



Date: March 9, 2020

To: Cathy Sandeen, Chancellor

From: John Stalvey, Interim Provost *John R Stalvey*

Cc: Denise Runge, Dean, Community & Technical College
Naomi Everett, Associate Professor and Chair, Culinary Arts and Hospitality Administration
Amy Green, Professor, Culinary Arts and Hospitality Administration
Kellie Puff, Assistant Professor, Culinary Arts and Hospitality Administration
Riza Brown, Assistant Professor, Culinary Arts and Hospitality Administration
Susan Kalina, Vice Provost for Academic Affairs
Claudia Lampman, Vice Provost for Student Success

Re: **AY20 Expedited Program Review Findings – Hospitality Administration BA**

I have reviewed the dean's findings, the program's response to the dean's findings, and the completed Expedited Program Review Template for the Hospitality Administration BA.

Recommendations

My recommendation is to accept the decision and recommendations of the dean with the commentary that the request to the Board of Regents should be to delete after admissions have been suspended and the teach out has been completed. Student demand for this program has declined. While the program appears to be of high quality and industry voices support for the degree, cost of instruction is very high and it is not clear that the baccalaureate degree is essential to students obtaining positions in the industry. The institution cannot sustain this program. Students interested in this field of study will still have access to the AAS Culinary Arts at UAA and the culinary program at UAF. The BBA in Management in CBPP or the Bachelor's in Applied Management at UAF are also options for students.

Decision

Recommend Deletion

AY20 Expedited Program Review – Optional Program Response to the Dean’s Findings Form

Date: Feb. 27, 2020

To: John Stalvey, Interim Provost

From: Chef Naomi Everett, Associate Professor, Program Chair
Culinary Arts & Hospitality Administration Program
Community & Technical College, UAA

Cc: Denise Runge, Dean, Community & Technical College, UAA
Dr. Amy Green, Professor, Culinary Arts & Hospitality Administration Program
Chef Kellie Puff, Asst. Professor, Culinary Arts & Hospitality Administration Program
Riza Brown, Asst. Professor, Culinary Arts & Hospitality Administration Program

Re: AY20 Expedited Program Review: Optional Program Response to Dean’s Recommendation

Program/s in this review: Bachelor’s Degree in Hospitality Administration (HA)

Program response to dean’s findings:

Centrality of Program Mission and Supporting Role:

As Dean Runge states, the HA (Hospitality Administration) degree aligns with the core missions of CTC and UAA. The degree program provides crucial training to support the growing tourism and hospitality sector of Alaska’s economy.

Program Demand (including service to other programs), Efficiency and Productivity:

In 2017-18, the program (previously named HRMT) went through a major re-development with the support of the CTC Dean’s office and industry partners. The program name was changed to Hospitality Administration (HA) to be offered in state and was re-designed to offer engaging online courses and an intensive internship preparing students for high-demand managerial positions in the hospitality and tourism sector. We believe the drop in declared majors between 2016 and today represents our step back from recruitment efforts while we re-developed the degree. This redevelopment was identified as a necessary measure to provide greater accessibility to UAA students. Previously, the HRMT degree required students to complete their program out-of-state, which was a factor in declining completion and enrollment rates.

It is important to note that HRMT (as previously coded) majors are not represented in the current HA (coded HOAD) major data set, even though they are still matriculating through the program. **Combined HRMT and HA majors at this point in time are 162.** This number was misrepresented in the dean’s findings. Class sizes were initially smaller than average. However, in Fall ‘19 and Spring ‘20, HA program course enrollments increased over 100%. We are confident this number will continue to increase now that the program has been established and faculty and staff are able to continue their recruitment efforts. Per Dean Runge’s charge, Student Success Advisors were asked to curtail their recruitment efforts this academic year while program reviews were underway.

Program Quality, Improvement and Student Success:

The HA program was poised to start the accreditation approval process with Accreditation Commission for Programs in Hospitality Administration (ACPHA) when this program review process started. The

curriculum is designed to align with accreditation standards. Three years ago, we had the full support from the CTC Dean’s office to move forward with offering the HA degree in state and to pursue 3rd party accreditation. It is disappointing now to see that this support has been rescinded just as the program is gaining traction. The faculty and staff remain committed to providing this high quality distance program within the state of Alaska, which meets industry needs while providing learning flexibility to UAA’s students.

Program Duplication/ Distinctiveness:

As Dean Runge stated, the HA degree offering is the only such program within the state of Alaska. Located in Anchorage, which serves as the main hub for Tourism & Hospitality, the program serves the workforce development needs of our hotel and tourism partners statewide. For HA students interested in a management track rather than a culinary focus, we recommend aligning with the UAA’s College of Business and Public Policy (CBPP) to offer the HA courses as a minor or concentration, in addition to the currently offered HA culinary track. This would serve both the hospitality and business major students, allowing for increased enrollment potential and providing opportunities to keep the program actively growing.

Commendation and Recommendations:

During the re-development of the HA degree, faculty worked diligently to design high-impact, engaging online program courses following the Quality Matters methodology. The internship was redesigned to offer a bridge from the academic environment to provide relevant workplace skills applications. The program is poised to move forward with accreditation through ACPHA. Faculty salaries are currently funded through TVEP grants with additional funding from tuition. Declared majors, class sizes, and overall enrollment is on the upswing.

Decision/ Program Recommendation:

After careful consideration, we do not believe suspending and deleting this program would save additional funds. We would lose TVEP funding that supports the additional faculty member that serves the program. We would lose tuition dollars, potential contributions from donors, and most importantly, we would lose credibility as a program and miss the opportunity to serve students and industry. Due to the infancy of the programs offering completion in-state, we have yet to realize the full success of our efforts. **We request that the HA program decision be reconsidered from “suspension, with the intent to delete” to “continued review.”** We are requesting additional time to address these specific issues and undergo another review in one academic year.

Date: February 2, 2020

To: John Stalvey, Interim Provost

From: Denise Runge, Dean

Re: AY20 Expedited Program Review Findings

Program/s in this review: Hospitality Administration (BA)

Specialized accrediting agency (if applicable): none

Campuses where the program is delivered: Anchorage

Members of the program review committee:

- Naomi Everett, Professor and Chair
- Amy Green, Professor
- Kellie Puff, Assistant Professor
- Riza Brown, Assistant Professor

Centrality of Program Mission and Supporting Role The Hospitality Administration (HA) BA program is aligned with the mission of both UAA and the CTC. The program is designed to prepare graduates for immediate employment as managers in the robust and growing hospitality services industry. Wages are modest: the average salary for lodging managers in Alaska is \$41,000 annually, and for food service managers it is about \$50,000. The program's courses also serve as elective credits within the AAS in Culinary Arts.

Program Demand (including service to other programs), Efficiency, and Productivity

Historic demand for the program, previously named Hospitality and Restaurant Management (HRMT), and for the current HA program has fallen during the review period. While the need for qualified managers in the industry remains high, program demand has declined from its peak in 2016 of 108 majors to just 57 in 2019. While industry representatives voice support for the degree, provide opportunities for internships, and are more than willing to hire our graduates, it appears that the bachelor's degree is not strictly required for entry managerial positions in Alaska, as a number of Culinary Arts AAS graduates are hired into managerial positions. As the industry has continued to grow, our enrollment has declined. The program attempted to address this by retooling, including using a full year of salary support from TVEP funds to create upper division courses for online delivery, which would allow UAA students to complete all four years of the bachelor's program within Alaska. Yet with a six-credit internship included, only twenty-four of the degree's credits are hospitality-specific (HA) coursework; twenty-seven required credits are in Culinary Arts, including several required hands-on skills courses, and another thirty required credits are in the business school. The curriculum design may be limiting the appeal of the degree for those interested in hospitality positions outside of food service.

Efficiency and productivity of these courses is low, even accounting for the roll-out of the new degree, since continuing HRMT majors as well as Culinary Arts AAS majors have been using the new HA courses to satisfy program requirements. The program's relatively low reliance on in-major (HA) credits has created an extreme imbalance between cost of instruction and revenues produced. With an average class size of just 4.4, cost per credit hour of \$1,288.30 against tuition per credit hour of only \$256, the program would need a headcount of 160 students in its 3-credit classes, just to cover its costs. While the members of the review committee noted that enrollment has increased this year, the six HA courses offered in Fall 2019 and Spring 2020 attracted only 78 enrolled students as of the date of this response, with an average class size of 13 students per course. It is noteworthy that some of the enrolled students are CA majors who are using the HA courses as electives. Overall, the program is growing slightly, but has substantial excess capacity and very high costs.

Program Quality, Improvement and Student Success Although not specifically accredited, the program is aligned to several industry and accrediting standards, and has a thorough program of student assessment to ensure learning is aligned with industry needs. Strong industry connections afford students excellent internship experiences, and both the online delivery and the dedicated advising support provided by the department offer a solid foundation for student success.

Program Duplication / Distinctiveness The UAA Hospitality Administration program is the only such program in Alaska. The program aligns tightly with the AAS in Culinary Arts at UAA, and also is well aligned with the culinary program at UAF. UAF recently introduced its online Bachelor's in Applied Management, or BAM degree, which will likely compete with the Hospitality Administration program, since it creates an AACSB-accredited possibility for completion beyond the AAS in Culinary Arts, is also fully online, and requires fewer lower-division accounting and business credits than does the UAA Hospitality Administration degree.

Commendations and Recommendations Commendations: The program is commended for delivering its courses online to afford maximum flexibility for students. Recommendation: The program should consult with faculty and administrators in the College of Business & Public Policy to determine whether any of the six HA courses could be offered as electives within the BBA degree.

Decision *Suspension, with intent to delete*; While decisions relative to the program are made, admissions to the program are suspended.

Submission date: February 6, 2020

Program/s in this review: Hospitality Administration BA

Specialized accrediting agency (if applicable): _____

Campuses where the program is delivered: Anchorage

Members of the program review committee:

- Naomi Everett, Associate Professor, Chair Anc. Campus.
- Kellie Puff, Assistant Professor Anc. Campus.
- Riza Brown, Assistant Professor Anc. Campus.
- Amy Green, Professor Anc. Campus

1. Centrality of Program Mission and Supporting Role (700 words or less)

- The Hospitality Administration (HA) program at UAA produces graduates prepared for employment in tourism, hospitality, and foodservice industries who are ready to advance rapidly to middle and upper management positions.
- The Bachelor's in Hospitality Administration at UAA provides critical training for hotel and hospitality professionals entering the job market at the management level. The program has been in existence since 1992, originally titled Hospitality & Restaurant Management (HRM), and was completely redeveloped in 2017-18. This redevelopment was designed to break down barriers for students wishing to complete their degree within the state of Alaska, to diversify program offerings, focusing on Alaska's economic needs, and to provide greater industry partnerships.
Prior to the program redesign, students needed to complete their advanced hospitality courses at either Northern Arizona University (NAU) or at the University of Nevada, Las Vegas (UNLV). An online curriculum model was developed and implemented so students can complete their degree at UAA with the flexibility of distance education course work. Enrollment has increased over 100% in the last year as the program has gained traction. This degree is vital in meeting the workforce development needs in the tourism and hospitality sector of Anchorage's economy
- Priority has been given to the development of the BA in HA in the past two years. The HA program is actively looking into collaboration opportunities with other programs and colleges. As identified in the programs strategic plan, potential partnership with the College of Business and Public Policy (CBPP) to offer the Hospitality Administration courses as an 18-credit minor in an effort to diversifying our discipline and provide additional training to those business students looking to hospitality as a career path.
- The Culinary Arts and Hospitality Administration program has a robust relationship with industry and community partnerships. The AAS degree accreditation through the ACF (American Culinary Federation) which represents the first two years of the BA programs first two years of study, provides students with networking and job opportunities, and industry-desired credentials upon graduation. The program works closely with the Alaska Cabaret, Hotel, Restaurant and Retailers Association (CHARR), to partner in training, mentorship, and annual events that showcase student success and promote the program to high school students across the state. The program also works with ProStart and SkillsUSA students to introduce culinary arts as a field of study to graduating seniors through mentorship, scholarships, and articulation credits for those students meeting set criteria.
- The CAHA Advisory Board is diversified and has representation from alumni currently working in the industry, culinary educators, hotel, lodging and restaurant managers, as well as directors of convention centers and catering establishments. They actively support and give the program direction and feedback as industry representatives (see addendum A). The program has also developed important relationships with several vendors, hotels, restaurants, cruise ships, and other supporting agencies such as Alaska Lodging & Hotel

Association (AKL&HA), Alaska Travel Industry Association (ATIA), and Visit Anchorage in order to maintain day-to-day involvement on the pulse of what our industry and community needs may be.

- Specific workforce development and employment opportunities relevant to the HA program include internship site partnerships with Nana Management Services, Dena'ina Convention Center, Hotel Alyeska, Allen & Petersen, The Hotel Captain Cook, House of Bread, Anchorage Convention Centers, SteamDot Coffee, Fire Island Bakery, and many more. These sites have successfully hosted our HA interns in the past. Job placement rates are tremendously high with unlimited job contacts and opportunities through the program. Last year alone, over 70 employers across the state of Alaska reached out with requests for employees. Industry continues to support the program with generous donations and job opportunities for our HA graduates.
- Extramural funding support and revenue is realized through an annual fundraiser, Celebrity Chefs Invitational (CCI), private donors such as the Cuddy family & First National Bank of Alaska, TVEP funding, restaurant and bakery cart sales, Boot Camp for Kids, National Restaurant Association Education Foundation Summer Institutes (NRAEF), and Business Enterprise Institute US Coast Guard partnerships.
- Students leaving the program obtain the following certifications: TAP (Training for Alcohol Professionals), ServSafe, and CC (Certified Culinarian) through a third-party accreditation with the American Culinary Federation (ACF).

2. Program Demand (including service to other programs), Efficiency, and Productivity (7 year trend; 1400 words or less)

- Due to the HA degree being newly redeveloped, there is very little to no current data collected for this program yet.
- Currently no data exists for credits per degree due to implementation of this degree last fall, however our class enrollments are up significantly and 24 upper division credits are offered in the HA program online currently.
- Enrollment for the HA degree is up over 100% in course offerings over the last AY. Through focused academic advising and decreased barriers for students to move from the AAS in Culinary Arts and onto completion of the BA degree, our numbers have improved substantially. The short-term drop in 2018 can be attributed to the transition the program
- HA course pass rates are consistent with the AAS degree and consistent with CTC averages. In alignment with the dramatic increase in enrollment and persistence in HA course offerings, the program expects course pass rates to improve as the BA in Hospitality Administration continues to gain traction.
- Due to specialized major course offerings, we currently have a partnership with University of Alaska, Fairbanks (UAF) students looking to complete their degree (their AAS in Culinary Arts course credits transfer into the HA degree). However, we have not yet had the opportunity to collaborate with other programs. Future collaboration opportunities we are currently pursuing are with the BS in Applied Leadership Technologies (BSALT) and the College of Business and Public Policy (CBPP) to offer an 18-credit hospitality minor, as well as special interest 490 courses pertinent to the degree and program.
- In the first year, student credit hours were low due the first year rollout of the degree being offered. However, responsive improvements have been made to correct this metric by decreasing section offerings in an attempt to streamline the degree course offerings (several sections of identical courses needed to be offered the first year of the degree in order to kick start the program) while still ensuring that students graduate on time. We recognized this and consolidated our efforts to become more efficient.
- Full Time Equivalent Faculty (FTEF) number for the HA program is 2.1. There is a single faculty member teaching the online courses and the courses have realized an increase in enrollment of over 100% in this AY.
- Class sizes have gone up over 100% in the last AY. In the first year of course offerings, duplicate sections were scheduled to allow ease of transition for students pursuing the new in-state degree. However, in response to budgetary and student needs, the Student Success Advisor (SSA) and faculty reduced course offerings and revised the of the degree plan structure to allow students to proceed more efficiently.
- High costs per student credit hour and student credit production is representative of the first year of the degree being offered. Current costs are lower due to increased class sizes that have helped bring down this average.

- Given the substantial continued growth of the tourism/hospitality/lodging sector of Alaska's economy, the HA program provides qualified job candidates to fulfill industry workforce needs. This program supports two of Alaska's Career Cluster areas by providing capable, job-ready graduates for Hospitality & Tourism and Business Management & Administration. UAA is the only campus that offers a BA degree in Hospitality Administration.
- CAHA has access to many revenue streams that help support the program. This year, the program received TVEP funding for the third year in a row. This represents \$108,000, which fully pays for one full-time faculty member's salary and the partial salary of another.

In addition, Celebrity Chef Invitational is CAHA's biggest and most visible fundraiser, which draws on the support of every level of hospitality in the community. Faculty and staff spend a year planning this event, showcasing local chefs, alumni, and students in effort to garner financial aid and strengthen the connections within industry. In 2018, CCI raised \$61,000, above and beyond expenses. Another \$50,000 was raised specifically for scholarship donations. For 26 years, CCI has represented both a fiscal boon to the program and also a show of solidarity and encouragement for the past, present and future of CAHA's accomplishments. Last year was the first year that CCI was not held; the program plans on hosting CCI for 2020 and can look forward to the revenue generated by this event.

3. Program Quality, Improvement and Student Success (1500 words or less)

- The CAHA 5-year strategic plan identified pursuing specialized accreditation through the Accreditation Commission for Programs in Hospitality Administration (ACPHA) for the HA degree, but due to budget issues and the unknown outcome of program reviews, moving forward with third-party accreditation has been delayed for the short term. The first two years of the HA degree (culinary core) is accredited through the American Culinary Federation (ACF).
- In 2017-18, curriculum for the HA degree was redeveloped to align with ACPHA accreditation competencies to ensure program curriculum is current, up to date, and offered online. Curriculum from comparable established hotel schools was studied and used as a guide before the HA program was re-developed at UAA. Prior to the curriculum creation, HA Professor Dr. Amy Green traveled to both NAU and UNLV to meet with faculty and administration to research hotel administration curriculum standards, program organization, and course sequencing
- CAHA redesigned the program and its curriculum with a vision of meeting the needs of today's students. Allowing flexible degree completion with high quality, impactful online courses, while providing meaningful learning and student engagement. The courses are constructed to be accessible and meet the parameters of the Quality Matters program through Academic Innovation and eLearning (AI&e) at UAA. The instructors are highly qualified at teaching distance courses and incorporate innovative learning modalities such as hotel simulation programs that provide realistic management techniques. The primary instructor for the HA courses holds a Doctorate degree in Education with an emphasis in Instructional Technologies.
- The HA program was designed to keep students at UAA and the state of Alaska, rather than leaving to complete their HA courses at NAU or UNLV. This is an attractive option to UAA's non-traditional student who requires flexibility in their learning opportunities. All Hospitality Administration courses are offered online. The HA courses have been reviewed for content, organization and accessibility compliance with instructional designers at AI&e, with an emphasis on student engagement, high quality delivery, and meeting student learning outcomes for the program.
- Throughout each academic year, faculty, staff and leadership from the Culinary Arts & Hospitality Administration program discuss and formulate objectives, outcomes and assessment strategies. Each program course curriculum content guide was studied to clarify what a student ideally should show competencies in upon course completion and then ultimately upon graduation. Additionally, the program chair continuously reviews standards and skill competencies set by the National Restaurant Association Educational Foundation (NRAEF), the American Culinary Federation Educational Institution (ACF), and the International Council on Hotel Restaurant Education Institution (ICHRIE) to determine if program meets national standards. The recent program accreditation through the ACF (in May 2015) has given the AAS degree program (culinary core for the BA HA degree) additional validity in learning outcomes and program assessment.

- The assessment plan for the HA degree was overhauled in fall of 2019 to include updated program outcomes, new metrics to track student learning outcomes, and a revised assessment schedule to identify gaps in learning. This revision aligns program and student learning outcomes with ACPHA standards in order to be effectively poised to pursue accreditation for this program. We have additionally utilized alumni and employer surveys to track industry needs and general student satisfaction with the program and curriculum. Data is compiled, compared, analyzed and if necessary, changes are made to the curriculum or content delivery method. Exit interviews are conducted with interns prior to graduation to assess the internship experience. All assessment activities are reported to UAA's Office of Academic Affairs (OAA) as required.
- Hospitality Administration students have support from, and access to, a dedicated departmental Student Success Advisor (SSA). The SSA works to create degree plans, identify internship and job placements, and coordinates study abroad opportunities at APICIUS International School of Hospitality in Florence, Italy. Advising in the CAHA department is not transactional. The SSA and faculty have a unique opportunity to engage and get to know each student individually. This allows students to feel more connected to their program, which provides a better learning environment, and improves student success. The SSA is located in the CAHA department, which makes the SSA accessible. The SSA has helped facilitate an increase in enrollment by 130% in the BA HA and increase student persistence. The SSA meticulously keeps track of student progress using degree completion data, which allows the SSA to identify which students are on track and those that need additional support and assistance. The SSA regularly reaches out to students for mid-semester and end of semester check-ins. The SSA identified that mass emails were not the most effective way to communicate with CAHA students. Student's response rates are higher with individualized emails. The SSA works diligently during priority registration to meet with each student and to assist with registration. This has helped increase enrollments and persistence from semester to semester. The SSA regularly contacts at-risk students to ensure they are progressing successfully.
- Internships in the HA program are an integral part of the student experience. Students work with the Student Success Advisor and faculty to determine internship placements. Internships provide students with experiential learning opportunities as well as connecting them with industry partners in tourism and hospitality. Internships may also lead to future employment for students in the tourism and hospitality industry. The CAHA department receives several internship opportunities from local and corporate businesses statewide as well as businesses from out of state. The SSA distributes these opportunities by email and posts them in the department. The SSA also keeps record of all internship opportunities so students may have access to them at any time. Faculty that receive internship inquiries from businesses effectively communicate with the SSA so that information can be shared with students. Businesses both in state and out of state contact the department to form a working relationship. In-state businesses are interested in interns from our program to keep Alaskan's here.
- The AAS Culinary Arts degree funnels into the BA HA degree. Students in the Hospitality Administration program have three core fundamental areas; Culinary Core, Business Core, and Hospitality Core. Those coming in from the AAS CA will have already fulfilled the Culinary Core portion of the BA HA.
- BA HA students have the flexibility to choose how they wish to complete the remaining 24 credits in their hospitality core portion of the degree. Students may attend UAA, which all HA courses are offered online allowing students the ability to work and to take courses from anywhere in or out of state. Students also have an opportunity to participate in the UAA National Student Exchange (NSE) program and may attend either the University of Las Vegas Nevada (UNLV) or Northern Arizona University (NAU). Courses taken through the NSE are used to satisfy the 24-credit requirement in the hospitality core.
- Students in the BA Hospitality Administration program have an opportunity to study abroad at APICIUS International School of Hospitality in Florence, Italy. The Student Success Advisor works closely with the Study Abroad Coordinator to ensure students are prepared to apply to APICIUS. The SSA works with students to ensure that all departmental prerequisite requirements are met to apply to APICIUS. Courses taken in Italy are used to petition approved major requirements. Faculty have carefully chosen courses approved for students to take while at APICIUS that align with the BA HA learning outcomes.
- The BA Hospitality Administration program provides both hands-on and blended learning. The program provide students with the necessary skillset to be successful in the tourism and hospitality industries.
- Students have several opportunities to volunteer throughout their program. Volunteering gives students experience and exposure to the industry as well as qualifies them for multiple scholarship opportunities. Volunteering is an important part of the student experience due to providing students with the opportunity to

improve their skill set and engage their community. The CAHA department is regularly contacted by community businesses in industry seeking volunteers from our programs.

- In FY19 to the current FY, 23% of our students made the Dean's List. 42% of our students graduated with honors.
- The best examples of success for CAHA students are their ability to take their education to industry. This semester one of our 2020 spring graduates was awarded an internship with Disney, Orlando, FL. and another at the prestigious Cosmopolitan in Las Vegas, NV, while locally an internship is being completed with Holland America Princess.

Locally, we have HRM Graduates who are working as Executive Chefs, Catering Captains, Pastry Chefs/Bakers, Catering Sales directors, ProStart Coordinators, CAHA Adjuncts, General Managers of local hotels, hospital restaurant supervisors, and CAHA program professors to name but a few.

4. Program Duplication / Distinctiveness (300 words or less)

CAHA's raison d'être is to support and strengthen Alaska's economy by graduating well-qualified employees to fulfill the high employment needs of Alaska's rapidly expanding hospitality and tourism industry. According to the Anchorage Economic Development Corporation (AEDC) CEO, Bill Popp, the tourism and hospitality industry is projected to grow by 200% this year. The HA program embodies UAA's Mission and Core Themes by being a division of excellence and remains the state's only Hotel/Restaurant/Hospitality/ Tourism Management training program. This program supports two of Alaska's Career Cluster areas by providing capable, job-ready graduates for Hospitality & Tourism and Business Management & Administration. UAA is the only campus that offers a BA degree in Hospitality Administration and provides for students across the state to attain their degree via distance education. The program is facilitated through UAA's main campus, with easy access to Anchorage's vibrant hospitality hub for training opportunities, internships and job placement for the program's graduates.

5. Summary Analysis (500 words or less)

Trained hospitality managers and professionals are crucial to the success of Alaska's economy. Currently, there is an immense deficit of highly qualified employees for the multiple entry-level and mid-level management positions available across Alaska within the hospitality and tourism industry.

The BA in Hospitality Administration at UAA has a long history of successful partnerships with hospitality and tourism commerce. With the newly redeveloped, in-state course offerings, we are poised to meet the states needs in filling and narrowing the gap for qualified workers in the service sector.

Workforce development is paramount to fulfill the high demand for jobs in this field. The BA program at UAA, is the hub for hospitality training to provide the entire state of Alaska with workers to competently fill positions in restaurants, hotels, lodges, foodservice facilities, and cruise ships, which are all integral financial drivers for the success of tourism and hospitality in Alaska's economy.

The redesigned HA program is still in its infancy but given the dramatic improvements in enrollments and course offerings seen in just this last year alone, the potential for growth looks to be promising and expediential.