



**ANNUAL PROGRAM REPORT**

College	CEAS
Department	Hospitality, Recreation and Tourism
Program	M.S. in Recreation and Tourism
Reporting for Academic Year	2016-2017
Last 5-Year Review	2014-15 (for AY 2009-2014)
Next 5-Year Review	2020-2021 (for AY 2015-2020)
Department Chair	Dr. Chris Chamberlain
Date Submitted	10/20/17

**I. SELF-STUDY** *(suggested length of 1-3 pages)*

**Five-Year Review Planning Goals**

1. Increase student participation through outreach, recruitment and marketing.
2. Refine classes and curriculum through analysis and improvements of teaching methodology.
3. Improve collaboration with industry partners
4. Obtain and fill new faculty positions, reach a level of full staffing for all major areas of emphasis.

**A. Progress Toward Five-Year Review Planning Goals.**

Goal	Progress
Increase student participation through outreach, recruitment and marketing	Recruitment efforts conducted on a regular basis include faculty presentations at high schools and community colleges, providing and participating in special events both on and off campus. Hosting a booth at the annual California Parks and Recreation Society Conference has been an effective recruitment technique for the graduate program. New marketing materials have been developed to attract majors to the program. Efforts continue to develop a social media presence.
Refine classes and curriculum	The curriculum and classes have been transformed for semester conversion, based on input from Advisory Council members (alumni and industry professionals) and comparison with other quality academic programs. Faculty continue to refine classes through participation in training and networking with other educators. Many faculty members have revised online and hybrid classes through Quality Matters, redesigning courses through a quality assurance and peer review process.
Improve collaboration with industry partners	Alumni and representatives from industry serve on the HRT Advisory Committee, which meets 2-3 times a year. This collaboration has been very valuable, with faculty members working with the members to improve curriculum, place

	students for volunteer opportunities and jobs, and serve the community. The department faculty and students designed and administered a community survey to obtain information for the Hayward Public Arts Master Plan.
Obtain and fill new faculty positions, reach a level of full staffing for all major areas of emphasis	Faculty members often teach in more than one program area. There are currently 8 tenured or tenure track HRT faculty, 4 in Hospitality and Tourism (Hallab, Padron, Ann and Yilmaz), 4 in Recreation (Chamberlain, Fortune, White and Yates), and 1 in Recreation Therapy (Kong). One Recreation faculty member is nearing the end of her FERP (Spielman). A search for a new Recreation faculty member to start in Fall 2018 is being conducted. HRT has a number of strong lecturers, with professional work experience in the industry. Currently there are 9 lecturers in Hospitality, 9 in Recreation and 1 in Recreation Therapy. Additional tenure-track faculty positions are needed to improve the ratio of tenure/tenure track to lecturer and assure each program area continues to be fully staffed.

## B. Program Changes and Needs

*Report on changes and emerging needs not already discussed above. Include any changes related to SB1440, significant events which have occurred or are imminent, program demand projections, notable changes in resources, retirements/new hires, curricular changes, honors received, etc., and their implications for attaining program goals. Organize your discussion using the following subheadings.*

**Overview:** The department continues to strive for excellence in teaching. We seek to increase the number of students in the program. Our faculty want to stay engaged with professionals in the field in order to design quality educational experiences that meet industry needs, prepare students for management jobs or job advancement, and assist students with volunteer/internship/job placement.

**Curriculum:** Faculty are working on development of complete syllabi for each new and transformed course for semester conversion. Discussion and faculty collaboration continues in order to finalize weekly learning outcomes, textbook selection and assessment measures.

**Students:** The graduate program is taught completely online. Student assemblies have been held to increase communication between faculty and students. A virtual component will be added to these meetings so students have the option to attend in person or from a distance.

The goal is to build a sense of community and make sure student needs are being met.

Through A2E2 funding, some graduate students have been given the opportunity to participate in conferences and training opportunities including national conferences and regional meetings of the Professional Convention Management Association, Meeting Professionals International, Travel and Tourism Research Association, National Park and Recreation Association, and the California Park and Recreation Society.

**Faculty:** Faculty work together as a team to address many issues facing the department. Through a retreat at the beginning of each academic year, monthly faculty meetings and regular working meetings, there are ongoing efforts to achieve excellence. The faculty members are active in terms of collaborating with industry, working to provide quality educational programs, helping students build necessary job competencies and skills, and marketing our programs. Faculty members present regularly at conferences, publish papers and book chapters, and serve in leadership positions on regional/national committees and

boards. HRT faculty members are actively engaged in department, college and university committees. A new faculty search is being conducted currently for an Assistant Professor in Recreation Management, with a start date of Fall 2018. One faculty member is ending her FERP this year. Retirement of one or more tenured faculty are anticipated in the next few years. Next year, an assessment will be made regarding the need for further tenure-track positions to cover each program area and improve the ratio of tenure/tenure track faculty to lecturers.

**Staff:** The HRT Department shares office staff and academic advisors with the Kinesiology Department. The need for additional staff positions will be evaluated after semester conversion and an assessment of program needs.

**Resources:** Office space is being sought for one new Recreation Management faculty member (starting in Fall 2018), and another shared office is needed for lecturers in hospitality. The shared office space currently used by a tenure-track faculty member and lecturers in recreation has reached maximum capacity. A space reserved for use by the student club and for students to meet has been one of the goals for the department for many years. Through A2E2 funding, the department continues to obtain equipment necessary for students to obtain hands-on experience in the provision of special events. A refrigerator, microwave, portable oven, serving dishes, wine glasses, tables and chairs have been recently purchased. Equipment still needed includes a freezer, dishwasher and working sink. Secure storage space for the special event equipment and for set-up/clean-up is needed.

**Assessment:** Faculty have been active in the development of signature assignments, development of program and course learning outcomes, review of rubrics, provision of assignments in their classes for assessment at the department and ILO level, and reviewing student work for assessment purposes. A schedule of assessment activities for the next few years is being developed.

**Honors:** The undergraduate Recreation Management program was recognized in 2016 as #11 on the list of Best Value for Bachelor's Degrees in Parks, Recreation and Leisure (<http://www.collegevaluesonline.com/rankings/best-value-bachelor-degrees-in-parks-recreation-and-leisure/>).

**Other:** (e.g., major program modifications) Faculty have plans to offer some certificate programs through University extension, to meet the needs of professionals in industry not currently enrolled in degree programs.

## II. **SUMMARY OF ASSESSMENT** (suggested length of 1-2 pages)

### A. **Program Learning Outcomes (PLO)**

List all your PLO in this box. Indicate for each PLO its alignment with one or more institutional learning outcomes (ILO). For example: "PLO 1. Apply advanced computer science theory to computation problems (ILO 2 & 6)."

Students who graduate with an M.S. in Recreation and Tourism from CSUEB will be able to:

1. Analyze and use evidence-based research and technology to identify challenges and generate effective, sustainable solutions related to personnel, program and logistics areas; and provide relevant references.
2. Demonstrate significant knowledge of exemplary leadership, and teamwork strategies; innovative and effective management skills; and evaluation of service quality and consumer needs.

3. Articulate clearly (speak and write) the ethical, theoretical, philosophical, and current management practices and administrative foundations of the profession.
4. Develop a systems approach to create a culture of dignity and respect among individuals, communities, and organizations.

**B. Program Learning Outcome(S) Assessed**

*List the PLO(s) assessed. Provide a brief background on your program’s history of assessing the PLO(s) (e.g., annually, first time, part of other assessments, etc.)*

5. Analyze and use evidence-based research and technology to identify challenges and generate effective, sustainable solutions related to personnel, program and logistics areas; and provide relevant references (Critical Thinking).

**C. Summary of Assessment Process**

*Summarize your assessment process briefly using the following sub-headings.*

**Instrument(s):** The ILO Critical Thinking Rubric, available in the Rubrics Library in Blackboard, was used. The rubric was based on an AAC&U document, which was revised by faculty, and members of the ILO Subcommittee as part of the pilot process.

**Sampling Procedure:** Samples of student work were drawn from two different HRT classes. The sample was drawn randomly, as part of a pilot assessment conducted by the ILO Subcommittee.

**Sample Characteristics:** The students in both classes were graduate students in the M.S. in Recreation and Tourism.

**Data Collection:** *(include when, who, and how collected).* Four samples of student work from REC 6100 Philosophy of Leisure, Fall 2016 were randomly selected. Four samples of student work from REC 6200 Staff Supervision, Winter 2017 were randomly selected. Both classes are part of the required graduate curriculum. An HRT faculty member assessed the Philosophy Paper, the signature assignment in REC 6100 and the Discipline/Grievance Paper, a signature assignment in REC 6200.

**Data Analysis:**

Rubric Criteria	REC 6100 n=4	REC 6200 n=4
Explanation of Issues	4.00	3.75
Use of Evidence	3.75	3.25
Context and Assumptions	3.25	3.00
Statement of Position	3.50	3.25
Conclusions, implications, consequences	3.75	3.00

A solid explanation of issues was found in the majority of the student work. Evidence was provided as required in both assignments to support claims and conclusions, although locating industry specific references with a higher level of directly applicable content would improve

student work overall. Assignment instructions should be revised to require a clear statement of position, and information about where to place the statement of position within a paper. The instructions for the assignment in REC 6200 should be revised to more clearly require stronger conclusions, implications and consequences based on the student's analysis. The rubric criteria related to analyzing strengths and weaknesses of one's own and others' assumptions was not addressed directly in assignment instructions in either class.

#### D. Summary of Assessment Results

*Summarize your assessment results briefly using the following sub-headings.*

**Main Findings:** To reach the desired outcomes, students in the graduate program need to refine their research skills in order to locate references relevant to the industry and with the content necessary for analysis. Revisions to the rubric are necessary to reflect higher expectations for graduate level work and to re-evaluate the criteria for assessment. Assignment instructions should be further developed in terms of statement of position, assumptions and conclusions. Students should be referred to SCAA and the Online Writing Lab to obtain a template for a research paper with a clear statement of position, so students learn what is expected.

**Recommendations for Program Improvement:** (*changes in course content, course sequence, student advising*). The first class that will be offered in the graduate program beginning in Fall 2018 will be REC 600 Foundations of Hospitality, Recreation and Tourism. Students will learn about history, philosophical foundations and the publications most central to each industry. The signature assignments are designed to help students think critically and develop conclusions based on their analysis. Faculty will work together to further develop each signature assignment, refine rubrics, assess student work and make changes necessary to meet this learning outcome.

**Next Step(s) for Closing the Loop:** (*recommendations to address findings, how & when*). Faculty will encourage students to make use of Student Support Services, use templates for writing papers, improve their information literacy skills through Library searches of journals and databases to obtain more relevant references. Assignments and rubrics should be reviewed and revised to help reach desired student learning outcomes.

**Other Reflections:** The department is developing an assessment schedule for the next few years. We hope to involve more department faculty in the process of assignment design, rubric refinement, review of student work, and analysis of the data.

#### E. Assessment Plans for Next Year

*Summarize your assessment plans for the next year, including the PLO(s) you plan to assess, any revisions to the program assessment plan presented in your last five-year plan self-study, and any other relevant information.*

The PLO for Written Communication will be assessed next year. PLOs have been revised to further distinguish the differences between each program area. The goal will be to use Blackboard Outcomes to obtain a random sample of student work in at least two classes, and for a group of three or more faculty members to complete the assessment.

III. **DISCUSSION OF PROGRAM DATA & RESOURCE REQUESTS**

*Each program should provide a one-page discussion of the program data available through CAPR. This discussion should include an analysis of trends and areas of concern. Programs should also include in this discussion requests for additional resources including space and tenure-track hires. Resource requests must be supported by reference to CAPR data only. Requests for tenure-track hires should indicate the area and rank that the program is requesting to hire. If a program is not requesting resources in that year, indicate that no resources are requested.*

A. **Discussion of Trends & Reflections**

**Notable Trends:**

*Summarize and discuss any notable trends occurring in your program over the past 3-5 years based on program statistics (1-2 paragraphs). You may include 1-2 pages of supplemental information as appendices to this report (e.g., graphs and tables).*

**Reflections on Trends and Program Statistics:**

*Provide your reflections on the trends discussed above and statistics and supplemental information presented in this report.*

**Full-time Equivalent Students (FTES)**

Instructor Type	FTES				
	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Lecturer	359.5	411.8	404.3	419.5	362.0
Tenure Track	128.9	138.5	134.2	138.2	156.1
Total	488.4	550.3	540.8	557.6	518.2

M.S. in Recreation & Tourism

		2012	2013	2014	2015	2016
A1. Student Headcount	Graduate	41	35	36	35	31

A7. Average Age

Graduate	35.8	36.7	36.4	36.5	34.2
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Additional tenure track faculty need to be hired in the upcoming years in order to improve the ratio between tenure/tenure track and lecturers. Although the number of tenure track hires has increased in the past 10 years, an imbalance remains. Improving the diversity of the faculty to better match the student population is another goal of the department. Diversity is an important consideration for current and future faculty searches.

There have been some slight fluctuations in the FTEs over the past 5 years. Improving enrollment numbers continues to be a top priority of the department, with faculty actively engaging in recruitment efforts and improving marketing materials. Recruiting at conferences and meetings of professional membership organizations has proven to be effective in terms of increasing enrollment in the graduate program. This type of marketing enables us to reach a large target population of professionals currently employed in hospitality, recreation or tourism who want to learn more about their industry, expand their skills/knowledge and/or obtain a higher level position.

Recruiting students with a related academic background and work experience in an HRT industry improves student success in the program. Continual improvement to the admission requirements, enforcing the need for academic and professional preparation is helpful to improve retention and graduation rates.

#### Request for Resources (*suggested length of 1 page*)

##### 1. Request for Tenure-Track Hires

Retirement of one or more tenured faculty are anticipated in the next few years. Next year, an assessment will be made regarding the need for further tenure-track positions to cover each program area and improve the ratio of tenure/tenure track faculty to lecturers.

##### 2. Request for Other Resources

The HRT Department shares office staff and academic advisors with the Kinesiology Department. The need for additional staff positions will be evaluated after semester conversion and an assessment of program needs.

Office space is being sought for one new Recreation Management faculty member (starting in Fall 2018), and another office is needed for lecturers in hospitality. The shared office space currently used by a tenure-track faculty member and lecturers in recreation has reached maximum capacity. A space reserved for use by the student club and for students to meet has been one of the goals for the department for many years. Through A2E2 funding, the department continues to obtain equipment necessary for students to obtain hands-on experience in the provision of special events. A refrigerator, microwave, portable oven, serving dishes, wine glasses, tables and chairs have been recently purchased. Equipment still needed includes a freezer, dishwasher and working sink. Secure storage space for the special event equipment and for set-up/clean-up is needed.