses and 2 internships, MSU currently offers 37 courses listed as required by one or more of the options, and 41 courses list as electives. This suggests that although new courses are needed, the degree program is not substantially outside our current curriculum. In addition, the coursework and degree programs were currently offer that stand to make an important contribution to the new degree program also stand to be substantially enriched (food and nutrition, family & consumer sciences, health and human performance, health enhancement, agriculture education, sustainable food and bioenergy systems etc.)

4. **New faculty will have to develop coursework.**

Having new faculty develop coursework in their area of expertise seems like a reasonable expectation. However, all of the faculty currently in the programs listed above have some expertise that will be useful in new course development. For example, all food and nutrition faculty and instructors have had hospitality management as part of their academic training. Currently no faculty would list this as their top academic expertise. It makes more sense to hire an expert in hospitality management to develop and teach those courses in a new degree program, with input and guidance from currently faculty.

5. **Separate the proposals.**

It is really important for us to consider how interdisciplinary programs should be housed at MSU. The School of Interdisciplinary Studies in Food, Agriculture, and Business (FAB) was carefully considered as an organizational structure for the proposed Hospitality Management Degree program. It would be very difficult to launch an interdisciplinary degree program without an established institutional home, and also difficult to hire faculty for a new degree program without an established unit to house them. The School of FAB was also envisioned as a way to house existing interdisciplinary programs/project that have been managed within HHD by a faculty member (Alison Harmon)—whose faculty assignment did not include management or oversight of these programs. The School of FAB is proposed as a more sustainable approach to sustaining SFBS, the MT Dietetic Internship, and Towne’s Harvest Garden—in addition to supporting a new interdisciplinary degree program in Hospitality Management.

6. **Need for new FTE in administration.**
Alison Harmon is currently the PI for MDI, the chief overseer for THG, and the program leader for SFBS, in addition to acting as director for development of Hospitality Management. So, there is already one faculty FTE devoted to the proposed School of FAB. To reduce administrative costs, duties of an originally proposed administrative assistant and a program manager have been combined into 1 FTE. Please see the revised budget dated 3.1.15.

7. Why house in EHHD?

The proposal was developed in HHD, and all the enthusiasm and innovation in the proposal originate in HHD. (We would not typically propose a new degree program that would be housed in a different college). Please see pages 32-33 in the full proposal for a listing of hospitality programs. This list includes top programs in the country, programs in the region, and other programs we have visited. On the list you can see that of the 31 programs related to hospitality and tourism, 5 are housed in Business colleges or schools while 10 are housed in colleges of Health and Human Development, Human Science, Health etc. The other 16 are in differently named units. Additionally, the MSU JICBE doesn’t currently have the capacity to house such a program or school. Support from JICBE is needed in the form of providing courses already offered by the school, not for the development of the new aspects of the curriculum.

8. Other programs and curricula…… Cornell, Penn State, UNLV…. 

There are a large variety of Hospitality/Tourism/Recreation management programs across the US (see pages 32-33 in the full proposal). Of the three named by the Faculty Senate APWG, our most closely resembles the hospitality management program at Penn State, as it has a strong emphasis on both foodservice management and hotel management. However, the proposed program was not modeled after any single other program, multiple programs informed its development. Degree options were designed to address specific industry, stakeholder, and student demand. This program was developed with MSU’s assets in mind (existing curricula and innovative successful programming—food and nutrition, SFBS, THG MDI etc.), while also acknowledging that this is Montana’s Land Grant University with a College of Agriculture, and attention to the uniqueness of Montana. Tourism looks different here than it does in the Northeast, on the East Coast or on the West Coast. The degree program was designed to reflect that unique qualities and needs of a large rural state.

9. Needs Assessments…..

The needs assessment included in the proposal clearly shows a growing industry in this region (which includes Washington and Oregon). Although there are competing programs in those state, our graduates could certainly compete for jobs in those state.

Regarding the Culinary Arts AAS needs assessment, we agree that the industry demand studies are hard to interpret. Other indications of demand have been used to justify the need for that program in this part of Montana, and can be addressed by Gallatin College (Stephanie Gray).

10. Culinary programs in Montana, not fully enrolled.
Stephanie Gray will address this, but Community Colleges have to respond to local demand—and there is a strong local demand for a culinary program in the Gallatin Valley, and no culinary programs in all of Eastern MT.

11. Budget Concerns.

Please see question #6 and response, and please see revised budget 3.1.15. Note that 1 Faculty FTE is already dedicated to directing the School of FAB. Alison Harmon currently is the PI for MDI, oversees THG, and is the program leader for SFBS. The school of FAB is simply a way to organize interdisciplinary programs like the one proposed.

12. Indoor sports and recreation...

Management of gyms was included in the needs assessment, as a category of HRTM. See page 99 of version 11 of the proposal. 24 Hour fitness is the #4 on the list of top employers and Gold’s Gym is #13. This was the original impetus for including a sports/recreation administration option in the degree program, and as faculty and other stakeholders were consulted, the strong demand for such a program was further clarified. See page 7 of the Version 11 of the original proposal for additional explanation. Students currently enrolled in the Health and Human Performance Degree Program represent 40% of the students in the Health and Human Development Department (studying exercise physiology and kinesiology). Additionally, there is quite a bit of overlap between fitness, tourisms, hotels/resorts, spas, recreation centers. Fitness and health facilities often include foodservice. The purpose of the degree program is to provide the integrated training that graduates will need to successful in managing these kinds of ventures.

13. Duplication with MSU and UM.

There is minimal duplication in the degree program with the programs at UM and MSU Billings, please see 103-112. Alison Harmon has met with faculty at UM, to discuss the potential for overlap, and drafted a joint support letter, which was sent as a follow-up to the meeting. I also spoke with faculty at MSU Billings about potential overlap and drafted a similar joint support letter. Neither institutions has responded to the opportunity to collaborate on a Memo of Understanding to ensure minimal duplication.

The proposed degree program at MSU would likely enhance each of the programs at MSU Billings and at UM and there is certainly the potential for collaboration. There is also room for the discussion about whether all the academic institutions of Montana ought to be capitalizing on the state’s most obvious asset—that is our access to superb outdoor recreation spaces. A degree program at MSU, even if focused on the management of indoor spaces would likely grow into a program that also offers coursework and training in outdoor recreation. The demand is here, based on a survey conducted by the Outdoor Recreation Program, and on the tremendous growth in enrollment of activity classes offered through Fitness and Recreation.

Rural tourism is about connecting tourism and agriculture – our state’s two most important industries. UM doesn’t have a College of Agriculture, so their tourism curriculum is different from the one we could offer. See below for a standard definition- in Montana it is about showing and involving visitors in our agricultural and ranching heritage.
Rural tourism focuses on actively participating in a rural lifestyle. It can be a variant of ecotourism. Many rural villages can facilitate tourism because many villagers are hospitable and eager to welcome (and sometime even host) visitors. Agriculture is becoming highly mechanized and therefore, requires less manual labor. This trend is causing economic pressure on some villages, which in turn causes young people to move to urban areas. There is however, a segment of the urban population that is interested in visiting the rural areas and understanding the lifestyle. This segment in the tourism industry has been rapidly growing in the past decade, leading to rural tourism becoming not just a good business prospect, but a genuine vacation trend.

14. Indoor vs. outdoor sports....

See response to #13. It would be very difficult to draw the line between indoor and outdoor sports and recreation. We need to decide whether it is okay to duplicate curricula related to the outdoors in Montana.

15. Smaller version of the proposal?

Each of the options of the proposed degree program address separate demand from different stakeholders.... Each integrated and dependent on the others. The options were designed such that the maximum variety could be offered to students while conserving the number of faculty that would be needed to offer the degree program. Having a distinct Hospitality Management degree program allows out of state students to easily search out this program. Burying it in options under SFBS hides it, makes program marketing difficult, and would be much less attractive to potential funders.


Currently 18 support letters have been collected from individual business owners, non profit organizations (agriculture and tourism) and community development corporations (food manufacturing), the MT Department of Commerce (which includes the Office of Tourism), the MT Department of Agriculture, and local chambers of commerce. Stakeholders that a support letter from Voices of MT Tourism (which is included) would be more indicative of support from the industry than one from the Governor appointed Tourism Advisory Council. Regardless, a letter from the TAC has been requested.