

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 14-23

COMMITTEE DATE: January 21, 2014

BOARD DATE: January 28, 2014

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

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

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

Contact: Shelley Tinkham, Assistant Commissioner for Academic, P-16 and
Veterans Policy

BOARD OF HIGHER EDUCATION

January 2014

Le Cordon Bleu College Certificate in Le Cordon Bleu Culinary Arts Certificate in Le Cordon Bleu Patisserie and Baking

INTENT

Le Cordon Bleu College of Culinary Arts, Inc., a Private Two-Year College (LCB Boston) a for-profit institution located in Cambridge, Massachusetts, requests approval to offer the Certificate in Le Cordon Bleu Culinary Arts and Certificate in Le Cordon Bleu Patisserie and Baking. LCB Boston is organized as a Massachusetts-based corporation. Both programs amount to 56 credits and build off of currently operational curricular offerings.

The mission of the College is to provide career education that integrates classic European culinary curriculum of Le Cordon Bleu International, located in France, with modern American technology and training. These certificates offer a comprehensive sequential course of study of the culinary arts fundamentals needed for entry-to mid-level positions within the food industry.

According to the American National Restaurant Association, between today and 2017, jobs in the restaurant industry are expected to grow by an estimated 9.8%, equaling approximately 332,500 jobs in food service. This level of growth clearly indicates that more individuals will be looking to enter both degree and certificate programs to gain the skills and knowledge required for the field. The institution plans to market these certificate programs to students who have no experience working in the field of culinary arts.

The proposed program was approved by the College's Board of Trustees on December 2, 2010 and reaffirmed by the institution's Trustees again on May 13, 2013.

INSTITUTIONAL OVERVIEW¹

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 and there are now sixteen LCB campuses in the United States, referred to as Le Cordon Bleu North America. Le Cordon Bleu College of Culinary Arts, Inc, A Private Two-Year College (LCB Boston) the Massachusetts-based corporation, was established in Cambridge, Massachusetts and received authority to offer the Associate in Applied Science in Le Cordon Bleu Culinary Arts in 2008. LCB currently enrolls 209 students in this program. LCB Boston has been offering certificates in Le Cordon Bleu Culinary Arts and Le Cordon Bleu Patisserie and Baking since 2010; however, both of these certificates are less than thirty credits and are sufficiently related to the College's approved associate degree. Therefore, they are not subject to the Board of Higher Education's approval.

LCB 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. Both of the proposed programs are currently operational at the other LCB North America campuses.

¹ Le Cordon Bleu of Culinary Arts, Inc., a Private Two-Year College located in Cambridge, MA is referred to as LCB Boston or the College..

LCB Boston now requests approval for Certificate in Le Cordon Bleu Culinary Arts and Certificate in Le Cordon Bleu Patisserie & Baking. **ACADEMIC AND RELATED MATTERS**

Curriculum (Attachment A)

These twelve-month certificate programs are designed to provide the theoretical foundation and technical skills necessary for students to enter into occupations in the food service industry. Both certificate programs require a capstone, which require for students to work a minimum of 360 hours in a restaurant, café, or other food service establishment.

This program is designed to provide culinary principles and technical skills based on the traditions of Le Cordon Bleu. In every course, emphasis is placed on timelines, procedures, organizational techniques and sanitation, as well as product quality-taste, texture and proper use of ingredients. Students will have the opportunity to become familiar with plate presentation, learn the principles of food identification and professional skills required for the field. Both programs utilize competency-based assessment.

An external Program Advisory Board ensures that LCB's curriculum is providing up-to-date and pertinent industry information. The Program Advisory Board is comprised of industry professionals who are experts in the field of culinary arts and the hospitality industry.

Admission Requirements

LCB admits students who demonstrate a desire and commitment to become a professional chef and/or leader in the food industry. Candidates for admission 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. 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.

Tuition and Fees

Certificate in Le Cordon Bleu Culinary Arts	
Tuition	\$17,500
Application Fee (non-refundable)	\$50
Total Cost	\$17,550

Certificate in Le Cordon Bleu Patisserie and Baking	
Tuition	\$17,500
Application Fee (non-refundable)	\$50
Total Cost	\$17,550

Tuition charge includes books, supplies, and uniforms. The tuition listed above is for the total length of the program. Additional fees may apply in the case of repeated courses.

If the proposed certificates are approved, the new tuition will be \$19,200.

Projected Enrollment

	2014	2015	2016	2017
Cert-CA-New FT	85	93	102	113
Cert-PB-New FT	66	73	80	88
Cert-CA-Continuing FT		42	47	31
Cert-PB-Continuing FT		33	36	24
Total	151	241	265	256

CA: Certificate in Le Cordon Bleu Culinary Arts
PB: Certificate in Le Cordon Bleu Patisserie and Baking

RESOURCES AND BUDGET

Faculty and Staff

The Le Cordon Bleu Culinary Arts Certificate program and the Certificate in Le Cordon Bleu Pâtisserie & Baking will fall under the leadership of the Director of Education in Cambridge, MA. The Director of Education (CAO) reports to the College President. Both of these positions are housed in Cambridge, MA.

The Academic Department consists of both full-time and adjunct faculty. Of the current faculty who will teach in the proposed certificate programs, five have associate degrees, eight have bachelor degrees, and three have master level degrees in an appropriate field. There are currently eight full-time faculty members.

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 and is further 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 houses 31 desktop computers and one printer. The College is currently supported by one IT Specialist. The computer lab is designated solely for student use; either in-class or on an as needed basis outside of classroom time. There are 16 computers and one printer in the library.

Each classroom—lecture and kitchen—is outfitted with a desktop computer for the instructor's use when teaching. Faculty are trained on instructional technology platforms and are given access to the campus' administrative software and faculty portal.

Budget (Attachment B)

A multi-year budget projection has been developed for the proposed programs.

LICENSURE AND ACCREDITATION

LCB Boston is accredited by the Accrediting Council of Independent Colleges and Schools (ACICS) and by the Accrediting Commission of Career Schools and Colleges (ACCSC). Six other LCB North American campuses are accredited by the programmatic accreditation agency, the American Culinary Federation Educational Foundation Accrediting Commission (ACFEFAC) to offer both proposed certificate programs. Twelve LCB North American campuses maintain ACFEFAC programmatic accreditation for the Certificate in Le Cordon Bleu Culinary Arts. Nine LCB North American campuses hold ACFEFAC for the Certificate in Le Cordon Bleu Patisserie and Baking program. The curriculum of the proposed programs is in full-alignment with the programs that are offer at the other LCB North America Campuses which have received approved by ACFEFAC

LCB Boston will submit an application to ACFEFAC to approve the proposed programs assuming they are approved by the Board of Higher Education.

EVALUATION

External Review

The proposed program was evaluated by an external visiting committee composed of J. Desmond Keefe III, Associate Professor and Program Chair, School of Business, Southern New Hampshire University; Patricia Kelly McClay, Dean, Academy of Culinary Arts, Atlantic Cape Community College, Warren W. Leigh, Hospitality and Culinary Arts, Holyoke Community College. The evaluators reviewed the petition and appendices and visited the College from June 19-21, 2011. 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 but made several recommendations for improvement. These included several recommendations involving planning and organization, faculty and library. At the time of the site visit the institution communicated that it would teach out its associate degree program and it was advised by the visiting committee and Department staff to reexamine its mission as a degree granting institution. Department staff communicated to LCB that by suspending its associate degree program—the only degree for which the College is approved to offer—it would lose its degree granting authority in Massachusetts. The Department also requested audited financial statements specific to LCB (in Massachusetts).

The institution responded substantively to the evaluators concerns on February 28, 2013. LCB reexamined its mission, is committed to remaining a degree-granting institution and currently enrolls 209 students in its Associate in Applied Science in Le Cordon Bleu Culinary Arts. Furthermore, the institution is planning on adding additional associate degree programs in the near future. The institution submitted evidence of a Campus Effectiveness Plan; clarified the educational credentials of its faculty and expressed a commitment to hire terminally qualified faculty; hired additional library staff; provided evidence that faculty have a documented roll in the development, approval, administrating and reviewing of the institution's programs on a regular cycle; submitted a faculty handbook; and clarified how it includes faculty in the governance process.

In October 2013, LCB submitted certificated financial audits for the two most recent fiscal years. Staff review of this statements shows that LCB Boston lost significant revenue during the last two fiscal years. The Department requested that the institution submit additional evidence of financial sustainability and requested a letter of support from its parent company, Career Education Corporation.

Because of the length of time between the initial proposal and the institution's response to the Visiting Committee, the Department secured letters from the American Culinary Federation Educational Foundation Accrediting Commission (ACFEFAC) that showed that the proposed programs are aligned with programs approved at other LCB North American campuses. ACFEFAC expects for the proposed programs at LCB (in Massachusetts) to receive professional accreditation based upon this alignment, providing evidence that the programs meets minimal standards of approval consistent with professional judgment within the field.

Career Education Corporation submitted a letter dated January 2, 2014 to the Department, pledging continued financial support of LCB. Furthermore, a letter dated March 14, 2013 from ACFEFAC to the Department states that Career Education Corporation provides sufficient financial resources to LCB for its currently approved program and the proposed programs to meet the standards of ACFEFAC.

PUBLIC HEARING

The required public hearing was held on Thursday, March 21, 2013 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

After a thorough evaluation of all documentation submitted, staff is satisfied **Le Cordon Bleu College of Culinary Arts, Inc.**, a Private Two-Year College (LCB) to offer the **Certificate in Le Cordon Bleu Culinary Arts** and **Certificate in Le Cordon Bleu Patisserie and Baking** meets the requirements set forth in 610 CMR 2.07 in the Degree Granting Regulations for Independent Institutions of Higher Education. Recommendation is for approval.

ATTACHMENT A: CURRICULUM

Undergraduate Program Curriculum Outline
12 Month Certificate in Le Cordon Bleu Culinary Arts

Required (Core) Courses in the Major		
Course Number	Course Title	Credit Hours
LCBC105	Food Safety and Sanitation	3.0
LCBC110	Culinary Foundations I	4.0
LCBC122	Culinary Foundations II	7.0
LCBC132	Culinary Foundations III	7.0
LCBC152	Baking and Pastry	7.0
LCBC212	Cuisine Across Cultures	8.0
LCBC222	Catering and Buffets	7.0
LCBC250	Externship I	6.0
LCBC255	Externship II	6.0
	Sub Total Required Credits	55.0
Curriculum Summary		
Total number of courses required for the degree		9
Total credit hours required for degree		55.0
<p>Prerequisite, Concentration or Other Requirements: <i>LCBC122 – Successful Completion of LCBC105 & LCBC110</i> <i>LCBC132 – Successful Completion of LCBC122</i> <i>LCBC152 – Successful Completion of LCBC105 & LCBC110</i> <i>LCBC212 – Successful Completion of LCBC132</i> <i>LCBC222 – Successful Completion of LCBC132</i> <i>LCBC250 & LCBC255 – All other required courses must be completed prior to taking either of the externship courses unless permission is granted by the Director of Education.</i></p>		

Undergraduate Program Curriculum Outline
12 Month Certificate in Le Cordon Bleu Patisserie and Baking

Required (Core) Courses in the Major (Total # courses required = 0)		
Course Number	Course Title	Credit Hours
LCBC105	Food Safety and Sanitation	3.0
LCBC110	Culinary Foundations I	4.0
LCBK102	Introduction to Patisserie and Baking Techniques	7.0
LCBK112	Baking Principles and Viennoiserie	7.0
LCBK122	International Patisserie, Cake Formula and Assembly	7.0
LCBK212	Advanced Patisserie Techniques	8.0
LCBK222	Centerpiece and Cake Decoration Techniques	7.0
LCBK250	Externship I	6.0
LCBK255	Externship II	6.0
	Sub Total Required Credits	55.0
Curriculum Summary		
Total number of courses required for the degree		9
Total credit hours required for degree		55.0
<p>Prerequisite, Concentration or Other Requirements: <i>LCBK112 – Successful Completion of LCBK102</i> <i>LCBK122 – Successful Completion of LCBK112</i> <i>LCBK212 – Successful Completion of LCBK122</i> <i>LCBK222 – Successful Completion of LCBK212</i> <i>LCBK250 & LCBK255 – All other required courses must be completed prior to taking either of the externship courses unless permission is granted by the Director of Education.</i></p>		

ATTACHMENT B: BUDGET

Le Cordon Bleu College of Culinary Arts, Inc., a Private Two-Year College											
Cambridge, MA											
<u>5 Year Model</u>											
	2013 FY All Culinary	% of GSR	FY 2014 All Culinary	% of GSR	FY 2015 All Culinary	% of GSR	FY 2016 All Culinary	% of GSR	FY 2017 All Culinary	% of GSR	
Gross School Revenue:	8,016,407		10,741,124		12,755,454		13,252,769		13,750,079		
End of Year Population	427		605		630		655		680		
<u>Fixed Costs</u>											
Occupancy	2,964,340	37.0%	3,007,515	28.0%	3,188,864	25.0%	3,313,192	25.0%	3,437,520	25.0%	
Depreciation	1,364,206	17.0%	1,396,346	13.0%	1,415,855	11.1%	1,457,805	11.0%	1,512,509	11.0%	
<u>Variable Operating Expenses</u>											
Academics	2,232,596	27.9%	2,685,281	25.0%	3,061,309	24.0%	3,180,665	24.0%	3,300,019	24.0%	
Other Auxillary Expense (includes Bookstore)	303,887	3.8%	322,234	3.0%	382,664	3.0%	397,583	3.0%	412,502	3.0%	
Administration	1,677,930	20.9%	1,718,580	16.0%	1,785,764	14.0%	1,855,388	14.0%	1,856,261	13.5%	
Management fee	1,244,286	15.5%	1,288,935	12.0%	1,339,323	10.5%	1,391,541	10.5%	1,443,758	10.5%	
SBU Expenses	290,280	3.6%	295,381	2.8%	318,886	2.5%	331,319	2.5%	343,752	2.5%	
Bad Debt - Tuition	288,022	3.6%	386,680	3.6%	637,773	5.0%	662,638	5.0%	687,504	5.0%	
Admissions	1,092,161	13.6%	1,503,757	14.0%	1,530,654	12.0%	1,590,332	12.0%	1,650,009	12.0%	

Advertising	2,375,159	29.6%		2,685,281	25.0%		3,061,309	24.0%		3,180,665	24.0%		3,300,019	24.0%
Total Expenses	13,832,867			15,289,990			16,722,400			17,361,127			17,943,853	
Operating Profit	(5,816,459.92)			(4,548,866.01)			(3,966,946.19)			(4,108,358.39)			(4,193,774.10)	
Operating Margin (%)	-72.6%			-42.4%			-31.1%			-31.0%			-30.5%	
Capital Expenditures	65,270			75,000			75,000			100,000			100,000	
Repairs & Maintenance - (included in Occupancy)	804,118			825,000			850,000			900,000			925,000	