enrollment in the following classes:
- HCTM-100 Safety & Sanitation: Foundational Course for Department. 175% between 2018-2021
- HCTM-121 Hospitality Cost Control: Up by 27.3% between 2018-2021
- HCTM-122 Principles of Hotel Administration: Up by 6.3% between 2018-2021
Overall, there has been a 9.3% increase enrollments within the HCTM Program between 2018-2021
- The Upper Valley Campus Kitchen has had equipment upgrades, making it a more realistic professional kitchen environment, for teaching the Advanced Culinary classes.
- Faculty members in HCTM and other complimentary programs (Business & Viticulture) have deeply embedded industry partnerships, making our curriculum approach timely and effective for student's professional growth.

-Non-Credit & Community Education alignments: Based on public demand, the HCTM program has ancillary connections that enhance credit student's growth. They include burgeoning Farm to Table NC classes and Basic Cooking Skills NC classes, both in the proposal stages. These are designed to help students expand their skills and their abilities, sign up for HCTM-190 & HCTM-290, and Hospitality career work. Lastly, HCTM students have the ability to also can to College & to Culinary, and Hospitality which will give a tip support HCTM

for students that participate as teaching assistants to Food & Wine Enthusiast classes.

Areas for improvement would be the following:
- _____ of program and new class offerings in both Hospitality Management and Culinary Arts. We have no Bay Area or California presence in the media or any other outlet, short of our own social media postings.
-

- _____The roof at the UVC leaks tremendously and needs to be fixed. Every year that we delay, the more money it will cost us. Especially since with just invested 65,000$ in new ranges and convection ovens.

- _____ need to updated. The drains also emit foul smells.

- _____, needs to have new dining room service tables, chairs and plate-ware, to create a realistic restaurant experience for students and patrons. Along with this, there need to be more proper storage for tables and chairs, as there isn't any now.

  - Make textbooks and computer programs more equitably available to students.

- ___Increase technology resources and training to our students. Our students need computers. They also need skills in basic computer programs, to complete course work and be viable -

-

	110	106	75	-31.8%
	8,176	8,181	7,208	-11.8%
HCTM-100	8	17	22	175%
HCTM-110	8	14	8	0.0%
HCTM-111	18	--	6	-66.7%
HCTM-112	--	2	--	--
HCTM-120	58	59	18	-69.0%
HCTM-121	11	--	14	27.3%
HCTM-122	16	31	17	6.3%
HCTM-124	--	15	14	--
HCTM-125	32	23	16	-50.0%

RPIE Analysis: The number of students enrolled (headcount) in the Hospitality, Culinary and Tourism Management Program decreased by 31.8% over the past three years, while headcount across the institution decreased by 11.8%. Enrollment within the Hospitality, Culinary and Tourism Management Program increased by 9.3%, while enrollment across the institution decreased by 6.6%.

Enrollment in the following courses changed by more than 10% (±10%) between 2018-2019 and 2020-2021:

Courses with enrollment increases:
- o   HCTM 100 (175%)
- o   HCTM 121 (27.3%)

Courses with enrollment decreases:
- o   HCTM 120 (-69.0%)
- o   HCTM 111 (-66.7%)
- o   HCTM 125 (-50.0%)

For HCTM 124, which was offered in two of the past three years, enrollments decreased by 6.7% between 2019-2020 and 2020-2021. For HCTM 126, which was offered in two of the past three years, enrollments increased by 40.0% between 2019-2020 and 2020-2021.

- HCTM has had much transition in faculty and leadership. Despite this, there has been a slight uptick in the number of enrollments, despite the lessening of the actual number of people. This means we have less students, but more of them are enrolling/ re-enrolling in HCTM classes. This seems to strengthen the foundation of the department.
- It is the opinion of the writer of this report, that because of consistent class offerings and faculty, that this has helped in stabilizing the program.
- Currently, we are continuously offering as many classes as possible, despite not meeting traditional class levels. Covid has had a tremendous impact on overall enrollment. It seems a more positive, student focused approach to have smaller populated classes, then it is to cancel classes because "enrollment numbers" weren't me. It's the b

Average Section Size across the three-year period for courses, and both within academic years and across the three-year period for the program and institutional levels is calculated as:

Total # Enrollments.
Total # Sections

It is not the average of the three annual averages.

RPIE Analysis: Over the past three years, the Hospitality, Culinary and Tourism Management Program has claimed an average of 15.5 students per section. The average class size in the program has been lower than the average class size of 25.1 students per section across the institution during this period. Average class size in the program decreased by 24.4% between 2018-2019 and 2020-2021. Average class size at the institutional level increased by 4.4% over the same period.

Average class size in the following courses changed by more than 10% (±10%) between 2018-2019 and 2020-2021:

Courses with increases in average class size:
o   HCTM 100 (37.5%)
o   HCTM 121 (27.3%)

Courses with decreases in average class size:
o   HCTM 111 (-66.7%)
o   HCTM 110 (-50.0%)
o   HCTM 125 (-50.0%)

- In normal times the HCTM program should all have larger class sizes. The numbers of enrolled dropped dramatically after Spring 2020 due to covid. The pandemic and concerns with safety measure have severely impacted these numbers. The campus wide average has been an increase in 4.4% while the HCTM program has seen a decline of 24.4%

RPIE Analysis: Fill rates within the

housing. This seems to be huge drawback in getting more students enrolled in NVC, as well as getting a trained workforce available in general.

- The Napa Valley has a multitude of venues for a Hospitality-Culinary major, with hundreds of employers for students

B	Region	252,484	273,355	20,871	8.3%
B	DSN North Bay	252,484	273,355	20,871	8.3%
B	North Bay Collaborative	65,221	69,173	3,952	6.1%
B	All Counties	252,484	273,355	20,871	8.3%
B	Alameda County, CA	64,963	70,847	5,884	9.1%
B	Contra Costa County, CA	35,863	39,388	3,525	9.8%
B	Lake County, CA	1,142	1,168	26	2.3%
B	Mendocino County, CA	3,876	3,873	-3	-0.1%
B	San Francisco County, CA	86,437	93,948	7,511	8.7%
B	Solano County, CA	13,435	14,625	1,190	8.9%

licenses get paid for by grant funds, rather then out-of-pocket by the student.

https://knowledgematters.com/marketing-simulation/

x   Starting Spring of 2022 HCTM-121, 122, 124 and 125 will all be expanding to class run times of 8 to 10 weeks. This will give time for a more thorough exploration of the curriculum material.

These measures are being taken in order to help students better comprehend the costing and managerial process behind hotels and restaurants, thereby (hopefully) increasing the successful completion of these classes.

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x   It is the belief of several instructors within the HCTM Department, that students are coming to class ill-prepared in the following areas, that hinder their ability to learn the material being taught in particular the Hospitality Management portion of the program.

     -Students don't know how to use a computer to do their work.

     - They are unfamiliar with Microsoft Word or GoogleDocs. This inhibits them from writing out paragraph based assignments.

     - They are unfamiliar with how to use Excel or GoogleSheets. This inhibits them from doing the most basic of calculations, which is vital in cost control, food & beverage management and hotel operations.

The concerns listed above are very serious and solutions need to be formulated as quickly as possible.

	91.9%	86.8%	56.8%	65.0%
			74.8%	72.6%
			78.4%	74.4%

Source: SQL Enrollment Files

Bold *italics* denote a statistically significant difference between rates at the program and institutional levels, with the lower of the two rates in **bold** *italics*

Shaded cells pertaining to retention rates indicate that statistically significant differences for those groups were not found at the institutional level.

____ : Grades of EW (Excused Withdrawal) for spring 2020 and beyond are not included in the calculations of the three-year retention and successful course completion rates reported above. This approach reflects the standard recommended research practice of not including EWs in either the numerator or the denominator for these rates.

RPIE Analysis This analysis of student equity focuses on the three demographic groups with significant nalycot8 0.48 re f 74a8(o)-0.9 (t (n)-0.8 re 5re f 74a8(o)2.2 (c)-1.9 (c)-1.9 (3 (i)-2.3 (cant)-5 (nal)-7.9

Source: SQL Award Files
*Time to degree/certificate within the program reported among cohorts with at least 10 graduates within the academic year. Asterisk indicates that data have been suppressed.
+Average time to degree/certificate was calculated among students who completed a degree/certificate within 10 years (between first year of enrollment at NVC and award

Job Placement Rate	60% (80%)				

			Date of Last review Spring '21			
HCTM	112	Spring/Covid Summer 2020	Yes, HCTM-110. Spring 110 Date of Last review Spring '21			X
HCTM	120	███████████	N/A			X

Introductory Basic Culinary Skills: SC	8/14/2020	Yes			X
Intermediate Basic Culinary Skills: SC Culinary Arts Advanced: CoA	8/14/2020	Yes			X

The currently available Hospitality Management: AS-T Degree and Hospitality Management: Certificate, have both had their Outcomes assessed within the last year, in 2020. The Culinary Arts-Professional: AA Degree and Culinary Arts-Advanced: Certificate are new and have not yet been run, making assessments pending towards the future.

HCTM-100's SLO and Course Objectives need to be reevaluated in the context of HACCP plans: It seems that the following isn't not a typical industry assessment: "Diagram the Hazard Analysis Critical Control Points (HACCP) during all food handling processes as a method for minimizing the risk of foodborne illness." The ServSafe exam does not require this type of diagraming for passing the exam, just general knowledge. For HACCP plan writing, there must be additional training required for the legally, acceptable documentation to be submitted to State Agencies for variance approval. Lastly, the majority of commercial restaurants do not need or use HACCP plans. When a HACCP plan is needed, trained personnel are required for the writing and executing. HACCP's are State and Federal mandated, driving the content and delivery of such plans. This seems like an extreme requirement for a 2 credit class.

At this point it seems that the majority of SLO's and Course Objectives within the HCTM program are current and relevant. They will need to be continuously reviewed for future revision. More data needs to be collected by the running of more classes. Feedback will be needed from the new faculty that have recently been put in place. So until that time, it will be hard to make recommendations for any more changes.

Based on the information included in this document, the program is described as being in a state of:

<mark>Viability</mark>

Stability

Growth

*Please select ONE of the above.

- Section 1-Headcount & Enrollment: Enrollment has shown a 9.3% increase, even despite covid restrictions. As outside professional partners and potential students are made aware of our courses, interest and demand should increase, as antidotal evidence has shown. Example, increase in HCTM-200 & 201, has occurred because a local business partner enrolled their employees for continued training.
– Section 2-Average class size: Demand for classes has not met traditional class number minimums, but there is still steady demand.

-

| | x There are 12 burners to cook on. This is not ample number of cooking spaces, if there are multiple projects and/or larger classes sizes.

x Roof leaks in Culinary Arts Building at the UVC. This is a danger and hazard for student safety. |

- Purchased more cookware for Main Campus Kitchen.
- Purchasing induction burners, for students to have more cooking space.
- Brought in new adjunct faculty for Hospitality Management classes.
- Have eliminated as many costly textbooks between some of the classes. But there is still need for textbooks and computer technology, that our students have difficulty affording.
- The UVC Kitchen had new ranges and ovens installed, as well as new cook-ware to go along.
- Exploration of Non-Credit Culinary courses, such as Farm-to-Table Gardening and Basic Cookery Skills, to enhance credit enrollment to build bridges for the community into the credit program.

- Constant evaluation of teaching methods and delivery.
-

Douglas Marriot

11/18 2021

Strengths and successes of the program, as evidenced by analysis of data, outcomes assessment, and curriculum:

Building on transition to credit offerings, alignment with industry training, opportunity for work experience, non-credit alignment. Strong Workforce equipment and facilities upgrades.

Areas of concern, if any:

Enrollment and outreach, classified or grant funded support for Program Coordinator.