

ANNUAL
REPORT OF PROGRAM DATA
2022

UNIVERSITY of HAWAII
KAUA'I
COMMUNITY COLLEGE



Hospitality & Tourism

1. Program or Unit Description

The HOST program provides students a quality education, and prepares them for a career in the Visitor Industry or for transfer to a bachelor's degree in Business and/or Travel Industry Management. The HOST program promotes positive work ethics, self-esteem, service excellence, customer-centric attitudes, cultural understanding and appreciation, quality and productivity, positive interpersonal skills, professionalism; and supports students in achieving their goals. "Ensuring the sustainability of Aloha in the Hospitality and Tourism Industries"

All students, community members, and those currently working in the industry are part of the target population for this program.

2. Analysis of the Program/Unit

The HOST Program 2022 Annual Report of Program Data (ARPD) direct link is:
<https://uhcc.hawaii.edu/varpd/index.php?y=2022&c=KAU&t=CTE&p=2606>

Demand

The HOST Demand indicator is *Needs Attention* (Insufficient Data County Level). The economy is gradually bouncing back as travel restrictions eased in the State (post pandemic). However, the number of Majors dropped from the previous year from 33 to 17 (-48%). This is also reflected in the reduction of Native Hawaiian Majors, and spring full-time numbers. The FTE in program classes from 18 to 12 (-33%) from last year. The number of classes taught decreased from last year's 14 to 12.

There was a substantial number of graduates (13 total) in the past year, and this has impacted the number of majors as new recruitments to the program have declined. Fall, full-time numbers fell by 2%; whereas, both fall and spring part-time numbers saw a substantial increase over last year. This indicates that students are selecting part-time education to better support full-time employment. Data from Kauai CC's HOST Student Scheduling Needs and Preferences Survey (Spring 2022), along with interview results, support this rationale. The insufficient data at county level also attributed to the Demand indicators *Needs Attention*. It is worth noting that the economic downturn from the pandemic poses a risk to the program's health in the future as employers must hire workers with limited skills to combat labor shortage, which creates a gap in the workforce due to employees leaving the island or seeking other industries. Hiring workers with limited skills also means there is less need for the credentials from this program when competition for hiring is low.

Efficiency

The HOST Efficiency indicator is *Progressing* (termed as “Cautionary” in prior ARPD reports). Over the past five years, the Efficiency Indicator has consistently been *Cautionary*. Average class size has decreased slightly (from 13 to 10 students) from previous years, which may be a trend following the pandemic. The Fill Rate has also fallen by about 10% over the past two years. For efficient resource use, the number of classes have been adjusted by reducing the number of sections and off-sequence classes, which has contributed to the number of low-enrolled classes. Classes have been allowed to run with minimal numbers (i.e. less than 10 students), and the total number of low-enrolled classes remained the same (6 classes). This is impacted by the reduction of program majors, and the necessity to offer classes that are required for graduation. The second semester classes typically will run with lower numbers than the first semester classes, as many non-majors take the introductory classes as electives. The addition of a second CA implemented last year with the possibility to earn it within two semesters did not seem to impact enrollment or persistence.

Effectiveness

The HOST effectiveness indicator is *Needs Attention*. This indicator is based primarily on the number of degrees awarded, Certificates of Achievement (CA) awarded, Other Certificates awarded, and Transfers to 4-year. The number of Degrees Awarded was 4, a significant decrease from the previous 13. Certificates of Achievement awarded also dropped from 16 to 6. Since the average over the past four years was 5.5, the certificate of achievement number saw a slight improvement. This may have been due to program changes that increased the number of CAs from one to two and also due to the increased chances of immediate employment in the industry. The number of Other Certificates awarded also fell to 14. Transfers to UH 4-year numbers increased from 1 to 4. The Successful Completion remained stable at 76%. The number of Withdrawals reduced from 8 to 2. Persistence from Fall to Spring and Fall to Fall have plunged between 20% points. This may be due to economic issues where students are juggling the demands of income over education, and may be interested in a Certificate of Competence, which can be earned in one semester. Furthermore, due to statewide labor shortages, industry partners are willing to hire workers with minimal certifications and degrees for entry to supervisory level positions.

Distance Indicators

Since March 2020, all program courses have been taught synchronously via Zoom due to the pandemic and restrictions on in-person classes. This factor has influenced the growth in the number of classes taught, enrollments, and successful completions. Since fall 2021, the HOST program has been Distance Education certified. The program courses may be offered asynchronously online. Yet in fall 2021 and spring 2022, the HOST program offered online sync courses with weekly Zoom

meetings. The classes taught decreased from last year's 14 to 12. The Fill Rate fell by 11% over last year, and is considerably trending downward compared to previous years. The number of Withdrawals in the Distance Indicators decreased from 8 to 2 students, much lower than past years. Successful completion remained stable from last year's. This may be attributed to the online sync aspect of Zoom that allows for increased instructor presence and the ability to collaborate with other students in real time.

Perkins Indicators

Two Perkins Core Indicators were met:

1P1 Postsecondary Placement - actual 90.91 of 33 who are placed or retained in employment following program completion.

2P1 Earned Recognized Credential - actual 82.61 of 33 received postsecondary credential during participation in or within 1 year of program completion.

Performance Indicators

In 2021, The HOST program's performance indicators peaked at 29 in the Number of Degrees and Certificates. The number of Certificates of Achievement completed rose from 7 to 16 over 2020, and the number of Degrees Awarded went from 3 to 13 over 2020. The 2022 indicators went back to the level of 2020. The number of degrees and certificates shows 10, the same as 2020's. The good news is that transfers to UH increased from 1 to 4 in 2022, the highest level over the past three years.

The program had an Overall Program Health of *Unhealthy*. The pandemic has negatively affected the industry, for the time being, and that has slightly impacted the program's overall health. The number of program majors fell from 33 students (2021) to 17 students (2022). FTE enrollments in classes and the total number of classes taught fell slightly in 2022 (FTE from 18 to 12 students and Classes Taught from 14 to 12).

Furthermore, due to the redesigning of pathways within the DOE, the HOST program no longer offers the Early College HOST 100 and HOST 101 classes at Kaua'i High School. This impacts the potential pipeline of students continuing on to Kaua'i CC after graduation.

HOST Program Strengths and Areas to Improve

Program strength can be identified as follows:

- There is a great industry demand for hospitality graduates. The need for developing the skills of the current and future workforce for the visitor industry has never been more urgent

than the present time. A research conducted by the Hawai'i Tourism Authority (HTA) on [Industry Workforce Needs Assessment](#) (released in August 2022) shows that the visitor industry and all the related sectors are overwhelmed by the shortage of workers who have employability skills.

- The program AAS degree, combined with the Certificate of Competence (CO) and two Certificate of Achievement (CA) fulfills the educational requirements and prepares graduates for entry level leadership positions in the hospitality industry.
- The program learning outcomes (PLOs) and the courses student learning outcomes (CSLOs) are aligned with the HOST programs across the UHCC campuses. Through a formal articulation agreement between the program and UH West O'ahu, the program general education requirements for the AAS degree are also aligned with the Bachelor of Arts Degree in Business Administration with a concentration in Hospitality Management at UH West O'ahu. Transfers to baccalaureate programs have increased in 2021-2022.
- Online course offerings, coupled with job shadow and internship opportunities, are validated as effective and doable methods of learning and teaching by students and industry professionals.

Improvement can be made in the following areas:

- Course fill rates (three-year average 56%) can be increased. To help students attain their educational goal, during the program transition period HOST students can be advised to take online courses offered by HOST programs across UHCC campuses.
- Fall to Spring persistence rate (three-year average 62%) and Fall-to-Fall persistence rate (three-year average 50%) needs to be improved. With the strong employment markets we may see students entering and exiting the Program as opposed to continuously staying enrolled.
- Following the only 1 FTE BOR Appointed Faculty's retirement, an interim plan has been in place (in collaboration with UH Maui College) with the goal of working toward continuous program improvement before the full-time position being open and filled.

Significant Program Actions

The Program has made a great effort of working toward the goals attainment. In alignment with the College Mission, Strategic Goal/Priority, the Program identified the three goals for 2021-2022 Action Plans in the 2021 CPR. They are: 1) increasing the number of students that transfer to 4-year, 2) increasing the enrollment of working adults or those returning to complete certificates and/or degrees, and 3) increasing international students.

- The number of transfers to UH 4-yr increased from the previous two years' 1 to 4 in 2021-22. The asynchronous online courses offerings are continued in fall 2022 and spring 2023. Students are also encouraged to take online courses from HOST programs across the UHCC campuses. In addition, the adoption of TXT0 (zero cost textbooks) for all HOST courses is certainly a benefit that should be further capitalized on. Students enrolled in HOST alpha classes are able to sign out course textbooks at the library for the semester.
- To increase enrollment of working adults, a HOST Prior Learning Assessment (PLA) plan is in place. This may well increase the number of part-time students in the program. The data of the program working of the adults is not available. The Program will need to work with the College relevant party to keep track of the working adults enrollment.
- The goal of increasing international students is not realized as some major feeder market countries are still gradually lessening their international travel restrictions. The upside of the situation is that the University of Ryukyus is currently recruiting HOST students from UHCC campuses to participate in its intensive study abroad program in Okinawa, Japan in March 11-19, 2023. The HOST students are encouraged to apply for the program with the guidance from the coordinator of the International Program at Kaua'i CC.

Other goals such as continuously working with the HOST Program at UH Maui College have come to fruition. The program has been working with and building upon the collaboration with UH Maui College to provide online case simulations through *Knowledge Matters* to support 21st-century skills and cognitive thinking in the program.

In addition, the Program devised some strategies to combat students' disinterests and engagement challenges. For example, students in the HOST 101 & HOST 150 classes coordinated two webinars in partnership with UH Maui College during the 2022 International Week and spring 2022 semester. Students presented on 21st-century skills, regenerative tourism, cultural sustainability, and the United Nations Sustainable Development Goals. Guest faculty speakers from the Ryukyus University, Guam Community College, and Shanghai Normal University as well as industry professionals were featured in the webinar. The HOST program coordinator also partnered with UH Maui College (as part of a Perkins Grant) to integrate Knowledge Matters case simulations into designated HOST courses. These cloud-based simulations engage as well as challenge students to use information and data to make decisions and solve workplace problems.

In spring 2022, an online survey was administered among HOST students. It was to gauge student scheduling needs and preferences. Based on the [survey results](#), a total of 61.54 percent of HOST students ranked online synchronous modality as their 1st and 2nd preferences (Q13). In comparison, a total of 53.85 percent of HOST students ranked online asynchronous modality as their 1st and 2nd preferences. The morning time frame from 9:00-11:00 a.m. for classes to run

scored the highest, 7.08 (Q14). The 16-week long class was their top choice, followed by the 8-week in length. It is worth noting that 92.31 percent of students identified scheduling around other commitments as the number one factor that influences their decisions about which courses she/he should take (Q16).

The data also shows 66.67 percent of students preferred part-time scheduling over a full-time schedule (Q7 *Do you prefer a part-time student schedule over a full-time schedule?*). 10-12 of the 13 survey respondents did not answer document responses from from three follow-up questions Specifically,

- Q8 *If you prefer to be part-time, what circumstances have influenced your preference?* Only 2 students responded and the rest of the students did not answer the question.
- Q9 *If you prefer to be full-time, what circumstances prevented your enrolling in more classes this semester?* Only 1 student responded and the rest of the students did not answer the question.
- Q10 *Please describe any circumstances that may have prevented you from enrolling this semester.* Only 3 responded and the rest of the students did not answer the question.

Although survey respondents may not have answered the above questions, the students may have participated in both focus groups and interviews at Kauai CC. The answers to those three questions are critical for the program faculty to understand the barriers students face in order to work out an accommodating and doable schedule. Overall, the survey data provides insights for the program's future course planning and scheduling in spite of a small sample size with only 13 respondents.

3. Program Student Learning Outcomes or Unit/Service Outcomes

The HOST Program Student Learning Outcomes are:

1. Develop critical thinking skills to effectively function in the hospitality and tourism industry.
2. Demonstrate an awareness of diversity and exhibit professional work ethics that promote positive service interactions and teamwork skills.
3. Utilize interpersonal written and oral communication skills necessary for effective organizational operations.
4. Incorporate the principles of aloha to promote the sustainability of Hawaiian cultural values in the hospitality industry.

In the last year, the Program assessed its PSLOs through the following methods:

- Aligning all CSLOs to PSLOs. Following the five-year course review schedule, the HOST Program should have conducted its course assessments for HOST 101, HOST 280, and

HOST 293 for the period. Yet, the “closing the loop” assessment was only conducted for HOST 280 in Fall 2021.

- Alignment with meeting all four PSLOs was between 85.8% for the HOST 280 course. Its course assessment was approved by the Assessment and Curriculum Committees.
- Assignments and exams that were focused on the course and program objectives were used to measure students' achievements. One new change implemented in this course was the modality switched from online synchronous to online asynchronous. It may result in major modifications for course projects and assignments.

Given the benchmark of 70% and HOST 280 *Hospitality Management* being an exit level course, the 85.8% rate of alignment with meeting PSLOs validated that students have been exceeding the benchmark in AY 2021-22. PSLOs were still applicable to the Program's mission.

One of the changes for the PSLOs assessment is to include a formative and summative assessment plan versus the current assessment plan. In this way, not all courses will need to be assessed every semester/year. Strategies to improve the PSLOs assessment should focus on the continuous assessment following the review cycle scheduled in the 5-year plan. Specifically, the following methods to be included:

1. Internal Student Assessment
 - a. Course evaluation survey PSLO-linked questions
 - b. Continuing student end of semester survey
 - c. Student leaver/exit survey
2. External Industry Assessment
 - a. HOST Advisory Board members survey
 - b. Industry employers survey
 - c. Program Assessment Team focus group meeting and survey
3. A 5-Year Comprehensive Program Review
 - a. Review CSLOs, CLSO-PSLO alignment, PSLO-ISLO alignment

Per the HOST program 5-year CPR, all HOST course students' learning outcomes (CSLOs) will be reassessed in AY 2025-26.

The link to the HOST program CPR can be viewed here:

https://www.kauai.hawaii.edu/sites/www.kauai.hawaii.edu/files/pdf/IE/APRU-CPR-2021/CPR_2021host.pdf

4. Action Plan

The HOST Program is scheduled for CPR in Fall 2026. To achieve the program goals, from now until the next CPR, the program has identified the action steps as follows:

Action Item/Step	Strategic Goal/Priority (List Number)	Anticipated Outcome	Actual Outcome and Rationale
Continue to offer and work to expand program course offerings in Early College at island High Schools	17	Maintain course offerings for HOST 100 and 101 at Kauai High School. Expand course offerings to Waimea HS in AY 2021-22, offering HOST 100 in the fall and HOST 101 in the spring.	There were 8 HOST completers for the AY 2020-21. However, the Early College course offerings were discontinued. Resume the outreach to Kauai High School and Waimea HS and offer HOST 100 and HOST 101 to build a pipeline of students for the HOST program.
Increase the number of students who transfer	4	Benchmark: 2 Desired Outcome: 4	Desired beachmark attained. Identifying students early seeking a bachelor's degree with continued academic advising and assistance for financial aid.
Promote Prior Learning Assessment (PLA) and online course offerings to industry managers and unions	17 & 10	Benchmark: 1 Desired Outcome: 3	Beachmark was unmet. The program did award one PLA at the end of 2020. Updated the union website for PLA offerings. Plans were to reconnect and resume property visits to promote PLA.
Support campus International short-term study abroad students	21	Benchmark: 2 Desired Outcome: 4	Beachmark was unmet due to the slow recovery of international students recruitment. One international student completed the AAS degree in 2021 and one student is enrolled in the program.

The Program is set up to continue and to grow with the collaboration of the HOST program at UH Maui College. Through a UHMC Perkins grant (awarded for AY 2022-23), an interim strategy is to

hire an APT island coordinator who can work in collaboration with the UH Maui College faculty to assist in building capacity for the HOST program. The role responsibilities of the island coordinator are outlined below:

1. Provide academic support for lecturers
2. Give continuous student advising and coordinate class job shadowing and internship
3. Devise and implement marketing strategies to increase student enrollment
4. Foster industry and community partnerships
5. Complete program assessments and reviews

As of the date of submitting this program review, the screening committee has made a recommendation for a candidate after the screening interview. The CTE Dean at UH Maui College has also completed the interview and an employment offer is being made at this time. The Kaua'i Island Coordinator is expected to be on board in the month of December, 2022.

In the meantime, since August 2022, UH Maui College HOST program coordinator and faculty have been taking on the responsibilities of supporting the program to make the transition. Three lecturers were hired to teach three HOST online asynchronous courses in fall 2022. Working closely with the Business Education Division Chair of Kaua'i CC, the UHMC HOST program coordinator and faculty have been assisting lecturers with course scheduling, book order submission, *Knowledge Matters* case simulation access, training and assessment, Lualima course materials sharing, online class observations and evaluations, and program review.

To strengthen the partnership with the industry leaders on Kaua'i and further the discussion of the collaborative initiative, UHMC HOST program coordinator and faculty made a trip to Kaua'i on October 12th, 2022. Kaua'i CC's VCAA hosted a meeting at the campus One-Stop Center conference room. The Business Education Division Chair, HOST counselor, Executive Director for Hawaii Lodging & Tourism Association (HLTA)-Kauai Chapter, and two HLTA-Kaua'i board members attended the meeting. The meeting was collegial as the relevant parties got together with a common goal of supporting students' learning and success. The meeting was also constructive with various topics covered, such as strategies of ensuring the continuity of the HOST program, industry's insights on job skills requirements, free tuition offerings by the employers, potential mentorship opportunities, and sending right messages to prospective students.

During this transition time, it is vital for the lecturers to encourage students to meet for academic counseling and supplemental tutoring. These strategies impact persistence and retention and will be beneficial to the overall success of students.

Due to the negative image and reputation of the service industry brought by the pandemic, the program does require increased marketing and recruitment over the next year. The outreach can be difficult in the upcoming 2022-23 year as the labor shortage deepens and the industry is willing to

hire workers with limited skill sets versus those with degrees. More concerted outreach and marketing efforts are of paramount importance in recruiting HOST students. Hawai'i's visitor industry is not perceived well as an employer - even among businesses - according to the [HTA visitor industry workforce needs assessment report](#).

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5. Resource Implications

According to the newly released [HTA visitor industry workforce needs assessment report](#), visitor industry businesses are overwhelmingly in need of workers. Given the unique needs of Kauai's visitor industry, there is an urgent requirement for a full-time HOST instructor position at Kaua'i CC.

The Program requests to hire a 1.0 FTE starting in Fall 2023 to replace the full time HOST faculty position that was vacated in Summer 2022.

I am NOT requesting additional resources for my program/unit.

6. Optional: Edits to Occupation List for Instructional Programs

I am requesting changes to the SOC codes/occupations listed for my program/unit.