

**CALIFORNIA STATE UNIVERSITY, EAST BAY**

DESIGNATION CODE: **2008-09 CAPR 20**

DATE SUBMITTED: April 23, 2009

**TO:** The Academic Senate  
**FROM:** The Committee on Academic Planning and Review (CAPR)  
**SUBJECT:** Five-Year Program Review for the B.S. in Recreation  
**PURPOSE:** For Action by the Academic Senate

**ACTION**

**REQUESTED:** Acceptance of the Five-Year Program Review of the B.S. in Recreation and Approval of the Continuation of the Program without modification

**Executive Summary**

The programs in Leadership in Hospitality and Leisure Studies have made significant progress since the last five year report. Based on the strategic plan, the department has increased its visibility through GE offerings, established a full program at Concord, established an additional degree program in Hospitality and Tourism, increased enrollment, and engaged in significant efforts to ensure that students are fully prepared and ready for the workforce. Integrated assessment ensures the quality of the curriculum and the program overall. The department has a clear vision for their future development.

**CAPR RECOMMENDATION FOR CONTINUATION OF THE PROGRAM**

CAPR recommends the continuation of the BS in Recreation and MS in Recreation and Tourism without modification. The BS in Hospitality and Tourism is not officially under review in this cycle because it has just been established. The date of the next Five-Year Review for all three programs is 2012-2013.

## CAPR Report

### **1. BACKGROUND**

#### **1.1. Overview description of program**

The Department of Leadership in Hospitality and Leisure Services has undergone significant change since the last five-year review. These changes include:

- A name change to reflect the shift in focus from recreation and community services to hospitality and leisure services
- Re-birth and re-growth of the program and enrollment
- Expansion in the areas of General Education, Concord, and Hospitality
- Strong investment in hybrid and online courses, including WASC approval for online programs
- Complete revision of the major in 2006, including balancing the three options in hospitality management, leisure management, and recreation therapy, approved by the CO and WASC
- The introduction of the BS in Hospitality and Tourism and the MS in Recreation and Tourism in 2008; both approved by the CO and WASC
- A significant increase in tenure-track faculty

The undergraduate curriculum is now divided into three parts: core, option courses or major requirements, and electives. The goal is to graduate successful professionals. There is a focus on the constructivist model and on the synergistic learning that comes from a combination of theory and practical work in the field.

The department has engaged in entrepreneurial decision-making to ensure the success and growth of its various programs. This is reflected in significant enrollment growth and the launch, in Fall 2008, of its fully online Masters of Science in Recreation, the only one of its kind in the United States.

#### **1.2. Overview of the documents submitted to CAPR**

The report to CAPR included:

- A self-study
- A five-year plan
- Annual reports to CAPR (2007 and 2008)
- Report of the Outside Reviewer
- Program response to the outside Reviewer's Report
- Student Learning Outcomes

### **2. FIVE-YEAR PROGRAM REVIEW/SELF-STUDY**

#### **2.1. Summary of Specific areas of the Self-Study**

##### *Program achievements*

These have been significant since the last five year review. Major changes include:

- A complete revision of the major in 2005-06 that went into effect in 2007. This included modification of most courses and an evaluation and adjustment of the sequencing and progression of knowledge.
- Introduction of courses into GE to promote the existence of the program
- Introduction of the major in Concord through two-way video and online, in combination with a section in Hayward to ensure sufficient student enrollment
- An examination of enrollment in the options, resulting in a BS in Hospitality, and the elimination of the Environmental Recreation option

- Continued emphasis on a strong experiential component in the program

#### *Curriculum and Student Learning*

- Use of National Recreation and Park Association (NRPA) accreditation criteria as a standard to measure the program
- application for NRPA accreditation will be submitted in the next year or two, but is dependent on the university's readiness (the provost requested a delay due to budget constraints)
- application for accreditation from the Council on Hotel, Restaurant and Institutional Education (CHRIE) is planned for 2011 for the BS in Hospitality
- Emphasis in the core on leadership, social interaction, and problem solving to ready all LHLS students for interaction with the public
- Extensive revision of the curriculum, both in terms of content and in terms of required units. Applications for options changes and degree programs were approved by CSU and WASC.

#### *Students, Advising, and Retention*

- There are currently 163 majors in LHLS, 57 in Hospitality, 55 in Leisure Management, 25 in Recreation Therapy, and 26 in the Masters program.
- Assessment is a strong component of the program. In 1998, the department won 2<sup>nd</sup> place in the provost's competition to jump start assessment initiatives on campus. Students complete a self-assessment of knowledge competencies and progress is tracked through the curriculum. There are also signature assignments to demonstrate SLOs, the completion of a portfolio prior to internship, and grading rubrics.
- Improvements are implemented through faculty debriefings each quarter, formative evaluation, and team discussion. Peer evaluation will begin in 2009-10.
- Evidence of improvements as a result of assessment is provided in the self-study. One example is a redesign of relevant courses to improve instruction for students in proper research methods. Another example is confirmation of the importance and life-changing nature of the requirement that students spend eight hours in a wheelchair interacting in public.
- Since 2002, the department has required that all courses be evaluated, not just the campus requirement that two courses be evaluated.
- Advising is not discussed in the report; however, in the oral review, it emerged that there is a qualified academic advisor on staff who ensures that students progress appropriately through the program while the faculty advises students on directions to future employment.
- Retention is clearly not an issue for these programs as they are in a high growth state. Much effort is put into recruitment, both on campus, through GE offerings, and through appropriate external outlets in the hospitality and recreation industries.

#### *Faculty*

- Sufficient faculty members have been added to the department since the last five-year review to ready the department to meet the accreditation requirements of NRPA.
- Additional tenure-track positions will be needed to keep pace with enrollment growth.

#### *Requirements*

- Programs meet the 180 unit limit.

## 2.2. Summary of Supporting Data

### Leadership in Hospitality and Leisure Services

<b>A. Students</b>	<b>Fall Quarter</b>							
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	2007	2008
1. Undergraduate	31	37	52	56	49	51	77	132
2. Graduate	0	1	2	0	1	4	3	24
3. Total Number of Majors	31	38	54	56	50	55	80	154
4. FTES Generated*	77.5	95.4	106.6	106.6	147.3	226.7	300	360
<b>B. Degrees Awarded</b>	<b>College Years</b>							
	<b>00-01</b>	<b>01-02</b>	<b>02-03</b>	<b>03-04</b>	<b>04-05</b>	<b>05-06</b>	2007	2008
1. Undergraduate	19	19	13	19	23	20	19	13TD
2. Graduate	0	0	0	0	0	0	3	
3. Total	19	19	13	19	23	20	22	
<b>C. Faculty</b>	<b>Fall Quarter</b>							
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	2007	2008
<b>Tenured/Track Headcount</b>								
1. Full-Time	3	3	3	2	2	2	5	7
2. Part-Time	0	0	0	0	0	0	0	0
3. Total Tenure Track	3	3	3	2	2	2	5	7
<b>Lecturer Headcount</b>								
4. Full-Time	1	1	1	1	1	1	1	1
5. Part-Time	2	2	4	2	6	11	14	18
6. Total Non-Tenure Track	3	3	5	3	7	12	15	19
7. Grand Total All Faculty	6	6	8	5	9	14	20	26
<b>Instructional FTE Faculty</b>								
8. Tenured/Track	2.4	2.5	2.6	1.2	2.0	1.2	3.7	5.5
9. Lecturer	1.9	2.3	3.1	3.5	5.5	8.9	12.27	12.5
10. Total Instructional FTEF	4.3	4.8	5.7	4.7	7.5	10.1	15.97	18
<b>Lecturer Teaching</b>								
11. % Lecturer/Total Instructional FT	44.2%	47.9%	54.4%	74.5%	73.3%	88.1%	77%	
12. FTES Taught by Lecturer	37.5	55.5	72.3	77.5	110.2	191.2	227.5	
13. % FTES Lecture/FTES Generated	48.4%	58.2%	67.8%	72.7%	74.8%	84.4%	76%	
<b>D. Student Faculty Ratios</b>	<b>Fall Quarter</b>							
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	2007	2008
1. Tenured/Track	16.7	16.0	13.2	24.3	18.6	29.6	12.42	
2. Lecturer	19.7	24.1	23.3	22.1	20.0	21.6	18.58	
3. SFR By Level (All Faculty)	18.0	19.9	18.7	22.7	19.6	22.5	17.41	
4. Lower Division	13.3	14.1	9.4	41.8	33.0	25.8	17.15	
5. Upper Division	18.9	21.7	22.3	20.2	17.8	21.5	17.51	
6. Graduate	7.0	0.0	0.0	0.0	0.0	0.0	0	
7. Number of Sections Offered	27	20	34	24	34	45	50	54
8. Average Section Size	16	18	13	20	20	21		

### 3. OUTSIDE REVIEWER'S REPORT AND THE DEPARTMENT'S RESPONSE

#### 3.1. Outside Reviewer's Report

Dr. Laura McLachlin, Professor, Dept. of Recreation and Parks Management, California State University, Chico, visited the campus on March 12, 2009. As is the practice of the department, the reviewer measured the program against NRPA standards. The following standards were met:

- Eligibility criteria
- Mission, vision, values, and planning
- Administration
- Faculty
  - There was concern about the amount of financial support for faculty development
- Students, including their input to their professional preparation, the evaluation provided by faculty, and the resources available for their education
- Instructional resources (partially)
  - There was concern about shared faculty offices and limited conference room space
  - There was a statement that library support for online learners could be better
  - There was concern about the state of the Adventure Challenge Course
- Learning Outcomes

#### *Strengths*

- Programs, especially online delivery
- Technology support
- Faculty participation in online instruction training, peer review, etc.
- Course outline templates
- Enrollment, both in terms of class sizes and growth
- Diversity of student body
- Faculty commitment
- Recruitment
- Student readiness for internship and employment
- Department leadership
- Strategic planning

#### *Concerns*

- Need for travel funds for professional development
- Need for more resources to meet enrollment growth
- Need to re-create the Adventure Challenge Course
- Need for more frequent refreshment of technology
- Need for faculty to increase visits to students in internships and work environments and to be given the funds to do that
- Need for data on where alumni work

The outside reviewer concluded with praise for the program's assessment plan, the department's cooperation with areas such as Health Sciences and Business, CSUEB's leadership in CSU discussions about sharing specialty options at each campus, the department's strategic plan which supports their mission and goals, and the unique opportunities presented by the diverse student body.

#### 3.2. Response to the outside reviewer's report

The department intends to use the five-year review experience as preparation for their future accreditation process with NRPA. Faculty is currently beginning to write the program documents for

that process and intends to continue to improve the section on Student Learning Outcomes. While faculty has worked on assessment as a team, members now wish to ensure that the learning objectives (department and program) are spelled out in every syllabus. Faculty further intends to collect data systematically and require students to invest in TaskStream for their portfolios. They also propose to engage in pre-/post-testing for all courses.

#### *Strengths*

Faculty is heartened by confirmation of their work to date. The strengths are also borne out by student comments and enrollment patterns.

#### *Concerns*

Faculty concurs with the evaluator's concerns, specifically the need for travel funds for the five untenured faculty members and the need for continued growth in faculty as enrollment increases.

#### *Recommendations for Program Improvement*

Faculty agrees with the external reviewer's comments. In regards to alumni, the department has tried to launch a continuous alumni survey and now looks to their improved web presence and Facebook page to attract more alumni. Faculty also intends to capture emails, but there is still a need to conduct a large survey similar to the one completed in 1998. An alumni organization is being created and a gathering is planned for Fall 2009. The department also seeks alumni help in fundraising.

#### **4. PROGRAM'S FIVE-YEAR STRATEGIC PLAN**

The plan for the coming five years is focused on growing their programs, refining their majors, increasing links with industry partners, and increasing research, all while providing excellent service to students. The plan for 2009-2011 includes many components. The following items are key:

- Enrollment growth to 500 majors in 5 years (see below for projected student growth)
- Increased need for faculty (see below for projected need based on projected student growth)
- A Hotel and Conference Center on campus, managed by students and program partners
- Continued exploration and creation of minors, either within the department or in collaboration with other units on campus
- Continued development of courses for lower division students
- Increased marketing for programs
- Continued work on assessment
- Continued research by faculty and students
- Efforts to find resources to support faculty visits to students in worksites, faculty travel for presentation, etc.

**Projected Number of Students 2009-2014**

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
BS Hospitality & Tourism	65	75	85	100	125
BS Recreation Management	55	65	75	85	100
Rec Therapy	25	25	25	30	35
MS Rec & Tourism (40 now)	35	45	55	65	75

**Leadership in Hospitality and Leisure Services Faculty Projected Needs Based on Projected Enrollment**

Hospitality	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
	2008	2009	2010	2011	2012	

Projected # Students	25*	50	60	75	100	* Have 57 in 2008-09
Faculty TT	2	2	4	4	5	* +Use of lecturers from the industry

This includes present TT faculty

Recreation	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
	2008	2009	2010	2011	2012	

# Students	25*	50	60	75	100	* LM- 54 students in 2008-2009
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Faculty TT 5 5 5 5 5

Recreation Therapy	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
	2008	2009	2010	2011	2012	

# Students	20*	30	35	40	50	* RT- 25 students in 2008-2009
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Faculty 0 0 1 1 1

MS Rec & Tourism	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
	2008	2009	2010	2011	2012	
# Students	25	50	75	75	100	
Faculty			1	1		Faculty for this program come from above
TOTALS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Students	95	180	230	265	350	
Faculty TT	7	7	10	11	12	

**5. CAPR ANALYSIS OF THE PROGRAM’S FIVE-YEAR REVIEW**

The programs in the Department of Leadership in Hospitality and Leisure Services have submitted an excellent five year report. The department is entrepreneurial, forward-thinking, and dedicated to its mission. The curriculum is of high quality and backed by assessment that is fully integrated into the program. A well-thought-out strategic plan has led to program revision, increased enrollment, and solid prospects for the future. The department has a clear vision for future development. Below are key recommendations for the programs as they move forward:

1. In spite of receiving support in the hiring of TT faculty in the last few years, the department will need more tenure-track faculty to keep pace with enrollment growth. This is noted by the department and the external reviewer, and is recommended by CAPR.
2. The department plans to continue work on assessment. This includes improving alumni data and the alumni connection, which the external reviewer suggested for improvement. CAPR recognizes assessment as one of the program’s strengths, but supports and recommends continued work on assessment as planned by the department.
3. The department plans to continue work on improving the research skills of students. This need was noted by the department in its self-study and is supported and recommended by CAPR.
4. In terms of resources, the following needs were identified by the external reviewer and CAPR recommends that they be addressed:
  - Travel funds for professional development
  - Re-creation of the Adventure Challenge Course
  - More frequent refreshment of technology
  - Funding for increased faculty visits to students in the field (internships and work environments)

**CAPR RECOMMENDATION FOR CONTINUATION OF THE PROGRAM**

CAPR recommends the continuation of the BS in Recreation Management and MS in Recreation and Tourism without modification. The BS in Hospitality and Tourism is not officially under review in this cycle because it has just been established. The date of the next Five-Year Review for all three programs is 2012-2013.