

BOARD OF HIGHER EDUCATION

REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 15-29

COMMITTEE DATE: March 3, 2015

BOARD DATE: March 10, 2015

**APPLICATION OF LE CORDON BLEU COLLEGE OF CULINARY ARTS TO OFFER
THE ASSOCIATE IN APPLIED SCIENCE IN LE CORDON BLEU PATISSERIE AND
BAKING**

MOVED: The Board of Higher Education hereby approves the Articles of
Amendment of **LE CORDON BLEU COLLEGE OF CULINARY ARTS**
to offer the **ASSOCIATE IN APPLIED SCIENCE IN LE CORDON
BLEU PATISSERIE AND BAKING**.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Winifred M. Hagan, Ed.D., Assistant Commissioner for Academic and
Educator Policy

BOARD OF HIGHER EDUCATION

March 2015

Le Cordon Bleu College of Culinary Arts Associate in Applied Science in Le Cordon Bleu Patisserie and Baking

INTENT

Le Cordon Bleu College of Culinary Arts, Inc. (LCB Boston), a private two-year for-profit institution located in Cambridge, Massachusetts, requests approval to offer the Associate of Applied Science in Le Cordon Bleu Patisserie and Baking (AASPB). LCB Boston is organized as a Massachusetts-based corporation. The proposed program is planned to provide 106 quarter credits¹ building on the existing 56 credit Certificate in Le Cordon Bleu Patisserie and Baking.

The mission of LCB Boston is to provide career education, which integrates classic culinary and patisserie curriculum of France's Le Cordon Bleu International, with modern American technology and training. The proposed program offers a course of study that is needed for entry-to mid-level positions within the pastry and baking industry.

According to the American National Restaurant Association, jobs in the restaurant industry are expected to grow by an estimated 9.8% by 2023. Additionally, the United States Bureau of Labor Statistics, projects that there will be a 6% increase of jobs in baking and pastry arts from 2012 to 2022. LCB plans to market the proposed program to recent graduates of the Patisserie and Baking Certificate, as well as to students who have no experience working in the field of culinary arts.

The LCB Boston Board of Trustees approved the proposed program on May 13, 2013.

INSTITUTIONAL OVERVIEW

Le Cordon Bleu culinary schools were founded in Paris in 1895 for the study of culinary and hospitality arts. Since that period of time, the institution has grown to include sixteen LCB campuses in the United States, referred to as Le Cordon Bleu North America. LCB Boston is a subsidiary of Career Education Corporation (CEC), a publically-traded company. CEC is the parent company of all LCB North America campuses, including LCB Boston. The proposed program is currently operational at other LCB North America campuses. LCB Boston was established in Cambridge, Massachusetts and received authority to offer the Associate in Applied Science in Le Cordon Bleu Culinary Arts in 2008. In January 2014, the Massachusetts Board of Higher Education (MA BHE) approved the Certificate in Le Cordon Blue Culinary Arts and Certificate in Le Cordon Bleu Patisserie & Baking.

¹LCB defines a quarter credit hour as a minimum of 10 lecture hours of not less than 50 minutes each plus outside reading and/or preparation; 20 laboratory hours; or 30 externship hours; or an appropriate combination of all three.

ACADEMIC AND RELATED MATTERS

Curriculum (Attachment A)

The AASPB program is designed to provide the theoretical foundation and technical skills necessary for students to enter into occupations in the food service industry, specifically within the baking and pastry fields. The proposed program is designed to provide baking and pastry principles and technical skills based on the traditions of Le Cordon Bleu. In every course, emphasis is placed on timelines, procedures, presentation, techniques, sanitation, as well as product quality-taste, texture and proper use of ingredients. The proposed program requires students to complete two externships, each with a minimum of 360 hours within a restaurant, café, or other food service establishment. It is planned that students will have the opportunity to become familiar with the principles and professional skills required for the field.

It is expected that an external program advisory board will review LCB Boston's curriculum for up-to-date and pertinent industry information. The advisory board is comprised of industry professionals who have expertise in the field of baking, pastry arts and the hospitality industry.

Admission Requirements

Candidates for admission to LCB Boston must have earned a high school diploma. All applicants are required to complete a personal interview with an admissions representative, either in person or by telephone, depending upon the distance from the school. All candidates must take the Wonderlic Scholastic Level Exam that assesses areas of math, vocabulary and reasoning. Students whose native language is not English may be required to take the Test of English as Foreign Language (TOEFL) or demonstrate English proficiency through other measures established by the college, including graduation from an English-speaking secondary institution or a grade of 'C' or better in an intermediate ESL course.

Tuition and Fees

The institution is proposing a total of \$40,050 in charges for the proposed AAS program. Tuition includes books, supplies, and uniforms.

Program Enrollment

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4*
New Full Time	23	57	89	104
Continuing Full Time		17	42	76
Totals	23	74	131	180

RESOURCES AND BUDGET

Faculty and Staff (Attachment B)

The proposed Associate of Applied Science in Pâtisserie and Baking is expected to be under the purview of the LCB Boston Director of Education, who functions as a chief academic officer and reports to the college President. Both the president and director positions are located in Cambridge, MA.

The proposed program has both full-time and part time faculty. There are currently thirteen full-time faculty members with degrees ranging from associate to master's levels, including a Master of Education and a Master of Public Health. There are thirteen additional part-time faculty members LCB Boston plans to have teach in the proposed program, with degrees that include associate, baccalaureate, master's, JD and MD.

Physical, Library and Information Technology Resources

The institution's headquarters located at 215 First Street in Cambridge, MA, has nine standard kitchens, including three Baking and Pastry kitchens.

The library at LCB Boston is currently staffed by one head librarian who holds a Master of Library & Informational Science degree. The library is supported by a regional librarian in Chicago, who also holds a Master of Library & Informational Science degree. The current library collection contains approximately 5,000 volumes.

LCB Boston has one computer lab solely for student use which includes 31 desktop computers and one printer. The college is currently supported by one IT Specialist. The computer lab is designated solely for student use in-class or on an as needed basis outside of classroom time. There are 16 computers and one printer in the library.

Each classroom and kitchen has a desktop computer for the instructor's use when teaching. Faculty members are trained on instructional technology platforms by LCB Boston and are given access to the campus' administrative software and faculty portal.

Budget (Attachment C)

LCB Boston has developed a multi-year budget projection for the proposed AASPB program. It is anticipated that expenses for equipment purchases and to hire three or four new full-time instructors will be expended within the first three years of the program.

EVALUATION

External Review

The proposed program was evaluated by an external visiting committee comprised culinary arts experts and included Vicki Connell, M.Ed., Associate Professor and Program Chair, Culinary Arts, Southern New Hampshire University; M. Brigid Flannigan, M.Ed., Associate Professor, Culinary Arts, Southern New Hampshire University; and Maureen Pothier, MBA, Program Chair, Culinary Arts, Johnson and Wales University. The evaluators reviewed the petition and appendices and visited the College from August 12-13, 2014. The criteria that guided the review

were the standards set forth in 610 CMR 2.07 in the Degree Granting Regulations for Independent Institutions of Higher Education.

The evaluators expressed support for the program and made several recommendations for improvement. It was suggested that LCB Boston refrain from using language in the mission or objectives of the program that imply program will prepare students for business management. Evaluators recommended LCB Boston provide an assessment plan, which quantifies student achievement of specific learning outcomes. As well there should be clarification of the role of faculty in the governance structure of the institution particularly as it pertains to curricular changes. The evaluators suggested LCB assign faculty to evaluate the externship experience of each student and hire a minimum of one new faculty member for a full-time position within the core discipline, with a minimum credential of a master's degree.

The institution responded substantively to the evaluators concerns. LCB Boston has removed language from materials indicating that the course of study will prepare students for business management. LCB Boston submitted evidence of a campus effectiveness plan and an institutional assessment and improvement plan, which outlines course-level student learning outcomes and assessments. LCB Boston provided evidence that faculty have a documented role in the development, approval, administration and review of the institution's programs on a regular, cyclical basis. As well, they have implemented a formal process by which LCB career services advisors will visit externship employer sites each month. LCB Boston designated an additional full-time faculty member to teach in the proposed program, with a master's degree in Education. The visiting team deemed this an appropriate credential for the field.

PUBLIC HEARING

The required public hearing was held on February 23rd, 2015 at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts. No objections to the petition were presented.

STAFF ANALYSIS AND RECOMMENDATION

Staff thoroughly reviewed all documentation submitted by Le Cordon Bleu College of Culinary Arts, Inc. and the external evaluators recommendations. Le Cordon Bleu College of Culinary Arts, Inc., meets the minimum requirements set forth in 610 CMR 2.07 in the Degree Granting Regulations for Independent Institutions of Higher Education. Staff recommendation is for approval.

ATTACHMENT A: CURRICULUM

Required (Core) Courses in AAS Le Cordon Bleu Patisserie and Baking (Total # courses required = 15)		
Course Number	Course Title	Credit Hours
LCBC101	College Success and Career Portfolio	1.0
LCBC105	Food Safety and Sanitation	3.0
LCBC110	Culinary Foundations I	4.0
LCBC122	Culinary Foundations II	7.0
LCBK102	Introduction to Patisserie and Baking Techniques	7.0
LCBK112	Baking Principles and Viennoiserie	7.0
LCBC135	Nutrition	3.0
LCBK122	International Patisserie, Cake Formula and Assembly	7.0
LCBC125	Cost Control and Purchasing	3.0
LCBK212	Advanced Patisserie and Chocolate Techniques	8.0
LCBC215	Hospitality Supervision and Entrepreneurship	5.0
LCBK222	Centerpiece and Cake Decoration Techniques	7.0
LCBK232	Advanced Showpiece and Confectionary Techniques	7.0
LCBK250	Externship I	6.0
LCBK255	Externship II	6.0
	Sub Total Required Credits	81
General Education Courses (Total # courses required = 5)		
Indicate Distribution of General Education Requirements Below (List of classes attached)		# of Gen Ed Credits
Arts and Humanities, including Literature and Foreign Languages		15
Mathematics and the Natural and Physical Sciences		5
Social Sciences		5
Sub Total General Education Credits		25
Curriculum Summary		
Total number of courses required for the degree		20
Total credit hours required for degree		106
General Education Courses:		
Course Number	Course Title	Credit Hours
ART252	Art Appreciation	5.0
COM122	Public Speaking	5.0
ENG102	English Composition and Literature	5.0
MTH122	College Math	5.0
SOC222	Cultural Diversity	5.0

ATTACHMENT B: FACULTY

Name of faculty member (Name, Degree and Field, Title)	Courses Taught. Put (C) to indicate core course. Put (OL) next to any course currently taught online.	Number of sections	Division of College of Employment	Full-Time or Part-Time in Program	Sites where individual will teach program courses
Abdallah, George M.Ed., Educational Administration, Boston State College B.S., Management Engineering, Boston University Adjunct Instructor	MTH122 College Math	2	Evening	Part-Time	Main Campus
Angelopolus, Daniel A.A.S., Baking and Pastry, Johnson & Wales University Adjunct Chef Instructor	LCBC150 Baking and Pastry LCBK101 Introduction to Pâtisserie and Baking Techniques LCBK110 Baking Principles and Viennoiserie LCBK120 International Pâtisserie, Cake Formula, and Assembly LCBK210 Advanced Pâtisserie Techniques LCBK220 Centerpiece and Cake Decoration Techniques	1	Day	Part-Time	Main Campus
Buonomo, Mark M.B.A., International Business, Texas Tech University B.A., Public Policy and Social Change, Bentley University Adjunct Instructor	LCBC125 Cost Control and Purchasing LCBC215 Hospitality Supervision and Entrepreneurship	2	Evening	Part-Time	Main Campus
Cummings, Carly M.F.A., Painting & Drawing, University of Washington B.A., Studio Art / English, William Smith College Adjunct Instructor	ART252 Art Appreciation	2	Day and Evening	Part-Time	Main Campus
D'Addario, Albert M.Ed., School Administration, American International College B.S., Culinary Management, Newbury College A.O.S., Culinary Arts, Culinary Institute of America Chef Instructor	LCBC100 College Success and Career Portfolio LCBC105 Food Safety and Sanitation LCBC110 Culinary Foundations I LCBC120 Culinary Foundations II	2	Day and Evening	Full-Time	Main Campus
Deeley, Ariana M.S.W., University of Pennsylvania B.S.W., University of North Carolina Wilmington Adjunct Instructor	SOC222 Cultural Diversity	2	Evening	Part-Time	Main Campus
Falite, Robert B.S., Secondary Education-History, Boston State College Chef Instructor	LCBC120 Culinary Foundations II LCBC130 Culinary Foundations III LCBC150 Baking and Pastry LCBC210 Cuisine Across Cultures LCBC250/255 Externship I/II	2	Day and Evening	Full-Time	Main Campus

Guerin, Scott A.S., Culinary Arts, Atlantic Culinary Academy at McIntosh College Chef Instructor	LCBC120 Culinary Foundations II LCBC130 Culinary Foundations III LCBC160 Catering and Buffets LCBC232 Contemporary Cuisine LCBC240 Restaurant Rotation	2	Day and Evening	Full-Time	Main Campus
Henry, James A.O.S., Culinary Arts, Johnson & Wales University Chef Instructor	LCBC120 Culinary Foundations II LCBC130 Culinary Foundations III LCBC160 Catering and Buffets LCBC210 Cuisine Across Cultures LCBC240 Restaurant Rotation	2	Day and Evening	Full-Time	Main Campus
Herron, Matt B.A., Psychology, Pennsylvania State University B.S., Culinary Arts, Johnson & Wales University A.S., Culinary Arts, Johnson & Wales University Lead Chef Instructor	LCBC160 Catering and Buffets LCBC210 Cuisine Across Cultures LCBC232 Contemporary Cuisine LCBC250 Externship I LCBC255 Externship II	1	Day and Evening	Full-Time	Main Campus
Kaye, Jeffrey B.A., Psychology, State University of New York New Paltz Chef Instructor	LCBC100 College Success and Career Portfolio LCBC105 Food Safety and Sanitation LCBC110 Culinary Foundations I LCBC120 Culinary Foundations II	2	Day and Evening	Full-Time	Main Campus
Knowles, Shirley M.S., Communications Management, Simmons College M.A., Gender & Cultural Studies, Simmons College M.L.S., Leadership Studies, North Central College B.A., Communication, Marquette University Adjunct Instructor	COM122 Public Speaking SOC222 Cultural Diversity	2	Evening	Part-Time	Main Campus
Kramer, Sybil M.D., State University of New York Medical School B.S., Physics, State University of New York at Stony Brook Adjunct Instructor	LCBC135 Nutrition MTH122 College Math	2	Day	Part-Time	Main Campus
Lucca, Marie J.D., Boston University M.T.S., Boston College School of Theology and Ministry B.A., Government, Harvard University	SOC222 Cultural Diversity	2	Day	Part-Time	Main Campus

Luo, Ying Wei A.A.S., Culinary Arts, Newbury College Chef Instructor	LCBC150 Baking and Pastry LCBK101 Introduction to Pâtisserie and Baking Techniques LCBK110 Baking Principles and Viennoiserie LCBK120 International Pâtisserie, Cake Formula, and Assembly LCBK210 Advanced Pâtisserie Techniques LCBK220 Centerpiece and Cake Decoration Techniques	2	Day	Full-Time	Main Campus
Lynch, Liam B.S., Culinary Arts, Johnson & Wales University A.A.S., Culinary Arts, Johnson & Wales University Adjunct Instructor	LCBC100 College Success and Career Portfolio LCBC105 Food Safety and Sanitation LCBC110 Culinary Foundations I LCBC120 Culinary Foundations II	2	Day and Evening	Full-Time	Main Campus
Martin, Sarah B.A., Theater, University of Central Florida M.A., Theater Education, Emerson College Adjunct Instructor	COM122 Public Speaking	2	Day	Part-Time	Main Campus
Mills, Robbi B.S., Food Service Management, Johnson & Wales University A.S., Baking and Pastry Arts, Johnson & Wales University Lead Chef Instructor	LCBC105 Food Safety and Sanitation LCBC150 Baking and Pastry LCBK101 Introduction to Pâtisserie and Baking Techniques LCBK110 Baking Principles and Viennoiserie LCBK120 International Pâtisserie, Cake Formula, and Assembly LCBK210 Advanced Pâtisserie Techniques LCBK220 Centerpiece and Cake Decoration Techniques LCBK250 Externship I	2	Evening	Full-Time	Main Campus
Moesinger, Rebecca B.S., Hotel Restaurant & Travel Administration, University of Massachusetts Adjunct Chef Instructor	LCBC105 Food Safety and Sanitation LCBC150 Baking and Pastry LCBK101 Introduction to Pâtisserie and Baking Techniques LCBK110 Baking Principles and Viennoiserie LCBK120 International Pâtisserie, Cake Formula, and Assembly LCBK210 Advanced Pâtisserie Techniques LCBK220 Centerpiece and Cake Decoration Techniques	2	Day and Evening	Part-Time	Main Campus

O'Connell, Paul A.A.S., Culinary Arts, Johnson & Wales University Chef Instructor	LCBC120 Culinary Foundations II LCBC130 Culinary Foundations III LCBC160 Catering and Buffets LCBC210 Cuisine Across Cultures LCBC240 Restaurant Rotation	2	Day and Evening	Full-Time	Main Campus
Rich, Thao B.S., Baking & Pastry Arts, Johnson & Wales University A.S., Baking and Pastry Arts, Johnson & Wales University Adjunct Chef Instructor	LCBC105 Food Safety and Sanitation LCBC150 Baking and Pastry LCBK101 Introduction to Pâtisserie and Baking Techniques LCBK110 Baking Principles and Viennoiserie LCBK120 International Pâtisserie, Cake Formula, and Assembly LCBK210 Advanced Pâtisserie Techniques LCBK220 Centerpiece and Cake Decoration Techniques	2	Day	Part-Time	Main Campus
Parekh, Edith M.P.H., Boston University B.S., Lesley College L.P.N., St. Joseph's School of Practical Nursing	LCBC135 Nutrition	2	Day and Evening	Full-Time	Main Campus
Swan, Betsy B.S., Design and Merchandising, Drexel University Instructor	LCBC125 Cost Control and Purchasing LCBC215 Hospitality Supervision and Entrepreneurship LCBC225 Wine and Beverage	2	Day and Evening	Full-Time	Main Campus
Tracy, Carol M.A., Medieval Studies, Boston College B.S., English & Philosophy, Suffolk University A.S., Massachusetts Bay Community College Adjunct Instructor	ENG102 English Composition and Literature	2	Evening	Part-Time	Main Campus
Ullman, Eric A.A.S., Culinary Arts, Johnson and Wales University Chef Instructor	LCBC120 Culinary Foundations II LCBC130 Culinary Foundations III LCBC160 Catering and Buffets LCBC210 Cuisine Across Cultures	2	Day and Evening	Full-Time	Main Campus
Wunderli, Brett Ed.M., Childhood Education, Boston University M.A., English, Boston University B.A., English, Univeristy of Utah Adjunct Instructor	ENG102 English Composition and Literature COM122 Public Speaking	2	Day and Evening	Part-Time	Main Campus

ATTACHMENT C: BUDGET

<i>One Time/ Start Up Costs</i>	<i>Cost Categories</i>	<i>Annual Expenses</i>			
		<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>
	Full Time Faculty (Salary & Fringe)	\$140,800	\$281,600	\$352,000	\$352,000
	Part Time/Adjunct Faculty (Salary & Fringe)	\$30,720	\$61,440	\$92,160	\$122,880
	Staff				
	General Administrative Costs	\$33,258	\$82,690	\$99,991	\$107,894
	Instructional Materials, Library Acquisitions	\$8,314	\$20,673	\$24,998	\$26,973
	Facilities/Space/Equipment	\$166,289	\$413,452	\$499,953	\$539,468
	Field & Clinical Resources				
	Marketing	\$464,000	\$464,000	\$464,000	\$464,000
	Other (Specify)				
	TOTALS	\$843,381	1,323,855	\$1,533,101	\$1,613,215

<i>One Time/Start- Up Support</i>	<i>Revenue Sources</i>	<i>Annual Income</i>			
		<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>
	Grants	(10,000)	(20,000)	(30,000)	(40,000)
	Tuition	\$1,664,890	\$4,146,516	\$5,021,531	\$5,426,681
	Fees	\$8,000	\$8,000	\$8,000	\$8,000
	Departmental				
	Reallocated Funds				
	Other (specify)				
	TOTALS	\$1,662,890	\$4,134,516	\$4,999,531	\$5,394,681