Montana Board of Regents  
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1. Overview

This proposal is for a new interdisciplinary Bachelor’s Degree Program in Hospitality Management that capitalizes on MSU’s strengths in Food, Agriculture, and Business, is well-aligned with Montana’s brand of tourism, and addresses current demand from hospitality and food industry stakeholders, future employers, and students.

2. Provide a one paragraph description of the proposed program. Be specific about what degree, major, minor or option is sought.

The Hospitality Degree program is an interdisciplinary bachelor’s degree program that can be completed in 3 years. It incorporates existing coursework from Food & Nutrition, Agriculture, and Business. New courses will be designed to bridge business management skills with content in food and agriculture such that graduates are prepared to become valued employees and successful food, hotel, tourism, sports, and recreation entrepreneurs. Four degree options are proposed: Restaurant Management: Farm to Table; Lodge Management & Rural Tourism; Value-Added Food Enterprise; and Sports & Recreation Administration. Each of these options is distinct in the state and region and has the potential to stimulate the industry and professionalize the future workforce for Montana’s tourism economy.

3. Need

A. To what specific need is the institution responding in developing the proposed program?

Currently, there are no programs in Hospitality offered at 4-year degree institutions in Montana, yet tourism is one of Montana’s leading industries, and according to interviews with stakeholders, hospitality management jobs are difficult for employers to fill. According to the Montana Office of Tourism, eleven million visitors came to Montana in 2013, contributing $3.6B to the state’s economy. Tourism and recreation businesses support 48,260 Montana jobs. According to a recent report by the University of Montana’s Institute for Tourism and Recreation Research, Gallatin County leads the state in tourist spending ($667M in 2013), with tourism contributing to 6,500 local jobs (Bozeman Daily Chronicle, 8.19.14). There is a need for professionally trained managers in the hospitality industry across the state. As the land grant institution of Montana, MSU is uniquely positioned to provide this education and training.

B. How will students and any other affected constituencies be served by the proposed program?

Hospitality industry stakeholders in Montana will benefit from having a pool of qualified candidates when hiring food and beverage or hotel managers, positions that are currently difficult to fill. Additionally, they will have the opportunity to work with, train, and hire hospitality students to fill positions that would normally be filled by individuals who are seeking employment, but have no interest in the hospitality profession.
Food and agriculture industry stakeholders in Montana also stand to benefit from the proposed degree program in that many constituents have been seeking academic expertise in the area of value-added agriculture or small-scale food processing. According to the MT Department of Agriculture, Agriculture is Montana’s largest industry, generating $4.2B for agricultural products and services in 2012. However, most of our agricultural products are exported raw, a missed economic opportunity for the state’s economy and for agricultural producers. Relative to 1950, a much smaller percentage of what we consume in the state was produced here. As a state, Montana has the potential to become much more food self-reliant with the right training for food and agricultural professionals. Currently, the number of jobs in food product manufacturing is growing, making it the third largest manufacturing sector (Grow Montana; growmontana.ncat.org). College graduates need the appropriate skills in order to fill these new positions, and the industry needs technical assistance from the Land Grant University.

The sports and recreation industry in the state and region will benefit from having a workforce trained in professional business and management skills. Montana is home to first class outdoor recreation opportunities, and many of the tourists who visit the state do so to gain access to National Parks including Yellowstone (3 million annual visitors) and Glacier (2 million annual visitors). In 2013, Bozeman became the state’s highest volume airport (Gallatin Field), and ski visits in Montana increased from the previous season by 3%, for a near record total of 1.4 million. (Source: Institute for Tourism and Recreation Research). There are nearly 600 sports facilities in the state of Montana (source: www.sportscourts.com), and the Chamber of Commerce lists 49 facilities in Bozeman alone. In April of 2014 the Bozeman City Commission unanimously approved $7.5 million for a new sports complex. The fields will be used for youth soccer, lacrosse, rugby, football, field hockey, ultimate Frisbee and possible baseball and softball. This complex is predicted to generate millions of dollars for the community (source: Bozeman Daily Chronicle 4.7.14).

Opportunities for entrepreneurship abound for students with the appropriate education and training for success. Students will benefit from this program designed specifically to develop hospitality managers. The curriculum provides a combination of business skills along with content knowledge in food and agriculture, hotel or lodge management, and/or sports and recreation. The program includes hands-on training, experiential learning, and internships. Most importantly there are both existing jobs and entrepreneurial opportunities for graduates.

C. What is the anticipated demand for the program? How was this determined?

Demand for the program was assessed in three different ways: 1) using an independently conducted analysis by Education Advisory Board, 2) conducting a focus group and interviews with industry stakeholders, and 3) a review of current enrollment in related programs offered at
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MSU Bozeman, MSU Billings and UM along with informal communications and follow-up with SFBS alumni.

According to an assessment conducted by Education Advisory Board (in collaboration with Burning Glass and Labor/Insight™) the overall demand for positions with hotel, restaurant, and tourism management skills has risen steadily since 2010. Between 2010 and 2013, the number of job postings grew 14.3% overall, and 44% in the region.

This trend is predicted to continue. Employers are predominantly seeking graduates with traditional business and finance skills (accounting, financial reporting, and sales), and skills specific to hospitality (restaurant management, food safety, and event planning). Between May 2013 and April 2014, 97 positions were posted in Billings MT alone, but more than 4,000 jobs were posted in the region (including Seattle, Portland, Salt Lake, Boise, and Spokane).

The most predominant employers were foodservice establishments and food distribution companies, travel agencies, fitness centers and gyms, and hotel chains. The most predominant job titles for graduates were restaurant manager, retail manager, store manager, general manager, and assistant manager. The most common relevant occupations for positions included foodservice supervision and management, sales management, marketing management, accountants, lodging management, event planning, and human resource management. No competitor programs exist in the state of Montana, although there are programs in Washington, Utah, Idaho, and North Dakota, and South Dakota.

Regarding growth and decline in the demand for Associate’s Degree graduates with a Culinary Arts Skills, the report states that the number of positions requiring a Culinary Arts Associate’s Degree declined 17.5% from 2010-2013, but that positions requesting either high school or an associate’s degree grew by 24.8% during the same period. Between 2010 and 2014, the number of job postings that requested associate’s degrees grew at an overall rate of 16%. Job postings for professional cooking jobs do not always use the term “Associates’ Degree” in position descriptions, though having an AAS Degree would make a candidate more competitive.

The skills sought by employers predominantly included employee training, merchandising, cash register operation, repair, cooking, event catering, food safety and food service experience. This listing suggests that an Associate’s Degree in Culinary Arts should include business management content and skill development. Potential employers include hotels, hospitals, and foodservice contractors, in addition to restaurants. Top job titles for graduates with culinary arts degrees include cook, store manager, and restaurant shift supervisor. In Montana, Flathead Valley Community College and Missoula College at the University of Montana offer Associate of Applied Science Degrees in Culinary Arts and Food Service Management respectively.

In a focus group and interviews, general managers of hotels and foodservice directors suggested that they have difficulty filling management positions, and that they would prefer to fill front line positions with students enrolled in hospitality programs who were interested in hospitality careers. According to local hospitality industry stakeholders, the most important skills required of graduates are related to customer service and human resource management. Many focus group participants and interviewees expressed interest in developing an internship program to accompany an MSU degree program, stressing the value of a degree that includes experience working in the industry. Participants were very supportive of developing a degree program at
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MSU and eager to be involved in an industry stakeholder advisory council. According to stakeholders, one of the most important perceived benefits of a hospitality degree program at MSU is the potential to professionalize the future workforce for the hospitality and tourism industry in Montana. That is, workers and managers in the hospitality industry would have more professional skills and hospitality expertise, particularly in customer service and human resource management. With the increase in the boutique and luxury hotel industry in Bozeman, there is a need for increasing the skills and professionalism that sophisticated tourists expect, and for which there is no ready supply. We see an opportunity to develop tomorrow’s leaders in these areas.

Student demand is evident through advising of current and past students in the Sustainable Food & Bioenergy Systems Degree Program, 10% of whom would have enrolled in the Restaurant Management: Farm to Table option had it been offered, and another 5% in the Value-Added Food Enterprise option (There are currently 90 SFBS students, and the degree program is 6 years old). SFBS graduates have suggested that additional business content and skill development in the curriculum would have helped them be more immediately successful. Judging from the success of SFBS in attracting both resident and non-resident students, it is reasonable to assume that an interdisciplinary Hospitality Management Degree program that emphasizes sustainability would also be attractive and ultimately successful. The number of food and nutrition majors has also grown 13.5% in the last five years to 126 students. The hospitality degree program would be an alternative for students interested in food who do not wish to pursue a career in dietetics or nutrition science.

Health and Human Performance (HPP) is the most heavily enrolled major in the Department of Health and Human Development. In fall 2013, there were 405 majors, representing 42% of the total number of undergraduate majors in HHD. This degree program has grown 60% since 2010. Students in this major are aiming for careers in physical therapy, personal training, and exercise physiology in addition to graduate school. Of the 405 majors, 72 are enrolled in the Kinesiology option. HHP faculty estimate that based on career goals, approximately 30% of these would enroll in the Sports & Recreation Administration option of the proposed Hospitality degree program. These students in fact might be interested in managing recreation programs and sports facilities, and would benefit from academic training in business and management in addition to content in hospitality management. The Health Enhancement major has been holding fairly steady for the last 5 years at 54 students, but 63 students are currently enrolled in the more recent offered Coaching Minor. This is another subset of students who would be interested in the Sports & Recreation Administration degree option.

Providing current students with a more appropriate academic path will have a positive impact on student retention and graduation rates. However, we believe the Hospitality degree program will be even more successful at attracting new students, and out-of-state students. MSU already has an excellent reputation for training students in Food & Nutrition, Dietetics, and Sustainable Food Systems (see links below). We can capitalize on this momentum to market a related degree program in Hospitality Management. Montana will be an attractive place to study restaurant management: farm to table, lodge management and rural tourism, value-added food enterprise, and sports and recreation administration.
Publicity for MSU’s food-related programs:


### 4. Institutional and System Fit

**A. What is the connection between the proposed program and existing programs at the institution?**

There are several existing programs that will be interdependent with a new degree program in Hospitality Management, most notably the Sustainable Food & Bioenergy Systems degree program, the Montana Dietetic Internship, and Towne’s Harvest Garden.

**Sustainable Food & Bioenergy Systems (SFBS)** is a 4-year Bachelor’s degree program that integrates coursework in agroecology, crop production, animal science, and food and nutrition. This interdisciplinary curriculum is a collaboration among four MSU departments (HHD, PSPP, LRES, and ANRS) in two different colleges (EHHD and Agriculture). Students began enrolling in SFBS in Spring 2009. Currently the program has approximately 90 majors and 40 alums. SFBS has attracted many new students to the study of food and agriculture while emphasizing interdisciplinary and systems thinking. Graduates are prepared to begin addressing society’s multi-factorial food and energy issues and seek careers in small scale food production and marketing, community development, food and energy policy, non-profit organization management, foodservice and other kinds of food enterprise. Relevant SFBS courses will be incorporated into the **Hospitality Management Degree**. Students who are seeking careers in culinary arts, restaurant or foodservice management, catering, or value-added agriculture would be better served by a degree in Hospitality Management that integrates more business and management coursework and provides additional hands-on experience with developing and managing a foodservice or value-added enterprise.

The **Montana Dietetic Internship (MDI)** provides students who have earned undergraduate degrees in dietetics with the required supervised practice experience for becoming registered dietitians. MDI, which began enrolling interns in 2011, is currently a 10-month long non-degree graduate program, and preference for admission is given to MSU graduates in food and nutrition (dietetics option). However, MDI’s unique concentration in **Sustainable Food Systems** makes it one of only two in the nation with that designation and as a result, serves to attract between five and ten out-of-state applicants for each available slot. Of the 46 interns who have completed the program to date, 93% have passed their dietetic registration exam within one year, and 91% are employed in the field of dietetics (more than half of those in the state of Montana and 72% in the region). The 18 interns who will complete the program in the summer of 2015 will soon be preparing for their registration exam and seeking employment in Montana and elsewhere. The
field of dietetics encompasses medical nutrition therapy, community nutrition education, and foodservice management. MDI interns complete rotations in each of these areas with preceptors in contracted facilities across the state of Montana including hospitals, schools, clinics, public health departments, state agencies, and at MSU.

A **Hospitality Management Degree** would serve to enhance MDI, in that more of the required hands-on foodservice management training could be provided at MSU.

**Towne’s Harvest Garden (THG)** is MSU’s 3-acre organic campus farm, located at the BART farm, 1 mile west of campus. It serves as an experiential outdoor classroom, living research laboratory for studying local food systems, and a space for community engagement and service learning. THG was initiated by students and faculty in 2006, and is currently in its ninth year of production and food distribution. THG primarily distributes food through a community supported agriculture program (CSA) where members pay for a share of produce in advance of the season, and then visit the farm each week to pick-up their share of the harvest. Additionally, THG operates a weekly campus farm stand in the summer and early fall, operates a Community Food Truck (CFT) which transports discounted produce to rural communities surrounding Bozeman, and offers discounted weekly shares of produce to students who visit the farm on Friday afternoons in the late summer and early fall. Finally, THG provides food for the MSU Foodservices’ Montana Made program when requested.

THG is thoroughly integrated into the SFBS curriculum. SFBS students spend a summer or fall semester at THG experientially learning about small scale food production and distribution from planting seeds to transplanting, weeding, irrigating, pest management, composting, harvesting, field washing and bundling, and marketing. This course is called the **Towne’s Harvest Practicum**. Another SFBS course that utilizes THG as a classroom is **Culinary Marketing Farm to Table**. Culinary Marketing students also experience garden maintenance, and then harvest produce specifically for food preparation in the Herrick Hall Foods Lab. Collectively they complete a quantity food project that is known as the annual Towne’s Harvest President’s Lunch, which is served on the farm using rented tables and chairs, and tableware transported from the Foods Lab. Montana Dietetic Interns also experience THG in the first two weeks of their internship when they complete a rotation in sustainable food systems. They experience harvesting, field washing, and marketing, and experiment with recipe development and food preservation in the Herrick Hall Foods Lab. THG is a vital component of each of these academic programs and courses. **Hospitality Management** students would also complete part of their training at THG, in a practicum course focused on kitchen garden management of high value crops for farm to table culinary enterprises.

A Hospitality Management Degree Program would also incorporate coursework currently offered in the College of Business, coursework in the Food & Nutrition, Health & Human Performance, Health Enhancement, and Family and Consumer Science curricula in the Health and Human Development Department, coursework offered by the Agriculture Education Department, and coursework offered by the School of Architecture. Additionally, activity courses offered through the Recreational Sports and Fitness will complement the **Sports and Recreation Administration** option.
Approval of the proposed program will not require any major changes to any existing programs. Resources are available from the Provost’s office if additional sections of courses need to be offered due to high demand. The proposed program will attract new students to MSU and provide new education and training opportunities for dietetic interns, and students in Food and Nutrition, SFBS, and Agricultural Education. There are several existing courses in which small changes will be made to avoid duplication, or where some clarification of content may be useful in light of the new courses proposed. These are listed below.

**NUTR 226: Food Fundamentals** and **NUTR 227: Food Fundamentals Lab** comprise an existing two-course series that is part of several existing degree programs including Food & Nutrition, Family and Consumer Science, and the SFBS Sustainable Food Systems option. NUTR 226 is a 3 credit lecture course open to non-majors, but NUTR 227 is restricted due to limited lab section capacity. The series focuses on the fundamentals of food science with emphasis on each of the food groups from agricultural production through food processing and finally preparation for consumption. Culinary considerations are part of the content. The lab portion consists of a series of food experiments that allow students to gain hands-on food preparation experience in a home-style kitchen (rather than a commercial kitchen), and also the opportunity to explore food science concepts in a laboratory setting. The proposed **CULA 101: Intro to Culinary Arts**, would be more focused on the introduction and development of practical skills and professional cooking in a commercial kitchen setting, appropriate for future chefs, restaurant managers, and food processing entrepreneurs. To emphasize the distinction, NUTR 226 might be renamed “Food Science Fundamentals” and NUTR 227 likewise “Food Science Fundamentals Lab”.

**NUTR 322: Foodservice Systems Management** is a 3 credit lecture course covering content related to foodservice systems and management theory and currently includes the National Restaurant Association’s ServSafe Training and Certification. This is also a course for Food & Nutrition majors and SFBS Majors in the Sustainable Food Systems option. One of the major projects in this class is the conceptual design of a restaurant operation or foodservice. This is an appropriate course for Hospitality Majors, though the ServSafe training and certification would be offered in an earlier new course called HOSP 1XX: Food Safety & Sanitation. This component would be retained in NUTR 322 as optional for those students not taking HOSP 1XX: Food Safety & Sanitation as part of their curriculum (currently the content is delivered on-line). For clarity, it would be logical to update the rubric of this course and **NUTR 395: Practicum: Quantity Foods Production & Management** to HOSP rather than NUTR.

**NUTR 351: Nutrition and Society** is a 3 credit lecture course focused on the principles of community nutrition, food policy, nutrition education, and public health. **Nutrition and Society** is a required course for Food & Nutrition Majors and SFBS Majors in all options and will be part of the two Hospitality Management options dealing with food. Currently **NUTR 351** contains a small amount of content (1 lecture and 1 project) related to food and culture.

A separate proposed **NUTR 251 Food & Culture** has long been needed/desired for the Food & Nutrition curriculum, and would be needed by the food options of the Hospitality Management
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Degree and the 2-year Associate’s Degree in Culinary Arts offered by Gallatin College as well. Therefore the food and culture component of NUTR 351 would be eliminated, reducing crowding of content in that course, so that the food and culture content can be covered much more comprehensively and appropriately in a new course.

C. Describe what differentiates this program from other, closely related programs at the institution (if appropriate).

While there will be some interdependence among Hospitality Management and existing programs, the proposed degree is distinct because it is designed to provide business and management training in the specific areas of foodservice, lodging, agritourism, sports and recreation. The program combines existing courses in a unique way and adds new courses where necessary to complete the degree and various options. This is an interdisciplinary degree program that will be one-of-a-kind in the state of Montana and beyond.

D. How does the proposed program serve to advance the strategic goals of the institution?

The proposed program is well-aligned with MSU’s strategic plan by contributing to learning, discovery, and engagement, improving access to education, demonstrating financial and environmental stewardship of university resources, and providing ample opportunities for the integration of scholarship activities.

Hospitality Management graduates will be prepared for existing career opportunities. The needs assessment demonstrated that job opportunities in this field are growing. The curriculum includes the hands-on experience that is attractive to employers, and the human infrastructure of the program is planned such that students will receive job placement support. Collaborating with Montana employers to provide internship experiences will in turn create an employment network for graduates.

This interdisciplinary program will bring together diverse group of faculty who can collaborate on research, grant-funded projects, and other forms of scholarship.

Built into the Hospitality Management curriculum are multiple opportunities for community engagement, service learning, and outreach in Montana’s rural communities and beyond.

Like SFBS, THG, and MDI, Hospitality Management will provide a means for facile integration of learning, discovery, and engagement. Development of the cross-disciplinary curriculum itself is learning opportunity that is worthy of research, publication, and dissemination. The planned community engagement that is central to the curriculum is an essential part of the learning experience and will encourage inquiry that leads to new discoveries in farm to table cuisine, agritourism, value-added food enterprise, and sports and recreation administration.

Coordinating a Bachelor’s degree program in Hospitality Management with a Culinary Arts program offered by the Gallatin College will improve opportunities for students who might have
discontinued their education with a two-year degree by creating a clear pathway to a BS.

Sustainability is at the core of the proposed degree program in Hospitality Management. The curriculum incorporates teaching on sustainability—from resource conservation, to social justice and strengthening local economies through entrepreneurship in agriculture and tourism. In addition, the proposed program provides the university with entrepreneurial opportunities, thus contributing to stewardship of financial resources on campus.

E. Describe the relationship between the proposed program and any similar programs within the Montana University System. In cases of substantial duplication, explain the need for the proposed program at an additional institution. Describe any efforts that were made to collaborate with these similar programs; and if no efforts were made, explain why. If articulation or transfer agreements have been developed for the substantially duplicated programs, please include the agreement(s) as part of the documentation.

Currently, a Bachelor’s Degree in Hospitality Management is not offered in the Montana University System. Flathead Valley Community College and Missoula College at the University of Montana offer Associate of Applied Science Degrees in Culinary Arts and Food Service Management respectively. The proposed Culinary Arts: Farm to Table AAS Degree has a unique emphasis on Sustainability, and will address local demand for professional cookery training. The proposed Gallatin College Program is being designed in collaboration with the Hospitality Degree to encourage 2-year degree students to continue their education to earn a BS Degree.

The University of Montana offers a BS in Parks, Tourism and Recreation Management and a minor in Recreation Management (in the College of Forestry and Conservation). This degree program emphasizes Natural Resources, Ecology, Wilderness Protection and Outdoor Recreation; and course requirements include two business courses (Financial Accounting and Managerial Accounting), as well as courses titled Nature Based Tourism, Tourism & Sustainability, and Outdoor Recreation Management. According to faculty at UofM, this program has been in existence for more than two decades (though its name has evolved). Enrollment has been steady at 100-120 students. MSU Billings offers a Bachelor’s Degree in Outdoor Adventure Leadership (in the Department of Health and Human Performance) which emphasizes exercise science, outdoor activities and skills, and leadership development; and course requirements include Adventure Leadership, Outdoor Recreation in the United States, and Organization and Administration in Health Enhancement. Enrollment in the MSU Billings program has been fairly steady since 2011 with an average of 40 majors.

There will be some similarities between these two existing programs and the proposed Hospitality option in Sports and Recreation Administration which includes courses titled Foundations of Exercise Science, Managing Healthcare Organizations, and a new course in Recreation Management (which will not be limited to outdoor or adventure-based recreation, but also include content related to management of rural/agriculture-based tourism, private sports clubs, fitness facilities, and gyms). The proposed Hospitality Management Degree Program is more interdisciplinary than either of the degree programs described above, including approximately 18
credits of business management coursework in all options as well as core courses in hospitality (food, lodging, and tourism). The intended niche of the Hospitality Management Degree program is restaurant and lodge management with an emphasis on farm to table and agritourism. The intended niche of the sports and recreation administration degree option is the management of gyms, recreation, and other health and fitness related facilities, and not necessarily on nature tourism, or outdoor adventure leadership. Hospitality Management students would have the opportunity to complete part of their studies at MSU Billings (or UofM) if outdoor adventure leadership were of interest. Alison Harmon has been in communication with faculty at both UofM and MSU Billings to discuss the distinct niche of each program. Curriculum comparison tables are in the Appendix of the full proposal.

There is currently significant demand for coursework related to sports and outdoor recreation among MSU Bozeman students, a plethora of local opportunities for outdoor recreation in the surrounding area, and Gallatin County leads the state of Montana in tourist spending. Some duplication in the area of outdoor recreation and tourism may be justified in the future.

5. Program Details

A. Provide a detailed description of the proposed curriculum. Where possible, present the information in the form intended to appear in the catalog or other publications. NOTE: In the case of two-year degree programs and certificates of applied science, the curriculum should include enough detail to determine if the characteristics set out in Regents’ Policy 301.12 have been met.

The Hospitality Management degree program has four options in Restaurant Management: Farm to Table, Lodge Management & Rural Tourism, Value-Added Food Enterprise, and Sports & Recreation Administration. With full-time study, students will complete the degree in six academic semesters and three summer sessions (three full years). Summer sessions are the ideal time to study and practice concepts related to farm to table, agritourism, value-added foods, and recreation in Montana. This feature should be appealing to prospective students and parents alike, and is unique among hospitality degree programs nationally, increasing the attractiveness of the program for out-of-state students. The compressed curriculum schedule intends to improve graduation rates, as students will be encouraged to keep pace with their Freshman co-hort. All options have practicum courses for skill development, and field-based courses that integrate problem-based learning and service learning through community engagement. Additionally all options include internships (at least 9 credits) to ensure that graduates have sufficient practical work experience to be competitive for job placement. This will be the first 3-year baccalaureate degree program at MSU.

The Restaurant Management: Farm to Table option is focused on management of restaurant enterprises with an emphasis on farm to table sourcing and healthful cuisine. Graduates will find employment as foodservice and restaurant managers or as entrepreneurs launching their own restaurant or foodservice enterprises. This option is also tied to the provision of foodservices in healthcare facilities (hospitals, assisted living, and retirement homes) and other institutions such as schools, workplaces, or prisons. The curriculum utilizes existing coursework in SFBS, Food
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and Nutrition, and Business, and adds courses specifically related to culinary arts and farm to table sourcing. Practicum courses are in foodservice systems management, quantity food preparation, and kitchen garden management, and the option includes a senior level restaurant management internship. This is the option that would most likely attract Gallatin College students who earn their Associate’s Degree in Culinary Arts: Farm to Table to continue their education and earn their Bachelor’s Degree.

The **Lodge Management & Rural Tourism** option is focused on the management of hotel and lodging facilities with an emphasis on tourism related to agriculture. Graduates will find employment as managers of rural inns, B&Bs, and dude ranches/guest ranches; or as managers in independently operated hotels or national hotel chains. They may also choose an entrepreneurial path, launching their own lodging or agritourism enterprise. The curriculum utilizes existing coursework in Business, overlapping some with the Restaurant Management: Farm to Table option, and adds coursework specific to lodging operations, agritourism, and event planning. It includes practicum coursework in lodging management and junior level and senior level internships in lodging operations and lodging management. While rural tourism and agritourism are emphasized in this option, graduates will also be prepared for hotel management and ecotourism (or sustainable tourism) careers in national parks and urban settings.

The **Value-Added Food Enterprise** option is focused on food science and small scale processing, with an emphasis on adding value to Montana’s raw agricultural commodities and marketing (or direct marketing) for local and regional distribution. Existing value-added food enterprises are often associated with agritourism, and typically integrate a farm to table philosophy, thus, this option ties together the themes of the degree program. Graduates will find employment with existing food processing and distribution companies, or as entrepreneurs launching value-added food enterprises. The curriculum utilizes existing coursework in SFBS, Food & Nutrition, and Business. New courses overlap with the Restaurant Management: Farm to Table option, and additionally include courses in food processing, and experimental foods. The option includes practicum coursework in food product development and a senior level internship with a value-added food enterprise firm.

The **Sports & Recreation Administration** option is focused on the business management of sports and recreation facilities, health centers, spas, private sports clubs or leagues, community recreation programs, workplace/corporate health and fitness programs, and sport-related tourism. Graduates will find employment managing existing gym and sports facilities or as entrepreneurs launching their own recreation, sports, or tourism enterprises. The curriculum utilizes existing coursework in Business, Food & Nutrition, and Kinesiology; and new coursework overlaps with the Lodge Management & Rural Tourism option. Some course work also overlaps with the Restaurant Management: Farm to Table option, as many fitness facilities also include a foodservice operation (coffee, juice bar, nutritional products etc.). This option includes a senior level internship in sports and recreation administration. Activity electives for the option are offered through ASMSU Recreational Sports and Fitness (bowling, racquetball, weight training, soccer, cycling, swimming, yoga, martial arts etc.) and potentially the ASMSU Outdoor Recreation Program.
Course requirements common to all options:
HOSP 1XX: Introduction to Hospitality Management
CULA 250: Hospitality Supervision/Customer Service
ECHM 205CS: Energy & Sustainability
STAT 216Q: Intro to Statistics
ACTG 201: Financial Accounting
ECNS 202: Prin Macroeconomics
BMGT 205: Professional Business Communication
–OR- AGED 312: Communicating Agriculture
BMGT 335: Management and Organization
BMKT 325: Principles of Marketing
FCS 371: Research Methods in HHD
BGEN 361: Principles of Business Law
SFBS 429: Small Business & Entrepreneurship in Food & Health
SFBS 451R: Sustainable Food Systems
HOSP 498: Hospitality Management Internship
HOSP 499: Hospitality Capstone

CORE recommended coursework for all options:
WRIT 101W: College Writing
M121Q: College Algebra (required)
AGED 140US: Leadership Development for Agriculture -OR- BGEN 194US Seminar (Business)
ARCH 121IA: Intro to Design
NUTR 221CS: Human Nutrition (required)
ECNS 101IS: Economic Way of Thinking (required)
CHMY 121: Intro Gen Chemistry (IN) -AND/OR- BIOM 103IN: Unseen Universe: Microbes
HUMANITIES (H)
DIVERSITY (D)

OPTION SPECIFIC COURSEWORK:

Restaurant Management: Farm to Table Option (RMFT)
CULA 102: Intro Culinary Arts
CULA 105: Food Safety & Sanitation
NUTR 226: Food Fundamentals
SFBS 2XX: Kitchen Garden Management Practicum
SFBS 2XX: Farm to Table Sourcing
NUTR 251: Food & Culture
HOSP 4XX: Tourism in Montana
NUTR 322: Foodservice Systems Management
NUTR 395: Practicum: Quantity Foods Production & Management
NUTR 351: Nutrition & Society
Culinary Electives (6 credits)

Lodge Management & Rural Tourism Option (LMRT)
CULA 105: Food Safety & Sanitation
HOSP 2XX: Intro to Lodging Operations and Facility Management
HOSP 3XX: Agritourism
HOSP 3XX: Event Planning
AGED 353: Cooperative Business Principles and Practices
HOSP 298: Intro Lodging Operations Internship
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HOSP 4XX: Tourism in Montana
HOSP 4XX: Lodge & Facility Conceptual Design
HOSP 3XX: Recreation Management
HOSP 3XX: Lodging Management Practicum
AGED 482: Non-Formal Teaching Methods in Agriculture

Value-Added Food Enterprise Option (VAFE)
CULA 102: Intro Culinary Arts
CULA 105: Food Safety & Sanitation
SFBS 2XX: Farm to Table Sourcing
SFBS 2XX: Kitchen Garden Management Practicum
NUTR 226: Food Fundamentals
FDSC 3XX: Intro Food Processing
NUTR 251: Food & Culture
NUTR 351: Nutrition & Society
SFBS 445R: Culinary Marketing: Farm to Table
FDSC 4XX: Experimental Foods
FDSC 495: Practicum: Food Production Development

Sports & Recreation Administration Option (SRAD)
HOSP 2XX: Intro to Lodging Operations and Facility Management
KIN 105: Fnd Exercise Science
PSYX 100IS: Intro Psychology
KIN 221: Health Anatomy Physiology
COA 205: Intro to Coaching
HOSP 4XX: Lodge & Facility Conceptual Design
HADM 445: Managing Healthcare Organizations
HOSP 3XX: Recreation Management
KIN 270: Exercise Prog for Older Adults
-OR- NUTR 411: Nutrition for Sports/Exercise
Activity Electives (6 credits)

SUPPORTING COURSEWORK FOR HOSPITALITY MANAGEMENT OPTIONS:

Hospitality Management Electives in Business:
ACTG 202: Principles of Managerial Accounting
BMGT 240 Business Research Methods
BMGT 322: Operations Management
BMGT 329: Human Resource Management
BMGT 410: Sustainable Business Practices
BMGT 420: Leadership and Motivation
BMGT 433: Management of Quality and Productivity
BMGT 461: Small Business Management
BMIS 211: Intro Bus Decision Support
BMKT 337: Consumer Behavior
BMKT 343: Integrated Marketing Communications
BMGT 406: Negotiation/Dispute Resolution
BMKT 420: Introduction to Digital Marketing

Hospitality Management Electives in Health & Human Development:
BIOH 201: Hum Anatomy & Physiology I
BIOH 211: Hum Anatomy & Physiology II  
COA 405: Advanced Concepts in Coaching  
FCS 101IS: Indiv and Fam Dev: Lifespan  
FCS 138: Srvy of Fam Fin and Cons Issue  
FCS 239: Contemporary Consumer Issues  
FCS 261: Adult Development and Aging  
FCS 271: Meas Well-being: Amer Families  
FCS 337: Personal and Family Finance I  
FCS 338: Personal and Family Finance II  
NUTR 321: Nutrition in the Life Cycle  
CHTH 317: Health Behavior Theories  
KIN 410: Adv Strength Training and Cond

Hospitality Management Electives in other areas:  
AGED 309: Philosophy and Programs in Extension  
AGED 353: Cooperative Business Principles and Practices  
AGED 482: Non-formal Tchng Meth Ag  
AGSC 465R: Health, Ag, and Poverty  
ARCH 231CS: Issues in Sustainability  
HORT 105: Miracle Growing  
HORT 131: Landscape Design/Hist/Theory  
HORT 337: Veg Production  
HOTR 343: Commercial Plant Production  
HORT 345: Organic Market Gardening  
HSTA 409: Food in America  
NASX 415: Native Am Food Systems  
NRSM 421: Holistic Thought & Mngmt  
PSCI 436: Politics of Food & Hunger  
SFBS 346: SFBS Field Course

Courses under development by existing programs/faculty that will be added to degree option requirements:  
FCS 3XX: Customer Care  
AGED CXX: Volunteer Management

B. Describe the planned implementation of the proposed program, including estimates of numbers of students at each stage.

The proposed launch of the Hospitality Management Degree is Fall 2016. However, the full implementation of the program will depend on investment from the University and potentially, hospitality industry stakeholders. New faculty and infrastructure will be needed to support a 3-year Bachelor’s degree offering four options. The proposed option requiring the least amount of new resources is the Sports & Recreation Administration which could be launched in year 1 after the search and hire of one TT Faculty member with expertise in hotel, tourism and recreation.
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management. The option of Restaurant Management: Farm to Table and Lodge Management & Rural Tourism could be launched in year 2, following the search and hire of one TT Faculty member with expertise in hospitality and foodservice management. The Value-Added Food Enterprise option could be launched in Year 3, followed by the search and hire of one TT Faculty member with expertise in Food Science. Student demand for the first two options is already present on campus (subsets of SFBS and Health and Human Performance students). Interested students may be able to begin the program in one of the first two options and switch when a new option is launched (ie, Restaurant Management: Farm to Table students could switch to Value-Added Food Enterprise, and Sports & Recreation Administration students could switch to Lodge Management & Rural Tourism.) Initial enrollment goals for the degree program would be approximately 100 students within 5 years, graduating 10-30 per year. (A detailed Implementation Plan, 4-Year Timeline can be found in the Appendix of the full proposal).

6. Resources

A. Will additional faculty resources be required to implement this program? If yes, please describe the need and indicate the plan for meeting this need.

The human resource needs for the School of Interdisciplinary Studies in Food, Agriculture, and Business (FAB), include a Director (1FTE) and a Program Manager (1 FTE). The Director would be responsible for overseeing SFBS, Hospitality Management, Food and Nutrition, the Montana Dietetic Internship, and Towne’s Harvest, in addition to any newly developed programs. The Director would collaborate with the Recreational Sports & Fitness and the Outdoor Recreation Program regarding Activity classes, and with faculty in all departments providing coursework for interdisciplinary degrees. The Director would regularly convene an MSU faculty advisory committee for the School of FAB in addition to an external advisory council of industry stakeholders; oversee student recruitment, advising, and retention; hire faculty and staff for the program, develop program marketing materials; and conduct program assessment. The Program Manager would coordinate all internships for SFBS and Hospitality Management, develop and maintain internet content for each of the programs; provide course registration advising for SFBS and Hospitality Students; maintain an alumni network for both degree programs; coordinate program orientations and tours; develop program newsletters; assist with planning program seminars; and provide additional administrative assistance for programs the School.

To launch the Hospitality Degree Program, three new tenure track faculty lines will be required. In addition, one full time NTT Faculty is needed with culinary arts and restaurant management expertise. The NTT faculty member would collaborate with a Gallatin College Program Director in coordinating the management and use of the commercial kitchen and restaurant eating space. In general, tenure track faculty would be responsible for teaching the academic portions of the curriculum while experienced professionals (NTT Faculty) would be enlisted to supervise the hands-on development of specific skills utilizing on-campus classroom laboratories (i.e. professional cooking, restaurant management, hotel management, recreation management, and garden management).
Additional support may be needed, depending on enrollment, to support the teaching of business courses required by all options, and other required courses including NUTR 351 (significant service learning component), SFBS 451R (CORE Research course), AGED 140US (CORE class recommended), FCS 371 (required in all options), and SFBS 429 (required in all options). Depending on enrollment in the Sports & Recreation Option, these courses may expand in enrollment beyond their current capacity: KIN 105, KIN 221, KIN 270, and NUTR 411. Additional support will also be needed in other subject areas where the addition of Hospitality Management students means an additional course section is needed (ECHM 205CS; STAT 216Q, ECNS 202, WRIT 101W, M 121Q, ARCH 121IA, ECNS 101IS, CHMY 121).

As indicated in the implementation plan, the Hospitality Degree Program can be rolled out in phases starting with the Sports & Recreation Administration option (would require 1 TT faculty member to launch), followed by the Restaurant Management: Farm to Table and the Lodge Management & Rural Tourism options (would require 1 additional TT faculty member and 2 NTT faculty), and finally the Value-Added Food Enterprise option (would require one additional TT faculty member who might also serve as an MSU Extension specialist).

B. Are other, additional resources required to ensure the success of the proposed program? If yes, please describe the need and indicate the plan for meeting this need.

Existing MSU infrastructure to support this major includes a teaching kitchen in Herrick Hall, Towne’s Harvest Garden at the BART farm, and the Food and Health Disparities Integrative Lab, the Recreational Sports and Fitness Facility, and the Outdoor Recreation Program. The Herrick Hall Foods Lab, with seven food preparation stations, is set up to mimic a household kitchen, with some commercial equipment such as stainless steel prep tables, a commercial range, and foodservice quality appliances. Towne’s Harvest is a 3-acre plot on the Horticulture Farm (part of the BART farm), with four hoop houses for season extension, a fruit orchard, and pole barn, in addition to growing space in the Plant Growth Center for starting seeds. There is space at Towne’s Harvest for an intensively managed high value garden that could serve as the living laboratory classroom for a course in Kitchen Garden Management (part of two Hospitality options). The Food and Health Disparities Integrative Lab, (led by Dr. Selena Ahmed and Dr. Carmen Byker in the HHD Department) can be used to examine phytonutrient content of foods and to test the sensory properties of food with either trained and consumer panels. Students conducting product development as part of their coursework in Value-Added Food Enterprise will be able to collaborate with MSU researchers to test their products. Finally, the Recreational Sports and Fitness Facility on campus and the Outdoor Recreation Program will be excellent resources for developing and offering coursework and electives for the Sports & Recreation Administration option.

To operate a successful Hospitality Management degree program, additional infrastructure will be needed.

For launching the Restaurant Management: Farm to Table option and a Culinary Arts AAS degree program, a Commercial Kitchen Teaching Laboratory and restaurant/eating space is needed. The Commercial Kitchen Teaching Laboratory would include areas for hot and cold
food preparation, meats & charcuterie, and baking. The Value-Added Food Enterprise option will require a small scale food processing lab for developing food product prototypes and conducting associated research, and would also part of the proposed Commercial Kitchen Teaching Laboratory. In summary, what is needed includes a 4000-5000 sq ft. commercial kitchen facility, including separate spaces for hot and cold food preparation, meats & charcuterie, baking, and food processing; an adjoining restaurant/eating space with a 75-100 person seating capacity; 2-3 faculty offices; and an adjacent classroom space equipped with technology that can accommodate a minimum of 25 students. The restaurant/eating space is envisioned as a flexible space that can be adapted as needed for various class projects, and is open to campus and the public whenever a curricular event/showcase is scheduled. This is also a space that can be used for interdisciplinary showcases (art, engineering, music, English, architecture etc.), or public education that might be integrated in some way with a food/culinary presentation.

For the Lodge Management & Rural Tourism option, a hotel laboratory classroom (and conference center), could be part of an ideal future plan. A campus hotel, a potential source of revenue, could be open to university guests, alumni, faculty interviewees, accreditation site visitors, and the visiting public. Alternatively, a hotel could be developed as a public private partnership, in which industry stakeholders invest in its construction. More realistically, launching the program without a hotel laboratory classroom will require developing partnerships with existing local independent and hotel chains to provide students with hands-on management experience.

For the Sports & Recreation Administration option, additional sports equipment may be needed in order to offer additional for-credit coursework in this area.

The infrastructure that will support the proposed academic program will also be a source of revenue for the university. In addition to supporting teaching, the commercial kitchen and food processing lab could be used for outreach and training such as that conducted by Team Nutrition with School Food Service Managers and cooks. Additional outreach and classes for public education using this space would be a source of revenue. The space could also rented by external organizations conducting classes and training, or to food entrepreneurs. A university hotel is likely to be fully rented on many occasions by visiting scholars, interviewing candidates, conference attendees, accreditation site visitors, VIPs, football fans, parents etc.

7. Assessment

How will the success of the program be measured?

Several aspects of the program will be monitored and assessed to ensure that program and learning goals are being met. Learning Goals will be established for each option following a survey of learning outcomes for each course in the curriculum. Key means (assignments and activities) and measures will be selected for monitoring student achievement. Student Satisfaction with the program will be assessed by seeking informal feedback during advising sessions and by an exit survey completed with each student just prior to graduation. Student retention, program completion, years to program completion, internship placement and job placement will be
key indicators of program success and will be monitored, in addition to gathering feedback from internship hosts and employers. **Overall Program Impact** will be assessed using a five year follow-up survey of graduates regarding employment, entrepreneurship, and career satisfaction.

8. **Process Leading to Submission**

Describe the process of developing and approving the proposed program. Indicate, where appropriate, involvement by faculty, students, community members, potential employers, accrediting agencies, etc.

Dr. Alison Harmon (Health and Human Development Faculty) volunteered to develop this proposal as the content of the proposed curriculum overlaps well with her academic training and teaching experience (food and nutrition, culinary fundamentals, farm to table cuisine, small business and entrepreneurship, and sustainable food systems). Additionally, Dr. Harmon was a leader in the development of the interdisciplinary Sustainable Food & Bioenergy Systems (SFBS) Degree Program for MSU. In its fifth year, this program enrolls approximately 90 students and has 40 alumni. Original enrollment goals have been exceeded by 100%.

Proposal development was guided by input from MSU experts, MSU students and alums, and industry stake-holders. Additionally, a needs assessment was conducted by Education Advisory Board to determine employer demand for graduates with Hotel, Restaurant, and Tourism Management Bachelor’s Degrees and Culinary Arts Associate’s Degrees. A focus group was conducted in collaboration with the Bozeman Area Chamber of Commerce involving hospitality managers in the Gallatin Valley. Individual interviews were conducted with foodservice directors, restaurant managers, and culinary experts. Meetings with faculty and program leaders, and curriculum committees in the College of EHHD, College of Business, and College of Agriculture have shaped each of the degree options, and are on-going. Feedback has been incorporated or retained for future consideration.