

December 2005

Bachelor of Applied Science in Food Service Management Central Washington University

Introduction

Central Washington University (CWU) is seeking Higher Education Coordinating Board approval to offer a Bachelor of Applied Science (BAS) degree in food service management at its main campus in Ellensburg and the centers in Des Moines, Lynnwood, and Pierce County. The program is designed to serve students who hold associate degrees in culinary arts from a community college but lack the general education coursework required for a bachelor of science degree.

Relationship to Institutional Role and Mission and the Strategic Master Plan

Students enrolled in the BAS in Food Service Management would satisfy the general education requirements of the university. These requirements are intended to provide students with a foundation that will help them achieve goals integral to the mission of CWU, which include development of the tools necessary to become responsible citizens prepared to lead an enlightened and productive life.

The programmatic goals are consistent with the 2004 Strategic Master Plan of Higher Education goals of providing opportunities for students to earn degrees and responding to the state's economic needs. The program is designed to provide a pathway to a baccalaureate degree for students with a culinary arts background that generally would not transfer for academic credit toward typical bachelor's degree programs. The proposed degree program would provide students with important communication, management, and teamwork skills that would be an asset to the students and employers.

Program Need

Several colleges and universities around the country are offering or developing BAS degrees. These degrees typically allow students to transfer credits from an applied associate degree and enroll in an additional two years of full-time study (or equivalent) with an emphasis on broad upper-division general education coursework, as well as additional coursework in the chosen professional field.

Applied science programs are intended to meet the educational and economic needs of the community by providing outreach and training that result in the practical application of scientific knowledge. With these programs, universities train professionals who are able to apply and use what is known from the wealth of scientific research, as well as develop the critical thinking and analytical skills that are required of today's knowledgeable workers.

Workers with diverse education and training backgrounds enter supervisory and management positions in the food service industry. Most of these positions are classified in the HECB needs assessment as requiring mid-level preparation, meaning they require more than a year of postsecondary training but less than a baccalaureate degree. However, according to the Bureau of Labor Statistics Occupational Outlook Handbook, employers in the food service industry express a preference for workers with a baccalaureate degree. This is especially true of larger employers, such as restaurant chains, food service contractors, and institutional providers (schools, prisons, hospitals) where additional training would provide greater opportunity for promotion from within. An important element of the BAS proposal is that it would provide greater opportunity for workers already in the food service industry to advance up the career ladder to higher-level positions with greater responsibility.

In Washington, roughly 28 percent of food service managers and food service worker supervisors hold a bachelor's degree or higher. With 249 projected annual openings between 2007 and 2012, the HECB estimates that based on current employment patterns, at least 70 positions per year would require a bachelor's degree. Changes in the food service industry, including trends toward greater reliance on contractors, new technology, and greater emphasis on efficiency, quality, and safety; may result in an even greater demand for workers with higher levels of preparation, including bachelor's degrees. Existing food service management and hospitality management programs at the baccalaureate level, graduate 30-40 students per year. This program would roughly double that number, adding 30-40 new graduates each year.

Student demand is expected to be sufficient to justify development of the food service management program. Based on classroom polling and State Board for Community and Technical College estimates, roughly 30 percent of culinary arts graduates would be expected to have an interest in the BAS degree, which would translate to demand of up to 100 students per year.

While the majority of jobs in food service management are in the population centers of Western Washington, there are currently no food service management programs offered in Western Washington.

Program Description

By offering a BAS in Food Service Management, CWU would join a growing number of institutions nationwide that are responding to changing workplace demands and the desire of technically trained workers to enhance their skills and take on positions of greater authority. The program would enroll 30 students in the first year (20 FTE) and grow to 60 students (40 FTE) at full enrollment in year two. Students would be admitted to the program after completing an Associate in Culinary Arts or other appropriate associate-level program, satisfying the CWU basic skills requirements, and completing at least one year of full-time work (or 2,000 hours).

Once admitted to the program, students would be required to complete a total of 90 quarter credits, to include 55-56 quarter credits within the major. As part of the program curriculum students would also complete requirements for a minor in business administration with completion of an additional 30 credits in business and related coursework. At least 60 credits must be completed at the upper-division level. Students would typically complete their course of study over three years.

The general education requirements for students in the BAS program would be the same as those required of students in other baccalaureate degree programs at CWU. As with all BAS programs to be developed at CWU, students would receive a waiver of the foreign language requirement (this waiver is available in certain other programs at CWU). This is in recognition of the fact that the program expects to attract a number of older, returning students for whom the addition of foreign language coursework would add a significant amount of time to the degree program. In addition, many key competencies expected from foreign language study, such as an understanding of other cultures and traditions, would be met through other general education requirements.

The proposed curriculum was developed from existing coursework; primarily the Bachelor of Science in Food Science and Nutrition with specialization in Food Service Management. The proposed program has defined goals and objectives. Assessment of program objectives is linked to specific coursework, with each objective assessed in multiple courses. Specific learning outcomes are identified for each of the courses included in the core curriculum.

The program would be assessed through a campus-wide review process on a five-year cycle. The administration and faculty would monitor three key indicators of program quality; including student course evaluations, focus groups with exiting seniors, and surveys of graduates and their employers about the quality of preparation for work in the field. In addition, the CWU nutrition program currently has in place an advisory committee that would evaluate components of the BAS in Food Service Management.

The program faculty would consist of two full professors, two assistant/associate professors (one to be hired) and one non-tenure track instructor. The newly-hired faculty would act as director, with duties evenly split between instruction and administration.

Diversity

The BAS in Food Service Management is designed to meet the needs of traditional on-campus students, as well as place-bound, time-bound students, through instruction delivered at centers in the Puget Sound area. The program would draw students who have completed culinary arts programs at the community colleges. These programs traditionally serve large numbers of students from ethnically diverse groups.

The program would work with CWU admissions staff on university-wide diversity efforts. In addition, the program has identified various strategies to advise and support diverse students; for example, student representatives from Black Student Union, Movimiento Estudiantil Chicano de

Aztlan (MECHA), and American Indian Science and Engineering Society (AISES) would assist in contacting prospective and enrolled students of color. In addition, admission staff regularly attend a number of events to attract diverse students.

External Review

The program was reviewed by three external experts.

A professor in the Department of Nutrition and Hospitality Management at East Carolina University provided a letter indicating support for the program. The letter cites a student assessment plan that is clearly linked to the coursework and industry needs. In addition, the reviewer cites the program assessment strategies that are outlined in the proposal. Finally, the letter indicates that the program responds to a need within the industry, as well as student interest.

A professor in the Department of Food Science and Human Nutrition at Clemson University reviewed the proposal and provided a supportive letter indicating that the program would meet a need to provide a career ladder for workers in the culinary arts. She also suggested the addition of a marketing elective, which the program is considering.

The Nutrition Services supervisor for the Seattle Public Schools also reviewed the proposal. The review indicates a desire for graduates that have developed the program's mix of management skills and culinary expertise, and indicates that this mix is rarely present in the graduates of existing programs. The review indicates a desire for a stronger nutrition component, but generally applauds the proposed program for addressing a needed niche.

In addition, the program received letters of support from CWU faculty and several community colleges, as well as a statewide employer.

The HECB also received a letter of support from Eastern Washington University.

Program Costs

The program would draw largely on existing resources in the delivery of curriculum. However, additional faculty and staff support would be required to offer the BAS in Food Service Management. The program would add a program director with teaching and administrative responsibilities. The program also would draw on existing faculty. In total, the department would dedicate 1.4 FTE faculty in Year One, and grow to 2 FTE faculty by Year Five. Administrative, clerical, and other functions would require .63 FTE in Year One and 1.22 FTE by Year Five. The program's first-year estimated costs are \$9,060 per FTE, decreasing to \$7,990 per FTE at full enrollment in Year Five. (The program would fall within the Agriculture and Natural Resources category in the Higher Education Cost Study. On average, this category of programs cost more than the institutional average.) While the estimated program costs are above average in Year One, the cost per FTE would fall below the \$8,166 average cost of instruction for undergraduate students at Central Washington University by Year Five.

Staff Analysis

The proposed program would support the unique role and mission of CWU by providing students with a liberal arts foundation through general education courses, while providing the technical skills required to be successful in the field. The goals of the state's strategic master plan also would be supported through a degree program that would be responsive to employer needs and allow baccalaureate degree access for students with technical education training.

The student and program assessment techniques are appropriate for the program, and would include input from current and former students, faculty, and employers that would provide institutional leadership and faculty with the information they need to develop a high-quality program. The required curriculum is well defined and would allow students to complete their studies in a reasonable amount of time.

While employer needs are not immediately apparent, employment projections and HECB analysis do show some need for workers in this field that are trained at the baccalaureate level. In addition, employer letters of support and information provided in the Occupational Outlook Handbook demonstrate a preference for better-trained workers and indicate that workers with a baccalaureate degree may have greater opportunity within the industry. The local community colleges attest to a strong interest in the program among students and their communities.

The program would be offered at a reasonable cost and would add to the state's capacity to prepare workers for management and supervisory positions in the food service industry. The program is unique in that it is designed to cater to students who hold an associate degree in the culinary arts and would not duplicate existing programs.

With availability at CWU's university centers, as well as the main campus in Ellensburg, the program would appeal to a diverse population of students. Program developers also have committed to working with CWU admissions staff and a number of campus-based and outside groups on strategies to attract a diverse student body.

Recommendation

Based on careful review of the program proposal and supplemental sources, HECB staff recommend approval of the Bachelor of Applied Science in Food Service Management at the Central Washington University Ellensburg campus and Des Moines, Lynnwood, and Pierce County university centers.

RESOLUTION NO. 05-25

WHEREAS, Central Washington University proposes to offer a Bachelor of Applied Science (BAS) in Food Service Management at the main campus in Ellensburg and centers in Des Moines, Lynnwood, and Pierce County; and

WHEREAS, The program would provide students a foundation in the liberal arts and training in management specific to the food service industry; providing a pathway for workers trained in the culinary arts to advance to higher positions within their industry; and

WHEREAS, The program would serve an emerging need for better prepared workers in the food service industry; and

WHEREAS, The recruitment and diversity plan are appropriate to the program; and

WHEREAS, The program has undergone an extensive development and review process that included input from the community and technical colleges, employers, and external content experts; and

WHEREAS, The costs are reasonable;

THEREFORE, BE IT RESOLVED, That the Higher Education Coordinating Board approves the Bachelor of Applied Science (BAS) in Food Service Management at Central Washington University.

Adopted:

December 15, 2005

Attest:

Bob Craves, Chair

Jesus Hernandez, Secretary