

Contact: Diana Gonzalez

**HOTEL, RESTAURANT, AND INSTITUTIONAL MANAGEMENT PROGRAM  
ACCREDITATION REPORT AT IOWA STATE UNIVERSITY**

**Action Requested:** Receive the accreditation report for the Bachelor of Science Program in Hotel, Restaurant, and Institutional Management (HRIM) in the College of Human Sciences (CHS) at Iowa State University.

**Executive Summary:** The program (1) underwent a self-study that addressed the standards defined by the accrediting body; and (2) had an on-site visit by peer evaluators. The program was accredited for a seven-year period through Summer 2015; the maximum period possible is eight years. The program has been asked to respond to a number of items in its next annual report. This accreditation report addresses the Board of Regents Strategic Plan objective (1.1) to “offer high-quality programs through ongoing program improvement for undergraduate, graduate, professional, and non-degree students and special school students.”

**Background:**

- ◇ **Description of program.** The Hotel, Restaurant, and Institutional Management program develops leaders in practice, education, and research for the foodservice and lodging industries.
- ◇ **Purpose of Accreditation.** An accredited educational program is recognized by its peers as having met national standards for its development and evaluation.
- ◇ **Accrediting Agency.** The accrediting body is the Accrediting Commission for Programs in Hospitality Administration (ACPHA).
- ◇ **Review Process.** The self-study prepared by the HRIM Program contained the responses to the appropriate standards required by the accrediting body – mission, objectives, and outcomes; planning and assessment; administration and governance; curriculum; faculty/instructional staff; student services and activities; physical and learning resources; and financial resources.
- ◇ **On-Site Team Report.** In April 2008, the visiting team determined that the Hotel, Restaurant, and Institutional Management Program met the requirements for accredited status, although eight standards (out of 44) were not met.
- ◇ **Sample Strengths Identified by the Visiting Team.**
  - ☑ “The HRIM faculty members developed the self-study for the ACPHA accreditation process, which demonstrates a commitment to improving the quality of the program.”
  - ☑ “Experimental courses can be taught by any faculty member and are reviewed by the faculty as a whole before such decisions are reached. The curriculum is reviewed regularly by the Curriculum Committee, which then brings suggestions to the entire HRIM faculty for consideration.”
  - ☑ “Faculty members have research foci and attend professional development meetings which help to update and broaden the instructional program. The students were very positive about their learning experiences at ISU.”

- “The Position Responsibility Statement is an outstanding document that maintains the objectivity and equitability of annual evaluations. It also allows for modification at annual reviews to reflect progress made since the document had been negotiated at the time of initial hiring.”
- “The department policies for performance, tenure, promotion, and post tenure reviews is a very well organized, well structured, and user-friendly document that outlines specifically the duties and expectations of the College faculty. It is also congruent with the Faculty Handbook of ISU regarding expectations and outcomes.”
- “ISU offers numerous seminars throughout the year on a variety of instructional and research topics to enhance the professional development of its faculty. The Center for Teaching Excellence also sponsors numerous programs in the support of faculty development.”
- “HRIM student involvement in industry-specific national and international conferences is to be commended. Student involvement in the VEISHA event is recognized for its tradition linking generations together in a common cause and for its valuable lessons in applying hospitality management concepts such as planning, organizing, production and controlling in the implementation of a significant event.”
- “Reputation and historical significance of the Joan Bice Underwood Tearoom is well known and respected.”

◇ Standards not met.

- Mission and objectives (#3). “No evidence was provided to document the existence of course learning outcomes. The team recommends that programmatic learning outcomes be identified, be written in measurable terms that are linked to and flow directly from all mission statements. In addition, syllabi should reflect the outcome or outcomes that the course objectives are meeting and the course objectives be written in terms that can be measured consistently.”

*A faculty meeting was held in August 2008 with the focus on the HRIM strategic plan, including curriculum review. Individual HRIM faculty were charged with examining their respective component of the curriculum and revising course syllabi. Outcomes and objectives will be drafted utilizing Bloom’s Taxonomy as a guiding reference.*

- Mission and objectives (#4). “Programmatic objectives are not clearly stated nor are they publicly available. In addition to the development of clearly measurable student learning outcomes, the site team recommends that they become publicly available and included in printed documents.”

*After the HRIM faculty decides upon the outcomes and objectives, they will be posted on the web and available in various print formats. The mission statement will be added to course syllabi. The correction regarding ACPHA on page 84 in the ISU Catalog has been made and is printed in the 2009-2011 Catalog. In addition, the correction to ACPHA on the department website has been made.*

- Evaluation and Planning (#4). “Although the self-study details the history of maintaining a system of alumni records as well as the surveying of more recent graduates, the Student Profile indicates that alumni information is not available. This includes the number of graduates employed in the industry as well as the number of graduates pursuing further education. The team is concerned that this information has not been provided. It is recommended that the information required by ACPHA in the Student Profile be submitted to the Commission. A system to capture this data should be developed and implemented.”

*The chair is working with the undergraduate advisor to determine a process for attaining and maintaining this data (including the Employer/Supervisor Assessment Form). Students are surveyed prior to graduation (Graduate Self-Assessment Form) and records from the last two years are maintained. However, that is not a record of alumni. The chair has contacted the ISU Alumni Office and will obtain their record of program graduates, by year of graduation. There are more than 2,300 alumni of the HRIM program.*

- Curriculum (#3). “Iowa State University does not have a common core of general education courses. However, the College of Human Sciences has proposed a CHS Undergraduate Core which will include the following categories – communication; self-assessment/self-reflection; critical thinking and social justice; and content/technical information. These categories will be supported by both core objectives and curriculum expectations. With the exception of Financial Management, the HRIM core satisfies ACPHA’s requirements in the common body of study in Hospitality Management. The ACPHA Commission requires that Financial Management be an integral course component of the program’s core. The program needs to add this component to the curriculum.”

*HRIM had no dedicated faculty in hospitality accounting or finance for three years. A new faculty member hired in August 2008 is revising the course syllabus to reflect a financial management focus. Other curriculum revisions are also underway. The chair is pursuing the goal of working directly with hotel properties so that more lodging classes can be incorporated into the curriculum. A faculty member with a background in foods was hired in August 2008. This individual will teach the course on Fine Dining and will revise the curriculum. The work experience and internship courses were revised to be offered every semester; this information has been included in the 2009-2011 Catalog.*

- Curriculum (#8). “While courses offered are under the prerogative of the program, subject matter content, instructional outlines and learning activities are inconsistently presented on course syllabi. Many of the course objectives are not measurable. The team recommends that the department review and revise course objectives to insure that the student learning outcomes are measurable and that they include higher levels of taxonomy, particularly in upper division courses. Each course objective must be measurable and a method of measurement must be in place.”

*A review of all courses is underway. All syllabi will be grammatically correct.*

- Curriculum (#11). “There is no evidence of a current curriculum review. The team recommends that the department conduct a thorough curriculum review based on programmatic learning outcomes and the need for progression in learning involving all communities of interest (Advisory Board, alumni, students, and industry partners).”

*The curriculum review is underway. The issues of outcomes and strategic plan are also intertwined with the curriculum review.*

- ☑ Faculty/instructional staff (#2). “The faculty members are not as yet numerically sufficient to achieve the current objectives of the program and to adequately perform the responsibilities assigned. The turnover of tenured faculty in the past few years has been unusual. This is a concern. Achieving a goal of a complete faculty unit will begin the collaborative process in achieving a cohesive unit. It is recommended that the program evaluate the responsibilities of the HRIM faculty once the process of completing the full-time faculty roster has been completed. It should also be noted that faculty members cannot realistically handle any additional demands on their professional time. Because of heavy teaching loads and service expectations, there is little room for forward planning or curricular review and revision. While additional undergraduate students can be accommodated within existing classes, faculty members are not sufficient to handle additional undergraduate courses. In addition, faculty members have heavy graduate thesis and dissertation committee assignments that may impact the quality of the undergraduate teaching.”

*Two faculty members were hired in August 2008. The new department chair is a hospitality faculty member who understands what needs to be done with the program to return it to accreditation standards. The program is still short a full-time tenure track faculty member in hospitality management and a part-time lab manager. A request for these positions has been made.*

- ☑ Student services and activities (#1). “Student profile data was not complete. The program director should continue to work with the College Student Services Department to obtain this information.”

*Recordkeeping has been inconsistent. The department chair has met with the Career Advisor to initiate plans for coordinating working with industry, as well as tracking post-graduates.*

- ◇ Accreditation Status. In August 2008, the Accreditation Commission for Programs in Hospitality Administration awarded accreditation to the Hotel, Restaurant and Institutional Management Program at ISU for a seven-year period through Summer 2015. The program was asked to respond to the following in its next Annual Report:

- ☑ Minutes from the August 21, 2008 faculty meeting focusing on HRIM strategic plan;
- ☑ Documentation that outcomes and objectives have been posted on the web and in appropriate print formats;
- ☑ Results of work with ISU Alumni Office in tracking former students;
- ☑ Syllabus of HRIM Hospitality Financial Management reflecting financial management focus;
- ☑ Vitae for new faculty member in HRIM Fine Dining;
- ☑ Documentation of revisions to the work experience and internship courses;
- ☑ Update on additional faculty and new dean;
- ☑ Copy of the revised Student Survey of Instruction;
- ☑ Update on progress in collaborating with the CHS Student Services and Career Advising offices;
- ☑ Update on the progress in the renovations of the Tearoom facilities.