

**BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION**

COMMITTEE: Academic Affairs

NO: AAC 19-15

COMMITTEE DATE: March 5, 2019

BOARD DATE: March 12, 2019

APPLICATION OF HOLYOKE COMMUNITY COLLEGE TO AWARD THE ASSOCIATE IN APPLIED SCIENCE IN CULINARY ARTS

MOVED: The Board of Higher Education hereby approves the application of **Holyoke Community College** to award the **Associate in Applied Science in Culinary Arts**.

Upon graduating the first class for this program, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

VOTED: Motion approved by AAC 03/05/2019; Motion adopted by the BHE 03/12/2019

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

Contact: Winifred M. Hagan, Ed.D., Associate Commissioner for Academic Affairs and Student Success

BOARD OF HIGHER EDUCATION
March 2019
Holyoke Community College

INTENT AND MISSION

The proposed Applied Associate in Applied Science in Culinary Arts (AAS/CA) supports the Holyoke Community College (HCC) strategy to align programs with workforce demands, and student needs for transfer and employment opportunities. HCC plans that the proposed degree is directly aligned to the *Accommodations and Food Services* industry sector, one of the top five industries in Hampden County. Developed with active collaboration from industry groups, HCC expects that the degree will support a growing need for food service professionals in the region as a result of the MGM Casino opening in Springfield. Implementation of this degree is also intended to coincide with the recently established off-site HCC MGM Culinary Arts Institute (CAI) located at 164 Race Street within the Innovation District of Holyoke, which will house all the HCC culinary programming. The establishment and location of CAI support key strategies outlined in the Pioneer Valley Planning Commission's *Plan for Progress, 2014*.

The proposed AAS/CA is intended to provide a stackable pathway to students in the existing culinary certificate program who wish to further their education and earn a degree. HCC further intends that students will demonstrate appropriate competency and skills in culinary arts; apply principles of food preparation to produce a variety of food products; apply knowledge of laws and regulations relating to safety and sanitation; work effectively in commercial food production environments; apply the fundamentals of baking science to the preparation of a variety of products; explain laws and procedures related to responsible alcohol service; perform mathematical functions related to foodservice operations; perform dining room service functions using a variety of types of service and demonstrate an understanding of quality customer service; develop skills in producing a variety of cold food products and prepare items appropriate for buffet presentation, including decorative pieces; evaluate styles of leadership and develop skills in human relations; identify the organizational structure and define the basic functions of departments within hospitality and foodservice establishments; apply principles of menu planning and layout; apply maximize nutrient retention in food preparation and storage as well as principles of nutrition; apply purchasing and receiving practices in foodservice operations, implement quality standards and regulations to the purchasing function, and receive and store food and non-food items properly; and demonstrate the importance of a variety of sustainability practices and be able to implement them in foodservice operations.

HCC reports that the existing Culinary Arts certificate is accredited through December 2020 by the American Culinary Federation Education Foundation Accrediting Commission (ACFEFAC) and that it is the only culinary arts certificate program in the Massachusetts community college system with this accreditation. HCC plans to pursue ACFEFAC accreditation for the proposed program. HCC intends that AAS/CA graduates will find gainful employment within the hospitality and foodservice industry in wide-variety of establishments such as hotels, country

clubs, private dining clubs, cruise ships, restaurants, retirement communities, assisted living facilities, hospitals, institutional foodservice, such as school and colleges, banquet facilities, off-premise catering, research and development, and others. Specific positions include entry-level line cooks, station-cooks, banquet cooks, kitchen managers, bakers, assistant pastry chefs, food truck operators, and farm-to-table coordinators. HCC further intends that general education requirements inherent in the proposed program, will position graduates for management-level advancement.

The proposed program has obtained all necessary governance approvals on campus and was unanimously approved by the Holyoke Community College Board of Trustees on August 28, 2018. The required letter of intent was circulated on December 28, 2018. The Department received no comments.

NEED AND DEMAND

National and State Labor Market Outlook

HCC reports that there are over 550 companies in the Pioneer Valley Region within the hospitality and culinary arts industry that require trained employees, and the MA Executive Office of Labor and Workforce Development (EOLWD) projects that Hampden County anticipates a 21% percent increase in employment growth between 2012-2022 and that 5.7% increase between 2014 and 2024 will be in positions within accommodation, food services and drinking establishments with an 11.04% increase in demand for restaurant cooks and a long-term growth of 7.03% for first-line supervisors of food preparation and serving. HCC further reports that food preparation workers, cooks, first-line supervisors/managers, and bartenders are some of the occupations indicating the highest need. Skills and credentials, such as a certificate in food service or culinary arts or an associate degree will be required to advance in these occupations along a career pathway. The demand for such training has been especially acute with the 2018 opening of MGM Springfield. MGM officials estimated there would be a need for 800 to 1,000 persons for hospitality and culinary occupations. MGM committed to hiring 90% of its employees from Hampden County and has stated that over 70% of its 3,000 employees are in non-gaming positions. MGM's human resource executives remain concerned about their ability to fill food service positions both initially and as a result of early turnover. HCC finds that given the high number of regional establishments and the current and future demand for workers, it is important to develop a practical, skills-based training pipeline for the culinary industry. The proposed AAC/CA is expected to prepare individuals for jobs and provide opportunities for additional education and advancement in culinary arts careers.

At a recent hospitality industry roundtable sponsored by the HCC-STCC Training and Workforce Options collaborative, regional industry leaders reported that although the hospitality industry is one of the four largest industry sectors by employment in Western Massachusetts, there are significant shortages in key areas with lack of qualified staff as the #1 identified need by 81% of

the participants. The Regional Employment Board has reported over 1,700 vacancies in food related jobs within Hampden County. In addition to MGM Resorts-Springfield, other major local employers include Six Flags, New England; Eastern States Exposition; Spoleto Restaurant, Inc.; Hilton Homewood Suites; Naismith Memorial Basketball Hall of Fame; Max's Restaurant Group; Springfield Marriott; Log Cabin Delaney House; the Federal Restaurant Group; Sheraton Springfield Monarch Place Hotel; and the Bean Group. HCC underscores that there is a regional need for culinary graduates who will be positioned for long-term professional growth in the field. It is expected that the knowledge gained through HCC's associates degree in culinary arts will meet employer demand for management-level employees with graduates who are qualified for both entry- and management-level jobs.

Student Demand

Approximately 30% of HCC's culinary certificate graduates continue at HCC to pursue a foodservice management degree (AS). Incoming students who do not meet the culinary arts certificate program required competencies in Math and English are automatically placed into the foodservice management degree. This allows them to complete developmental courses while eligible for financial aid. Once the proposed program obtains BHE approval HCC plans that beginning in fall 2019 students will be admitted into the AAS/CA degree in lieu of the foodservice management degree. Based on HCC enrollment data, approximately 100 students will be admitted into the proposed program as well as the existing certificate program; at least 30% of those students will require developmental English and Math courses before they are able to fully enroll in either the certificate or proposed AAS/CA program. HCC expects to offer a pre-culinary course, CUL 095, in conjunction with developmental English and Math. In fall 2017, CUL 095 achieved a 100% completion rate for enrolled foodservice management students.

OVERVIEW OF PROPOSED PROGRAM

The faculty of HCC Hospitality and Culinary Arts (HCA) Department developed the degree incorporating feedback and data from program accreditors, external program reviewers, regional industry leaders and the MA EOLWD. At the recent hospitality industry roundtable previously mentioned, significant shortages in key occupations were identified by HCA department faculty and industry leaders representing ten regional hospitality employers¹. An estimated 31% of participants stated they had plans to expand facilities in the local market within the next 3-to-5 years; 25% stated they need more staff in the next 3-to-5 years; top food service positions identified as hardest to fill were: front-of-house manager (56%); line cooks/culinary cooks (38%); food service employees (19%); and service staff/wait-staff (19%); participants strongly noted a need for a pool of qualified, entry-level, technician-level, and supervisory-level employee candidates in the next 3 to 5 years; the majority responded that the

¹ *Six Flags, New England; Eastern States Exposition; Spoleto Restaurant, Inc.; Hilton Homewood Suites; Naismith Memorial Basketball Hall of Fame; Max's Restaurant Group; Springfield Marriott; Log Cabin/Delaney House; The Federal Restaurant Group; Sheraton Springfield Monarch Place Hotel; and the Bean Group*

greatest non-technical skill weaknesses in entry, technician, and supervisory employees were in customer service- specifically enjoying hospitality, good communication skills, and the ability to manage situations with challenging customers.

The proposed AAS/CA was developed to build upon the existing Certificate in Culinary Arts, enabling students to earn stackable credits toward a degree. The certificate prepares students for entry-level positions in the culinary profession. The degree will offer advanced-level culinary courses in baking and pastry, cost control, banquet and restaurant cooking and service, general education requirements and contextualized math and lab science credits that focus on food sciences. The proposed degree emphasizes creating a culture of customer service excellence within the culinary industry and building the critical thinking skills necessary to better serve guests in today's dynamic food service industry.

Duplication

HCC reports that it is uniquely positioned to offer the only AAS/CA in the region. There are no public institutions of higher education currently offering an associate degree in culinary arts within the Pioneer Valley region. The University of Massachusetts Amherst houses a longstanding hospitality and tourism program that does not have a concentration in culinary arts. Berkshire Community College, 60 miles away, offers a competing Culinary Arts Certificate program, but no degree. Bristol and North Shore community colleges offer an applied associate degree in a culinary-focused discipline. Bunker Hill, Massasoit, and Middlesex community colleges offer related degrees in hospitality management or the culinary arts.

ACADEMIC AND RELATED MATTERS

Admission

HCC has an open admissions policy. General requirements for admission to a degree or certificate program include a high school diploma, General Education Development (GED) or HiSET certificate, or completion of an approved home school program. Students must be beyond the age of compulsory school attendance in Massachusetts (16 years old). It is planned that prospective culinary students may be admitted into the proposed AAS/CA program, the existing certificate program, or both. The 24-credit certificate program is designed to serve as the first year of the degree. HCC also anticipates that the AAS/CA program will adhere to the college's general dual enrollment program guidelines offering juniors and seniors enrolled in a high school or a home school program the opportunity to enroll in college courses prior to high school graduation. The program offers a college academic experience, allowing high school students to earn credits towards completing a degree or certificate while completing their high school requirements.

PROGRAM ENROLLMENT

| | Year 1 2019 | Year 2 2020 | Year 3 2021 | Year 4 2022 |
|----------------------|------------------------|------------------------|------------------------|------------------------|
| New Full-Time | 100 | 120 | 100 | 100 |
| Continuing Full-Time | 15 | 20 | 15 | 15 |
| New Part-Time | 10 | 15 | 10 | 10 |
| Continuing Part-Time | 8 | 10 | 8 | 8 |
| Totals | 133 | 165 | 133 | 133 |

Curriculum (Attachment A)

HCC plans that the proposed program will provide education and training to appropriately identify, prepare, and serve a variety of food products, as well as the skills to work with the facilities and equipment found in a typical commercial kitchen, bake shop, and dining room. Students will be expected to learn current industry practices and become familiar with the operational, legal, and ethical issues involved in the safe preparation and handling of food and beverages. HCC anticipates that the program will promote a collaborative approach to identifying, responding to, and evaluating problems encountered in a professional kitchen setting. The proposed program curriculum is structured to meet *Required Knowledge and Skills Competencies of the American Culinary Federation Educational Foundation Commission (ACFEFC)* accreditation standards. HCC's existing certificate program is the only Massachusetts community college program that has earned this distinction and it is planned that the proposed degree program will follow suit. The proposed AAS/CA provides a degree-earning pathway for students who have completed the Certificate in Culinary Arts. It builds upon fundamental culinary techniques and principles, providing academic instruction in general education. Students graduating with an AAS are positioned for professional growth within the food service industry. The proposed AAS/CA is not designed as a transfer program and at the same time HCC anticipates that individual culinary and general education courses will be transferrable to 4-year institutions that offer degrees in culinary arts, foodservice management or culinary nutrition. Most courses in the existing 24-credit Culinary Arts Certificate transfer into the major at Johnson & Wales University in Rhode Island. It is also expected that general education courses will transfer readily.

Internships and Field Studies

HCC anticipates that the proposed program will provide multiple opportunities for students to apply acquired skills and showcase their talents at events and venues created through established relationships within downtown Holyoke such as those that currently exist with "Holyoke Soup"² and *Nuestras Raíces*³. The HCC/MGM Culinary Arts Institute⁴ provides credit-bearing, college-level instruction in professional cooking to prepare students for work at the MGM/Springfield Resort and Casino. HCC's collaboration with MGM-Springfield is anticipated to be particularly fruitful for culinary arts students. In conjunction with the staff of MGM, several activities and events have been successfully staged at the institute.

RESOURCES AND BUDGET

Budget (Attachment B)

Income and expense projections for the proposed program are based on overall expenses for the Culinary Arts Institute facility, which shares space and expenses with workforce development, non-credit course programming, grant-funded community programs, and other community-based stakeholders. HCC anticipates a gradual increase in enrollment based on expanded job opportunities due to the opening of MGM-Springfield Resort and Casino and the need for local employers to back-fill vacant positions that have migrated to MGM. A new full-time culinary faculty member will join the program in fall 2019.

² **Holyoke Soup** is a dinner celebrating creative projects in Holyoke. For a \$5.00 minimum donation, attendees receive soup, salad, bread, and hear four presentations ranging from business ideas, urban agriculture, social justice, social entrepreneur, education technology and much more. After hearing the four ideas attendees vote for the project they like best. The presenter that receives the most votes goes home with all the money raised to carry out their project. Winners return to a future Soup event to inform the community on the projects progress.

³ **Nuestras Raíces** was born in 1992 by a group of community members in South Holyoke who had the goal of developing a greenhouse in downtown Holyoke. The founding members of *Nuestras Raíces* were all migrating farmers from Puerto Rico with a strong agricultural background, who found themselves in a city without opportunities. Realizing that the physical landscape of the city was not being cared for, these community members acted into their own hands. They located an abandoned lot in South Holyoke that was full of trash, needles and criminal activity and came together to clean the lot. The lot became the city's first community garden, sparking the growth of urban agriculture in Holyoke under the umbrella of *Nuestras Raíces*. The network of community gardens that emerged has created opportunities for the members of *Nuestras Raíces* to organize and communicate about the different issues affecting the community throughout the city. Today, *Nuestras Raíces* coordinates and maintains a network of 14 community gardens with over 600 family members and operates a 30-acre urban farm that focuses on urban agriculture, economic development, and creating food systems change.

⁴ The **HCC/MGM Culinary Arts Institute** at 164 Race St. in downtown Holyoke is a seven-minute drive from the HCC main campus on Homestead Avenue and approved as an Additional Instructional Site for HCC in 2016. The new 20,000-square-foot, \$7.5-million center has five kitchens including a fully functional restaurant production kitchen, separate lab stations and a bakery. The kitchens include a demonstration kitchen where students first watch and learn about techniques and culinary science.

Faculty and Administration (Attachment C)

The proposed AAS/CA is planned to be the responsibility of the Vice President for Academic Affairs. The Dean of the Business and Technology Division, who reports to the Vice President for Academic Affairs, oversees the Hospitality and Culinary Arts (HCA) Department. The Dean is responsible for ensuring the quality of the academic curricula and in coordination with the faculty in the HCA department, develops the master course schedule, and manages associate degree options and certificates. The HCA Department Chair manages both the operational and academic delivery structure of the Culinary Arts Program. Two full-time instructors currently support the culinary arts portion of the HCA program. A search is in process for a third full-time faculty member who is expected to begin in 2019, and a tenured, full-time chemistry instructor will teach the program-specific course, Introduction to Culinary Science. HCC expects to maintain full-time faculty and expand the teaching responsibilities of the existing five adjunct faculty members. HCC currently employs a full-time facility manager for the HCC MGM Culinary Arts Institute on Race Street as well as one part-time facility receptionist. The HCA program employs two full-time laboratory technicians. The primary focus of the lab technicians is to provide daily support of the credit culinary programs, and include duties that range from the purchasing and receiving of food for labs to the maintenance of the facilities to the coordination and support of special events.

HCC plans that all AAS/CA students will be assigned to academic advisors who are located at the CAI building. The two full-time professors of culinary arts advise a combined total of approximately 40 students, and all remaining students in the program are assigned to a part-time faculty member/academic advisor who at CAI. All three advisors hold weekly office hours at the site and have extensive hours by appointment during key advising periods such as priority registration. Culinary-specific tutoring services are planned to be offered on the main campus through the HCC's Center for Academic Program Support (CAPS). Full-time faculty identified ten hours of time spread over four days during which students in the culinary cohorts are not in classes, and tutors are being scheduled during these times to accommodate the largest number of students. It is also planned that a Supplemental Instructor (SI) will be assigned to the first semester culinary arts foundation courses. The SI will spend time in both cohorts of new students in support of faculty instruction as well as offering study group sessions

Facilities, Library and Information Technologies

The Center provides state-of-the-art culinary instructional facilities, hospitality simulation labs, classrooms, and training facilities for hotel and hospitality management. Culinary instruction is supported by a production kitchen, hot lab, cold lab, baking lab, cooler, freezer, and dishwashing and laundry facilities. The facility incorporates recommendations from program and accreditation reviews including expanded kitchen and storage space, and student locker rooms. The building is fully equipped with wireless technology allowing students to have computer access for personal devices.

The proposed AAS/CA program will be offered in our newly developed facility located in the CAI, which occupies 19,888 square feet of the building overlooking the canal system with views that include Heritage State Park and the historic Holyoke City Hall. The HCC Office for Students with Disabilities & Deaf Services will ensure that students with disabilities and Deaf/Hard of Hearing students have equal access to the full range of programs and services offered. Working with the facilities manager at CAI to identify a space for students needing a quiet study area and additional supports, CAI room 202 functions as both a resource and study space and is equipped with two PCs that have installed ZoomText Fusion 2018, JAWS, Read&Write and Kurzweil 1000.

In support of all HCC students, the college has expanded its physical campus into the digital sphere where all students may access college services regardless of the modality or location of credit programming. Since the course offerings at CAI will be limited to classes in the culinary arts, most students using the location for that purpose will also be concurrently going to the College's main campus, where they will take general education and elective coursework. As a result, those students will have easy access to the full range of student services available at the main campus. On-site support services will be provided in areas most likely to impact student success: academic support and academic advising.

Culinary Arts students use library services on-line and on the main campus. The HCC Library supports the Culinary Arts program by providing books, audio-visual materials, periodicals, databases, and training services to students, faculty, and staff. Access to both the book and audiovisual collection is through the Higher Education Libraries of Massachusetts (HELM) catalog. There are four dedicated terminals in the Library and remote access to the catalog is available through the Library's web page. Students have access to the holdings of HCC and six other Massachusetts academic libraries through the online catalog. Borrowing privileges extend to the HELM libraries and retrieval is via van delivery or walk-in. The HCC online catalog is linked from the Library's homepage and is accessible 24/7 from remote sites. Inter-library loan services provide both students and faculty with books and articles that are not accessible through the HELM network. The library is also host to 60 public computers. Culinary Arts patrons can select a group of databases that are designated as "Hospitality Management" from the library's web site. Four core databases and three interdisciplinary databases contain published articles from magazines, journals, newspapers, and reports and provide the culinary arts researcher with reputable sources for college level research. Library users will also have access to over 36,000 periodicals, most of which are available online through College databases. Sample periodical titles related to both hospitality and culinary arts include "Foodservice Director," "Hospitality & Society," "Hotel Management," "Journal of FoodService Business Research," and "Tourism & Hospitality Management." The library on the main campus is open Mondays – Fridays from 8:00a.m. – 8:00p.m., and Saturdays, 10:00a.m. – 2:00p.m. Faculty expect students to access library resources through structured assignments. Culinary Arts faculty will also invite library staff to CAI to introduce students to information literacy skills like those that are offered on the main campus.

Affiliations and Partnerships

HCC continues to work closely with regional technical and vocational high schools to implement articulation agreements and career pathways. Articulation agreements allow students to earn HCC competency-based credit. Courses eligible for competency-based credit in proposed degree include Culinary Fundamentals I, Sanitation and Safety, and Baking and Pastry Arts I. In addition, HCC expects to work with several community-based organizations on workforce training and food issues in Holyoke through its credit and workforce programs. Partners will include Nuestras Raices, Community Education Project, New England Farm Workers Council and the Food Works program at Providence ministries and others.

About one third of the Culinary Arts Certificate students are 25 years or older. Over the past three years the Business and Community Services Division has provided non-credit hospitality and culinary arts workforce training to over 500 individuals—a population that is considered to be a likely feeder into the culinary arts degree. The average age of this population is 39 and the majority are women who are incumbent workers looking to improve their skills and find advancement in their jobs. The advent of CAI in downtown Holyoke provides that workforce training and credit-bearing culinary arts courses will be located under one roof. HCC anticipates a synergistic enrollment increase and intends to develop an expansion of local community relationships.

HCC's dual enrollment pilot program with the Springfield, MA school system is expected to begin in the summer of 2019 after the program has earned BHE approval. The program will consist of a summer culinary boot camp, and afternoon culinary courses beginning in the Fall 2019 semester. The Hospitality and Culinary Arts Program also has in place articulation agreements with many local high schools for courses in culinary arts. A standardized articulation package was created with select schools to grant students credit for foundation courses such as CUL 100 Culinary Fundamentals and CUL 111 Sanitation and Safety. Local high schools with HCC Culinary Arts programs articulation agreements include Dean Technical HS, Chicopee Comprehensive HS, Lower Pioneer Valley Educational Collaborative, Pathfinder Regional HS, Smith Vocational HS, Putnam Vocational Technical Academy, Pathfinder Regional Vocational-Technical HS, and Westfield Technical Academy.

HCC provided a detailed list of its advisors to Hospitality and Culinary Arts, including affiliations and contact details. In addition, HCC outreach efforts through workforce development partnerships are expected to provide multiple pathways to the proposed degree. Over the past three years HCC's Business and Community Services Division has provided non-credit HCA workforce training to over 500 individuals—a population that is a likely feeder into HCA credit programs. The average age of this population is 39 and the majority are women who are incumbent workers looking to improve their skills and find advancement in their jobs. Over 600 ServSafe, TIPs, National Career Readiness, OSHA 10, and Customer Service certificates have been

awarded through Business and Community Services, evidence of individuals seeking to advance within their careers. Other workforce development partnerships provide potential opportunities for underrepresented and underserved populations to enter the program including those with the Hampden County Correctional facility, CareerPoint, Massachusetts Rehabilitation Commission and community organizations such as Nuestras Raices (<https://nuestras-raices.org/en/>). Entrance to the proposed degree through the ability to earn stackable credits via the Certificate program is designed with these populations in mind. Additionally, with MGM Resorts Springfield having committed to hiring 90% of its employees from Hampden County HCC expects a significant increase of new enrollees in the proposed program.

PROGRAM EFFECTIVENESS

| Goal | Measurable Objective | Strategy for Achievement | Timetable |
|---|---|--|--|
| New culinary arts students choose the A.A.S degree as their major | 50% of eligible students will select the degree option (remainder will choose the certificate) | Proactive advising and individual meetings with culinary faculty | Each semester beginning with spring 2019 and on-going through the HCC admissions office |
| Culinary certificate graduates will choose to continue their studies and earn the A.A.S. degree | 25% of earned-certificate students will stay on to complete the A.A.S. degree | Proactive advising and individual meetings with culinary faculty | Each semester beginning with fall 2018 |
| Developmental culinary arts students will transition into the certificate and/or degree program | 50% of developmental culinary students will achieve program pre-requisites in English and basic mathematics | Create and maintain a cohesive cohort of pre-culinary, developmental English and developmental math students | Each semester beginning with fall 2018 |
| The culinary arts program will achieve and maintain ACFEF accreditation for the A.A.S. degree | Culinary certificate is currently accredited | Comply with ACFEF Standards, and Knowledge and Competencies for degree programs | Begin fall 2019 <ul style="list-style-type: none"> • Submit application and host site-visit • Spring 2020, accreditation awarded • Process repeated at 3,5, or 7 years depending upon initial length of accreditation |
| Award articulation credits for secondary school culinary arts graduates | Maintain current articulation agreements and expand geographical reach | Advisory Board to include at least one educator from a career vocational technical high school offering culinary arts; increase outreach to high | Spring 2018+ <ul style="list-style-type: none"> • Host high school students and teachers for open-house tours • Renew and expand articulation |

| | | | |
|---|---|---|--|
| | | school culinary arts programs | agreements |
| Non-credit/workforce students will apply for admission to the credit bearing culinary certificate and/or degree program | 10% of non-credit participants will continue into a certificate and/or degree program in culinary arts | Degree program faculty and staff will work with HCC non-credit hospitality/ culinary programs to facilitate college-readiness | Each semester beginning with fall 2018 |
| Culinary Arts graduates will be gainfully employed as entry-level cooks and/or advance beyond their current work-status | 90% of graduates will either be employed as foodservice professionals or achieve advancement in their current work-position | <ul style="list-style-type: none"> • Endorsements from Advisory Board Members • Advisory Board to include an HCC culinary graduate who is gainfully employed • Strong ties with MGM and community partners | Cohort of graduates monitored annually |

HCC academic programs are assessed every five to six years and include the perspectives of external reviewers. The department’s next review is scheduled for FY20. The ACFEFAC process provides a valuable tool using detailed student outcomes to ensure program quality and alignment with industry requirements and standards. HCC’s Culinary Arts Certificate program met those standards and will continue to adhere to accreditation standards at the new facility. HCC plans to seek ACFEFA accreditation for the proposed program. The HCC Office of Institutional Research systematically provides comprehensive data on enrollment, course completion, retention, graduation, and transfer rates. Additionally, the Office of Institutional Research administers the First Year Out Survey to HCC graduates one year after graduation to assess student goal attainment and job placement rates. The department also systematically participates in the academic program review process overseen by the College’s Office of Planning and Assessment.

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The program was externally reviewed by Jayne Pearson, former Professor and Department Chair of Culinary and Hospitality at Manchester Community College in Manchester CT, and Principle at Culinary Education Consultants in West Dover, VT; and Paul Sorgule, President of Harvest America Ventures, a restaurant consulting and training company and member of the American Academy of Chefs. The team found that the proposed program is part of a significant urban renewal in the region, that will bring new vitality and professionalism to the food business. They noted that the proposed program is consistent with the academic mission of HCC and thought it would contribute substantially to labor and workforce development by

creating career pathways, skills, and credentials that will allow for direct entry into the workforce with credentials and certifications that will lead to attaining gainful and rewarding employment. Reviewers highlighted that the culinary program is designed to complement certificate offerings with a more robust program of study. Noting that this diverse workforce requires different levels of skill and knowledge, the reviewers stated that the addition of the associate program accomplishes this because it provides the pathway to a full career in foodservice rather than simply an entry-level position. The reviewers underscored how the proposed program's additional breadth expands technical skills to encompass, planning, problem solving, organizing, managing, and eventually leading a team. They also validated the strength of the program's national accreditation, applauding alignment with MGM Resorts, and faculty expertise to successfully administer and teach in the program.

HCC responded in appreciation of the support and the reviewer's acknowledgement of HCC's adherence to ACFEFAC Knowledge and Competencies as well as highlighting the significance of supporting students with general education requirements in English and the Social Sciences. HCC also responded in appreciation of the recognition for potential urban growth in the region, its' anticipated impact on the viability of long-term employment opportunities, and the readiness of HCC in anticipating growth and opportunity and acting on that potential success by developing the proposed program. HCC noted they were particularly pleased with the external evaluation of the program as substantial, with verifiable rigor, and inclusive of all essential outcomes for career-ready graduates.

STAFF ANALYSIS AND RECOMMENDATION

Staff thoroughly reviewed all documentation submitted by **Holyoke Community College** and the external reviewers. Staff recommendation is for approval of the proposed **Associate in Applied Science in Culinary Arts** program.

ATTACHMENT A: CURRICULUM

| Required (Core) Courses in the Major (Total # courses required = 18) | | |
|---|--|---|
| CUL 100 | Culinary Fundamentals I | 3 |
| CUL 101 | Culinary Fundamentals II | 3 |
| CUL 104 | Professional Standards for Culinarians | 1 |
| CUL 106 | Digital Technology for Culinarians | 1 |
| CUL 107 | Pantry and Garde Manger | 2 |
| CUL 108 | Stocks, Soups, and Sauces | 2 |
| CUL 109 | Entrée Preparation and Presentation | 2 |
| CUL 111 | Safety and Sanitation | 2 |
| CUL 112 | Dining Room Service: Theory and Practice | 2 |

| | | |
|-----------------------------------|---|-----------|
| CUL 113 | Introduction to Foodservice Operations | 2 |
| CUL 114 | Baking and Pastry Arts I | 2 |
| CUL 115 | Culinary Math | 2 |
| CUL 203 | Nutrition for Foodservice Professionals | 3 |
| CUL 205 | Banquet Cookery & Service: Receptions and Buffets | 2 |
| CUL 214 | Baking and Pastry Arts II | 2 |
| CUL 215 | Foodservice Cost Control | 3 |
| CUL 230 | A la Carte Cooking and Service | 6 |
| CUL 250 | Banquet Cookery and Service II: Plated Meals and Table-side | 3 |
| Sub Total Required Credits | | 43 |

| | | |
|---|--|-----------|
| Elective Courses (Total # courses required = 2) | | |
| CUL 290 | Topics in Culinary Arts | 1 |
| CUL 290 | Topics in Culinary Arts | 1 |
| Sub Total Elective Credits | | 2 |
| Distribution of General Education Requirements | | |
| ENG 101 | College Composition I: Expository Writing and Research | 3 |
| ENG 102 | College Composition II: Writing about Literature (3-cr.) | 3 |
| SEM 102 | Introduction to Culinary Science (4-cr.) | 4 |
| Laboratory Science (E) | Laboratory Science Elective | 4 |
| Social Science Elective (B) | | 3 |
| Social Science Elective (B) | | 3 |
| Sub Total General Elective Credits | | 20 |
| Curriculum Summary | | |
| Total number of courses required for the degree | | 26 |
| Total credit hours required for degree | | 65 |
| Prerequisite, Concentration or Other Requirements: The introductory core course in the culinary arts curriculum, CUL 100-Fundamentals in Culinary Arts I, has a reading, writing, and math placement pre-requisite. Prior to enrolling in hands-on culinary courses, students must fulfill developmental pre-requisites through either having achieved a satisfactory score on the Accu-Placer exam or taken pre-College English I (ENG 085) and/or Basic Mathematics (MTH 075). | | |

ATTACHMENT B: BUDGET

| <i>One Time/ Start Up Costs</i> | | <i>Annual Expenses</i> | | | |
|---------------------------------|---|------------------------|--------------------|--------------------|--------------------|
| | <i>Cost Categories</i> | <i>Year 1 2019</i> | <i>Year 2 2020</i> | <i>Year 3 2021</i> | <i>Year 4 2022</i> |
| | Full Time Faculty and Staff <i>(Salary & Fringe)</i> | 286,376 | 293,798 | 300,796 | 308,276 |
| | Part Time/Adjunct Faculty <i>(Salary & Fringe)</i> | 68,820 | 70,540 | 72,303 | 74,111 |
| | Staff: included in Faculty above | | | | |
| | General Administrative Costs and Operating Costs | 99,200 | 109,120 | 120,032 | 123,632 |
| | Instructional Materials, Library Acquisitions, Academic Support | 9300 | 9579 | 9866 | 10,162 |
| | Facilities/Space/Equipment/Repair/Maintenance/Replacement | 69,750 | 69,750 | 69,750 | 69,750 |
| | Field & Clinical Resources | | | | |
| | Marketing | | | | |
| | Lease | 174,651 | 174,651 | 174,651 | 174,651 |
| | Utilities | 109,120 | 112,393 | 115,765 | 119,238 |

| <i>One Time/Start-Up Support</i> | | <i>Annual Income</i> | | | |
|----------------------------------|------------------------|----------------------|--------------------|--------------------|--------------------|
| | <i>Revenue Sources</i> | <i>Year 1</i> | <i>Year 2</i> | <i>Year 3</i> | <i>Year 4</i> |
| | Grants | | | | |
| | Tuition | \$638,213 | \$776,054 | \$796,052 | \$815,425 |
| | Fees | \$54,405 | \$66,302 | \$67,704 | \$69,311 |
| | Departmental | | | | |
| | State Appropriation | \$378,799 | \$380,000 | \$390,000 | \$400,000 |
| | Other (specify) | | | | |
| | TOTALS | \$1,063,417 | \$1,222,356 | \$1,253,756 | \$1,284,736 |
| | TOTALS | 817,217 | 839,831 | 863,163 | 879,820 |

ATTACHMENT C: FACULTY

| Summary of Faculty Who Will Teach in Proposed Program | | | | | | | |
|--|------------------|---|----------------------------|-----------------------------------|-------------------------------|--|---|
| Name of faculty member (Name, Degree and Field, Title) | Check if Tenured | Courses (C) indicates core course. (OL) indicates course taught online. | Number of sections | Division of College of Employment | Full- or Part-time in Program | Full- or part- time in other department or program | Sites where individual will teach program courses |
| Antsel, Mark M.L.A in Gastronomy Professor | ✓ | <ul style="list-style-type: none"> • Culinary Fundamentals I (C) • Culinary Fundamentals II (C) • Culinary Math (C) • Banquet Cookery & Service II: Plated Meals and Table-side (C) • Stocks, Soups, and Sauces (C) • Entrée Preparation and Presentation (C) | 1 1 1 1 1 1 | Business and Technology | Full-time | No | <ul style="list-style-type: none"> • HCC/MGM Culinary Arts Institute, Race Street Campus in downtown Holyoke |
| Darmon, Veronica BS (in progress) | | <ul style="list-style-type: none"> • Banquet Cookery & Service I: Receptions and Buffets (C) • A la Carte Cooking and Service (C) • Sanitation and Safety (C) | 1 1 2 | Business and Technology | Part-Time | | |
| Kendzierski, Lauren | | <ul style="list-style-type: none"> • Culinary Fundamental | 1 | Business and Technology | Part-Time | | |

| Summary of Faculty Who Will Teach in Proposed Program | | | | | | | |
|--|------------------|---|---|-----------------------------------|-------------------------------|--|---|
| Name of faculty member (Name, Degree and Field, Title) | Check if Tenured | Courses (C) indicates core course. (OL) indicates course taught online. | Number of sections | Division of College of Employment | Full- or Part-time in Program | Full- or part- time in other department or program | Sites where individual will teach program courses |
| MBA | | <ul style="list-style-type: none"> s I (C) • Culinary Fundamentals II (C) • Pantry and Garde Manger (C) | <p>1</p> <p>2</p> | | | | |
| Leigh, Warren M.A. Management Associate Professor | ✓ | <ul style="list-style-type: none"> • Culinary Fundamentals I (C) • Culinary Fundamentals II (C) • Sanitation and Safety (C) • Stocks, Soups and Sauces (C) • Entrée Preparation and Presentation (C) • Introduction to Foodservice Operations (C) • Foodservice Cost Control–blended course (C) • Banquet Cookery & Service I: Receptions and Buffets (C) • A la Carte Cooking and Service (C) | <p>1</p> <p>1</p> <p>1</p> <p>2</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> | Business and Technology | Full | No | • HCC/MGM CAI |

| Summary of Faculty Who Will Teach in Proposed Program | | | | | | | |
|---|------------------|---|--------------------|-----------------------------------|-------------------------------|--|---|
| Name of faculty member (Name, Degree and Field, Title) | Check if Tenured | Courses (C) indicates core course. (OL) indicates course taught online. | Number of sections | Division of College of Employment | Full- or Part-time in Program | Full- or part- time in other department or program | Sites where individual will teach program courses |
| Moreno Contreras, Maria | | <ul style="list-style-type: none"> Baking and Pastry Arts I | 3 | Business and Technology | Part-Time | No | <ul style="list-style-type: none"> HCC/MGM CAI |
| Stengle, Diane Ph.D Chemistry Professor | ✓ | <ul style="list-style-type: none"> Introduction to Culinary Science | 4 | SEM | Part-time | Yes, in Science, Engineering, and Math | <ul style="list-style-type: none"> HCC/MGM CAI |
| Turgeon, Julie M.S., Organizational Development Adjunct Professor | | <ul style="list-style-type: none"> Digital Technology for Culinaris (C) Professional Standards for Culinaris I (C) Professional Standards for Culinaris II (C) | 1 2 2 | Business and Technology | Part-Time | Yes, in Business Department | <ul style="list-style-type: none"> HCC/MGM CAI |