TO: The Executive Committee and Academic Senate

FROM: The Committee on Research

SUBJECT: 18-19 CR 10: Proposal for the creation of the Center of Professional Excellence in Hospitality, Recreation and Tourism

PURPOSE: For approval by the Academic Senate

ACTION REQUESTED: That the Academic Senate approve the proposal for the creation of the Center of Professional Excellence in Hospitality, Recreation and Tourism and refer the proposal to the Provost and Vice President of Academic Affairs, effective upon signature of the President

BACKGROUND INFORMATION:
At its meeting on March 28, 2019, in accordance with the Centers and Institutes policy, CR reviewed and voted unanimously to refer the Center of Professional Excellence in Hospitality, Recreation and Tourism proposal for review and approval by the Academic Senate. The center’s charter and supporting documentation is attached.
Proposal – November 2018

Center for Professional Excellence in Hospitality, Recreation and Tourism
California State University East Bay (CSUEB)

1. Letter of support: Hospitality, Recreation and Tourism Chair (see attached).

2. Letter of endorsement: College of Education and Allied Studies (CEAS) Dean (see attached). We propose the Center for Professional Excellence in Hospitality, Recreation and Tourism (CPE) as a University Center based on the interdisciplinary aspects of hospitality, recreation, recreation therapy and tourism, which relate to public affairs, risk management, sustainability, environmental studies, engineering and business. CPE will be housed within CEAS.

3. Statement of Purpose: The purpose of the CPE is to provide specialized training and promote research to enhance individual and organizational excellence in hospitality, recreation and tourism. The goal is to support research and provide educational opportunities for professionals throughout the campus and community to promote high quality, effective and sustainable professional practices.

The CPE is designed to encourage and support research related to hospitality, recreation, recreation therapy and tourism and to provide specialized training for professionals working in those industries. Topics such as customer service, budgeting, financial management, professional preparation, etiquette, written and verbal communication, safety, risk management and sustainability will be reflected in CPE events, activities, training and research. Providing educational workshops and certification opportunities will be one goal of CPE. Input will be sought by faculty, staff, students and industry professionals through an internal governing board and an external advisory committee. The Center’s activities will engage members of the campus and the community seeking to advance professional excellence and research in hospitality, recreation and tourism.

4. CPE alignment with California State University, East Bay (Cal State East Bay) and College of Education and Allied Studies (CEAS) missions: The work of CPE will closely mirror the University and CEAS missions. The CPE focus on research and advancement of hospitality, recreation and tourism aligns with the University’s mission of preparing students to “prepare students to apply their education to meaningful lifework” and to be “socially responsible contributors to their communities, locally and globally.” The CPE will contribute to the vitality of the East Bay, as specified in the CSUEB mission. The Center aligns with the CEAS mission to “prepare collaborative leaders, committed to professional excellence...” In line with the University and CEAS missions, the CPE is committed to diversity, respect and equity in program development and activities. In the appointment of Directors and Board members, diverse voices, gender and ethnicity will be sought.

A review of the California State University (CSU) Chancellor’s Office website of Centers and Institutes along with a search for non-CSU Centers in the region reveals that CPE will have some unique features, focusing on research and training in hospitality,
recreation and tourism. The CSU Northridge Center for Recreation and Tourism focuses on healthy lifestyles and wellness through the Adventure Learning program. The CPE goal is to develop professional excellence for the campus and community members through research and training. CPE programs, events, activities and research are intended to reach a broad audience of professionals working in hospitality, recreation and tourism. The Professional Development Institute at Cal Poly Pomona provides specialized training in wine, ServSafe Alcohol and restaurant-related training. CPE will provide specialized training for professionals as well, but will draw participants from a different geographic area and should not conflict with the services provided by Pomona or any other regional centers.

5. Planned activities: Our initial activities will draw from faculty expertise and resources currently available at Cal State East Bay and will include workshops in professional development, etiquette, customer service, budgeting, financial management, sustainability, professional preparation, and more. Existing workshops being offered through the department will be incorporated into the Center and expanded. One example of this is Rec University (Rec U), a series of training workshops for recreation professionals which has been very popular and well received. The program targets individuals working in the recreation industry who are seeking additional education and training. Attendees earn continuing education units (CEUs) through the California Parks and Recreation Society. Fees charged for workshops, conferences and other activities will be one source of funding for the Center.

Some training opportunities provided through the Center will be designed for the campus community and others will specifically target professionals working in the hospitality, recreation, recreation therapy and tourism industries. Department faculty will work with students, faculty, staff and industry professionals to design training opportunities and develop research projects. Center activities will improve visibility of the University, College, Department and Center.

Assessment: CPE plans to develop learning outcomes for workshops, and to assess learning outcomes at the institutional and program level. We hope to be involved in assessment of co-curricular programs planned as part of the Institutional Learning Outcomes (ILO) Assessment Plan. Program effectiveness will also be based on participant evaluations and feedback from advisory committee and governing board members. Findings from the assessments will be used to make improvements and as the basis for future programming. Assessment results will be discussed in the annual report. CPE will work with administrative offices to develop effective assessment and reporting processes for Center events, activities, training and research projects.

6. Identification of Governing Board Members: The initial board membership will consist of 6 faculty members and 1 industry professional who have envisioned and support the mission of the center: Dr. Chris Chamberlain, Dr. Mary Fortune, Mr. Gary Freund, Dr. Thomas Padron, Dr. Heather Vilhauer, Dr. Nancy White and Dr. Semih Yilmaz. Governing Board positions will start with a one-year term. An election for board members and director(s) will be held after the first year by the governing board. At that
time, the membership of the governing board will be further developed through selection
of interdisciplinary members from the department and campus. We envision after
development of the Center that the governing board will consist of 8-10 Cal State East
Bay faculty members, 1 current student and 1 industry professional, with terms of 1-2
years, which will be staggered. Student terms will be one-year, renewable for another
year. New governing board members will be elected by the current board. Criteria for
membership will be based on commitment to the mission of the Center; evidenced by
work such as academic research, professional knowledge and community involvement.

7. Organizational Structure:

The initial CPE Governing Board consists of 6 faculty members and 1 industry
professional who worked to develop this proposal and support the mission of the Center.
After the first year, the governing board will be expanded. The Director and Associate
Director are members of, and will report to, the CPE Governing Board.

The HRT Advisory Committee is a voluntary committee which was first formed in 2000
to provide input to the department about curriculum. The committee includes over 30
members who represent hotels, restaurants, recreation therapy and recreation agencies in
the region. The HRT Advisory Committee members meet at least twice a year to help
guide faculty in molding a curriculum that is relevant and up to date with the current
needs and demands of the industry. This group of professionals will be asked to provide
input about industry needs in terms of training, research and professional preparation to
the CPE Directors and the Board.

Duties of the Director (who is also part of the governing board) include:

a) Communicate with board members and constituency. Maintain the
CPE electronic list serve and oversee the development and
maintenance of CPE website.

b) Chair all board meetings. Write the agenda for all board meetings.
Oversee and collect meeting minutes. Distribute an agenda and
minutes at each board meeting and maintain files of these records.

c) Oversee the coordination of all events, activities and workshops
including advertisement, promotion, facility booking and technical
support.

d) Work collaboratively with professional, educational, community and
university organizations to develop educational programs and events.

e) Manage the budget.

f) Supervise any staff.

g) Write and distribute an annual report to the HRT Advisory Committee,
the Governing Board, and the CSUEB Academic Affairs Office with
reporting oversight of the Center (currently the Office of Research and
Sponsored Programs).
Duties of Associate Director (who is also part of the governing board) include:

a) Assist the Director in communication with board members and constituency maintenance of the CPE electronic list serve and CPE website.

b) In the absence of the Director, Chair board meetings. Assist the Director with writing the agenda for board meetings, oversight and collection of meeting minutes. Assist the Director with the distribution of an agenda and minutes at each board meeting and maintaining files of these records.

c) Assist the Director with coordination of events, activities and workshops including advertisement, promotion, facility booking and technical support.

d) Work collaboratively with professional, educational, community and university organizations to develop educational programs and events.

e) Assist the Director in managing the budget.

f) Assist the Director in the supervision of staff.

g) Assist the Director with the writing and distribution of an annual report to the HRT Advisory Committee, the CPE Governing Board, and the CSUEB Academic Affairs Office with reporting oversight of the Center (currently the Office of Research and Sponsored Programs).

Duties of the Governing Board (start with 7 members, grow to 8-10 members):

a) The governing board is currently comprised of 6 Cal State East Bay faculty and 1 industry professional. After the first year, the governing board will be 8-10 Cal State East Bay faculty, 1 current student and 1 industry professional. The governing board makes recommendations with respect to budget, prioritizing goals and events of CPE, and electing Board Members/Director(s).

b) Attend meetings and be an active member.

c) Help plan, develop, and coordinate events.

d) Help develop constituency including candidates for the Governing Board and Director(s).

Duties of the HRT Advisory Committee

a) The roster of industry professionals serving on the existing HRT Advisory Committee changes annually. The members represent hotels, restaurants, recreation/recreation therapy agencies and meet twice a year.

b) The HRT Advisory Committee will provide guidance and advice with respect to prioritizing goals and events of CPE, in addition to continuing to provide valuable feedback to the department about curriculum and other topics.

c) Attend HRT Advisory Committee meetings and provide feedback.
8. Name of Starting Director:
   Initial CPE Director: Dr. Nancy White
   Initial Associate Director: Dr. Tom Padron

9. Faculty/Staff/Student Involvement: Cal State East Bay tenure/tenure track faculty can
   serve as members of the internal governing board (along with a student and an industry
   professional). Faculty and staff can assist with the provision of workshops/ events and
   engage in research projects through CPE. Students can participate in Center activities and
   workshops, either as a volunteer or participant, and serve on the board.

10: New Board Member Selection Process: The governing board will start with the 7
    members who participated in formation of the Center (including the directors), who will
    serve one-year terms. After the first year, the governing board will be expanded to a total
    of 8-10 individuals, including Cal State East Bay faculty members, along with 1 student
    and 1 industry professional. After the first year the governing board members, including
    director(s), will serve 1-2 year staggered terms. Student terms will be 1 year, renewable
    for another year. New governing board members will be elected by the current board.
    Criteria for membership will be based on commitment to the mission of the Center;
    evidenced by work such as academic research, professional knowledge and community
    involvement.

11. Procedures for Removing Board Members: Governing board members who fail to
    meet the duties as outlined above in Duties of the Governing Board (7 a-d), over the
    course of an academic year will be removed from board membership through a board
    member vote. Faculty on professional leave (difference in pay or sabbatical) will be
    exempt from this requirement.
12. Selecting/Evaluating Director: The voting members of the governing board will nominate, elect and evaluate the Director(s) according to her or his ability to carry out the duties, as well as evidence of commitment to the CPE mission.

13. Business Plan: Our plan is to use start-up funds from the Department of Hospitality, Recreation and Tourism, obtained through donations and a revenue-share arrangement with the Division of Continuing and International Education (DCIE). No funds will be taken directly from the State allocation to the University/College/Department. Faculty plan to generate funding for the Center through program/conference fees, fund raising and grants. The existing HRT Advisory Committee meets twice annually, and will provide input to the CPE. The Governing Board will make budget and program recommendations. The Director and Associate Director (also members of the Board) will be responsible for operation of the Center.

A web page will be created to promote Center activities and events. Activities will also be promoted through collaborations with professional membership organizations in hospitality, recreation and tourism (emails to members, co-sponsorship, offering CEUs, posting on organization’s websites). Organizations that the department already has collaborative relationships with include the California Parks and Recreation Society; Northern California Chapter of Meeting Professionals International; and the West Federation Council on Hotel, Restaurant and Institutional Education.

14. Projected Budget: Our goal for the first three years is to provide two workshops per semester, quality educational programming designed either for students or industry professionals. The following is an estimate of those costs. Initially we will rely on the funding from the Department of Hospitality, Recreation and Tourism. We then will work with our HRT Advisory Committee and the Office of Research Sponsored Programs to identify other revenue sources including grants and program fees.

Staff will not receive compensation and there will not be release time for the Director or Associate Director for the first few years of operation. Department accounting will be used. As the Center grows, the Director/Associate Director and Governing Board members will determine the need to make changes in the Center operations and accounting.

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<th>Year</th>
<th>Workshops (Per Semester)</th>
<th>Per Workshop Cost</th>
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2021-2022
8 events (4 per semester) @ $1,000 each 8,000
Printing / event day costs: 2,000
TOTAL $10,000

15. Time-table to financial self-sustainability: For the first three years of operation, the Department of Hospitality, Recreation and Tourism has agreed to contribute $5,000 annually. Program fees and grant funding will be used to fund growth after the first year of operation, with less reliance on department funds.

16. Space allocation/Center Location: Initially, the CPE will be housed in department and faculty offices. Conference rooms (PE 106 or AE 123) will be used for Board meetings and other small scale gatherings associated with the CPE.
Date: December 14, 2018

To: Dr. Jeffery Seitz, Associate Vice President
Office of Research and Sponsored Programs

From: Dr. Carolyn Nelson, Dean
College of Education and Allied Studies

Subject: Proposed Center for Professional Excellence in Hospitality, Recreation and Tourism

Based on review of the proposal and discussion with department faculty, I would like to express my support for the proposed Center for Professional Excellence in Hospitality, Recreation and Tourism (CPE). This interdisciplinary venture will involve faculty and students across campus, providing opportunities for collaborative research. It will also involve educational outreach and interaction with industry professionals, building on existing department initiatives and increasing visibility of the department, college and university. Projects already developed by the department that will be expanded through the Center include Rec University (REC U, professional preparation workshops for continuing education credit), certificate programs offered through University Extension, career fairs and professional development workshops (such as etiquette, resume building and customer service). These activities align well with the Center goals of promoting continued learning and professional development of individuals in the fields of hospitality, tourism, recreation and recreation therapy.

The Governing Board will consist of faculty who have expressed a desire to serve and are committed to the success of the Center. The existing HRT Advisory Committee (a group of industry professionals, alumni and students) will be helpful in providing suggestions and input for operation of the Center. The department will provide funding for the first three years of the Center, using donations and fees from University Extension. The goal will be to fundraise and charge program fees so the Center will be self-supporting within a few years.

Your support of the proposal would be appreciated.