

**DEPARTMENT & PROGRAM:** Hotel and Restaurant Management – BS—San Antonio Campus

**ACADEMIC PROGRAM MISSION:** We are the best in hospitality education and research as regarded globally by the academic and hospitality communities. We embrace and foster an environment that includes community relevance, collaboration, multiculturalism, experiential learning, innovation, integrity and passion. The College, therefore, is committed to prepare our students to engage as professional and leaders in all segments of the global hospitality industry.

### STUDENT LEARNING OUTCOMES

**Student Learning Outcome 1:** Students will demonstrate a high-level competency in quantitative skills related to the area of accounting and finance in the context of hotel and restaurant management.

**Student Learning Outcome Assessment:** The final accounting/finance course in the HRMA curriculum is Financial Management. A committee was formed to ensure the objectives required of a capstone course and the actual material in the course were in sync. As part of this process questions were developed that would measure the quantitative skills competency required for each segment of the course. During the semester the instructor teaching the course will select six (6) questions from this approved bank to include in their regular examinations and track the responses. Instructors may also elect to use all the questions related to quantitative skills provided in the bank to use for their exams. Once the semester is over the results from these questions measuring quantitative skills will be compiled and compared to the standard.

The results of all the questions related to the quantitative skill competencies were tracked and measured against the standard. In order to measure to the standard, all the questions taken from the approved bank were listed by key course concept and then the total number of correct answers for each question was noted. The total number of correct responses was tallied, and an average taken of total correct responses as a percentage of total students enrolled and/or taking the exams. The assessment and measurement process was completed and defined in the Spring of 2014 and reviewed and revised from eight (8) to six (6) questions in the Spring of 2018. Results of the measurements are shared with both the Deans of the college, the curriculum committee of the college, the college Accounting and Finance Faculty Committee and the instructor. In the college Accounting and Finance Faculty Committee the measurement tools are discussed and how measurement of these skills can be improved.

**Performance Standard:** The standard is that 70% of the students will answer 70% of the quantitative skills questions correctly.

**Assessment Results & Analysis:** In 18-19, 38% of the students (N = 16) answered 70% of the quantitative questions presented from the approved test bank correctly.

The standard of 70% was not met as 38% of the students responded to 70% of the questions correctly, an indication that most students have not achieved quantitative skill competencies. Results indicate that most students were unable to effectively apply these techniques to solve financial and managerial problems in order to make sound management decisions in various hospitality industry environments.

In the 17-18 year the standard was met, the results were used to review those questions where students were deficient and the course material or how the material was presented were reviewed and adjusted as necessary. Adjustments included providing more resources or providing illustrations that would help in the comprehension of the specific concepts where the deficiency were identified.

Based on the results from the 2017-18 year, actions were taken to review concepts and how they were being presented. Both the San Antonio and Main campus instructors for this course met to discuss the results and to evaluate the format of the exam questions to determine what would provide the best indication of student learning. The quantity of questions was reviewed, and it was determined that a total of six (6) questions would be sufficient to measure the learning objectives. Phrasing of the questions was reviewed as well to ensure that they would provide the best assessment of the student learning.

Instructors all agreed that early identification of the areas where student comprehension of the concepts does not meet the established standard would allow for instructors to provide students with feedback and additional resources early in the semester. This awareness early on in the course will allow the instructor to be more proactive to the student learning process and should result in improved results reflected in the final assessment used to measure the given standard. While measures were taken in the 2018–19 year to monitor performance via the form of quizzes and other projects, the overall percentage of students scoring 70% or better were below those achieved in the 2017-2018 year.

Historically,

Year	N =	% students earning at least 70% on quantitative skills
18 -19	16	38
17-18	15	100
16-17	3	62
15-16	16	89

**Program Improvement Plans:** The instructors for this course reviewed the 2018-19 results and discussed how to improve measurement of the quantitative skills. One area of focus in ensuring that all instructors are including six (6) quantitative questions in the final exam. Instructors also discussed continuing to measure the results of the first examination given to students to the standard to determine if the students are meeting the standard early in the course so that adjustments in how the material is presented later in the course could be incorporated. For the San Antonio Campus the instructor is going to focus in the 2019-2020 year on providing more questions and sample problems in this area. When the exam questions were reviewed the subject matter most missed was related to amortization charts so more of these will be used in sample problems, quizzes and in class assignments. Overall the revisions introduced in the Fall 2018 exams are allowing for ease in analysis by faculty and it has been proposed that perhaps the standard should be increased to have 70% of the students score 75% or better on the quantitative questions. A meeting will take place in the Spring of 2020 to discuss the change once the Fall 2019 results are reviewed.

**Student Learning Outcome 2:** Students will demonstrate a high-level competency in critical thinking skills related to the area of accounting and finance in the context of hotel and restaurant management.

**Student Learning Outcome Assessment:** The final accounting/finance course in the HRMA curriculum is Financial Management. A committee was formed to ensure the objectives required of a capstone course and the actual material in the course were in sync. As part of this process questions were developed that would measure the critical thinking competencies required for each segment of the course. During the semester the instructor teaching the course will select six (6) questions from this approved bank to include in their regular examinations and track the responses. Instructors may also elect to use all the questions related to critical thinking provided in the bank to use for their exams. Once the semester is over the results from these questions measuring critical thinking skills will be compiled and compared to the standard.

The results of all the questions related to the critical thinking skill competencies were tracked and measured against the standard. In order to measure to the standard, all the questions taken from the approved bank were listed by key course concept and then the total number of correct answers for each question was noted. The total number of correct responses was tallied, and an average taken of total correct responses as a percentage of total students enrolled and/or taking the exams. The assessment and measurement process was completed and defined in the Spring of 2014 and reviewed and revised from eight (8) to six (6) questions in the Spring of 2018. Results of the measurements are shared with both the Deans of the college, the curriculum committee of the college, the college Accounting and Finance Faculty Committee and the instructor. In the college Accounting and Finance Faculty Committee the measurement tools are discussed and how measurement of these skills can be improved.

**Performance Standard:** The standard is that 70% of the students will answer 70% of the critical thinking questions correctly.

**Assessment Results & Analysis:** In 18-19, 63% of the students (N = 16) answered 70% of the critical thinking questions presented from the approved test bank correctly. The standard was exceeded.

The standard of 70% was not met as 63% of the students responded to 70% of the questions correctly, an indication that most students have not achieved critical skill competencies. Results indicate that most students were not able to effectively apply these techniques to solve financial and managerial problems in order to make sound management decisions in various hospitality industry environments.

In the 17-18 year the standard was met, the results were used to review those questions where students were deficient and the course material or how the material was presented were reviewed and adjusted as necessary. Adjustments included providing more resources or providing illustrations that would help in the comprehension of the specific concepts where the deficiency were identified.

Based on the results from the 2017-18 year, actions were taken to review concepts and how they were being presented. Both the San Antonio and Main campus instructors for this course met to

discuss the results and to evaluate the format of the exam questions to determine what would provide the best indication of student learning. The quantity of questions was reviewed, and it was determined that a total of six (6) questions would be sufficient to measure the learning objectives. Phrasing of the questions was reviewed as well to ensure that they would provide the best assessment of the student learning.

Instructors all agreed that early identification of the areas where student comprehension of the critical thinking concepts does not meet the established standard would allow for instructors to provide students with feedback and additional resources early in the semester. This awareness early on in the course will allow the instructor to be more proactive to the student learning process and should result in improved results reflected in the final assessment used to measure the given standard. While measures were taken in the 2018–19 year to monitor performance via the form of quizzes and other projects, the overall percentage of students scoring 70% or better decreased compared to the 2017-2018 year.

Historically,

Year	N =	% students who scored at least 70% on critical thinking questions
18-19	16	63
17-18	15	100
16-17	3	67
15-16	16	90

**Program Improvement Plans:** The instructors for this course reviewed the 2018-19 results and discussed how to improve measurement of the critical thinking skills. One area of focus in ensuring that all instructors are including six (6) critical thinking questions in the final exam. Instructors also discussed continuing to measure the results of the first examination given to students to the standard to determine if the students are meeting the standard early in the course so that adjustments in how the material is presented later in the course could be incorporated. For the San Antonio Campus the instructor is going to focus in the 2019-2020 year on introducing more critical thinking questions in class so that the students become more proficient in solving these types of problems. The revisions introduced in the Fall 2018 exams are allowing for ease in analysis by faculty and it has been proposed that perhaps the standard should be increased to have 70% of the students score 75% or better on the critical thinking questions. A meeting will take place in the Spring of 2020 to discuss the change once the Fall 2019 results are reviewed.

**Student Learning Outcome 3:** Students will effectively communicate through writing as a hospitality leader.

**Student Learning Outcome Assessment:** Students in HRMA 4353: Leadership within the Hospitality Industry must demonstrate proficiency in effective written communication by creating professional papers in an appropriate style and format that meet the seven (7) criterion provided by the instructor. See the HRMA 4353 Supervision & Leadership in the Hospitality Industry Written Paper Criteria and Grade Sheet attached.

During the semester several papers are submitted and evaluated by the instructor to ensure the criterion provided have been reflected in the professional papers prepared by the students. This process should provide the student with sufficient practice in applying effective writing and communication skills into practice. The final paper submitted would be the measurement as to whether the student demonstrates proficiency in effective written communication. The instructor will review all the papers including the final based on the seven (7) criteria: Format, Introduction, Relevance to Core Material, Concern for Details, Application, Grammar, and Overall Presentation to determine if the student paper met the established standard.

Meeting or exceeding the standard will provide a good indication that the students have become proficient in effective written communication skills. Students should then be able to effectively apply the criterion to communicate and express their ideas. If the students do not meet the standard the instructor will need to evaluate the process and how the material was presented in order to elicit better retention and application by the student. Results of the measurements are shared with both the Deans of the college, the curriculum committee of the college, the college Lodging Management committee and the instructor.

**Performance Standard:** The standard will be that 70% of the final papers submitted by the students will receive a score of 75%.

**Assessment Results & Analysis:** In 18-19, 95% of the students (N = 20) earned a score of 75% or better on their final paper. The standard was met.

Meeting or exceeding the standard indicates that the students have become proficient in effective written communication skills. Students should then be able to effectively apply the criterion to communicate and express their ideas. Currently no significant changes have been made to the current format for the writing component as the results continue to indicate that the students are proficient in effective written communication.

The 2018-2019 year had the standard change from a score of 70% to 75%, exceeding the new standard continues to demonstrate that the earlier writing requirements in the curriculum along with the writing/ grammar tools that are provided are both having a positive impact on the students writing proficiency. In addition, the pre-writing grammar self-assessment currently being used by all instructors is providing timely feedback that can guide students to the University Writing Center to provide further assistance and improve their writing throughout the course of the semester.

Historically,

Year	N =	% students earning at least 75% on their final paper
18-19	20	95
17-18	18	95
16-17	13	92
15-16	16	100

**Program Improvement Plans:** The instructors for the San Antonio campus and the Main campus met to discuss the results of the 18-19 measurements. All instructors indicated that they would continue use the last paper written by the students, they would keep the grading rubric the same; keep the current standard of 70% of the final papers submitted by students will earn a score of 75%. Continuing to include more writing within other parts of the curriculum and providing the pre-writing assessments will be part of the plan for the 19-20 year. In the Spring 2020 the instructors will review the Fall 2019 results and determine if any changes need to be implemented for the 2020 – 2021 year.

### PROGRAM OUTCOMES

**Program Outcome 1:** Graduates of the C.N. Hilton College of Hotel and Restaurant Management—San Antonio Campus will find employment after graduation.

**Program Outcome Assessment:** Each semester the Career Development and Placement Office contacts students via a survey to inquire the following:

- Employment status
- Company with whom an employment opportunity has been offered/accepted
- Position accepted
- Salary
- Area of interest
- Delaying employment to pursue a higher degree (Master/PhD)

The responses are compiled to obtain a percentage of those successfully finding employment opportunities or delaying employment because they are registering in an advanced degree program.

The results from the survey/inquires made by the Career Development and Placement Office were organized not only to establish whether a student had received an opportunity for employment but also the type of employment accepted and the compensation level. In addition, the data was analyzed to determine whether the student was able to find an opportunity in their area of interest. Results of the employment placement report are sent to the entire faculty.

**Performance Standard:** The standard is that 70% of all students graduating in a semester will have found employment opportunities or will have applied or been accepted for an advanced degree.

**Assessment Results & Analysis:** In 18-19, 100% of all graduating students (N = 10) reported being employed or applied/accepted to graduate school. The standard is exceeded for employment after graduation.

In the 2018/2019 year, the career placement office continued their programming which includes workshops and new partnerships with student organizations. These workshops consisted of speed interviewing workshop, planned an etiquette dinner and continued to improve on internship programming to prepare students to complete internships in preparation for the new curriculum requirement. Many local employers have also begun to volunteer to be part of the process to prepare students for the interview process.

They also continued to foster their partnerships with student organizations, including Eta Sigma Delta, the National Society of Minorities in Hospitality and A Taste of Hilton College to involve more students in experiential activities, strengthen their networks and improve industry relationships. The event management class called career fair management continues to involve a group of students in the planning and execution of the college's biannual career fair. The course has developed into a popular course among both graduate and undergraduate students for the ability to network with recruiters and the experience in organizing a large event. In addition, the San Antonio students are incorporated and highlighted at the Career Program every semester by participating as speakers



during the luncheon, getting further networking opportunities with the keynote speaker and other recruiters.

This continued focus and effort has contributed to the consistently high placement rate and has also attracted new and unique employers to the college. The quality of the offers made has gone up in addition to the breadth of companies that are recruiting at the College. More of the top hospitality employers are thinking of the Hilton College as a resource for not only operations managers, but also future leaders of their companies.

<b>Placement Rate</b>	<b>Fall 2018 &amp; Spring 2019</b>	<b>Total % of Students Employed/Graduate School</b>
Employed/Graduate School	10	<b>100%</b>
Searching	0	<b>0%</b>
<b>TOTAL</b>	<b>10</b>	<b>100%</b>

Historically,

<b>Year</b>	<b>N for graduating Undergraduate students</b>	<b>Undergraduate students employed or grad school</b>	<b>Total % students employed or grad school</b>
18-19	10	10	100
17-18	12	9	75
16-17	6	6	100
15-16	2	2	100

**Program Improvement Plans:** Career Placement will continue targeting students early and encouraging them to participate in more internship opportunities and student organizations. This has encouraged them to think about different hospitality career paths and has increased their marketability. They will also continue to provide a “career exploration” workshop, which led many to consider other career paths as well. In Fall 2019 there were staff changes in the placement office; however, due to the strong cross training and involvement in this area and having students to assist in managing the career fair all operated well. Plans for the 2019-2020 year will be to continue to provide the same if not more offering, to the students and getting back to full staffing.



**Program Outcome 2:** Graduates of the C.N. Hilton College of Hotel and Restaurant Management—San Antonio Campus will ensure high quality of academic advising services.

**Program Outcome Assessment:** In the semester when the application for graduation is submitted, students are provided a detailed survey to complete during the mandatory graduation orientation. The survey questions prompt students to rate various aspects of the HRM program, among them satisfaction with academic advising services. Students are asked to rate from 1 to 4 (1 being the lowest, 4 being the highest) the Office of Academic Advising based on the following criteria:

1. Ability to meet with an advisor
2. Quality of academic advising
3. Support in reaching your education goals
4. Prompt return of e-mails/phone messages
5. Quality of customer service

In addition, students are asked to provide any additional written comments that may provide more insight on the process.

The survey item responses will be reviewed to see if the relevant standard has been met. Additional comments provided by the students on the survey will also be reviewed. The survey tool used is Qualtrics, which allows for the data to be analyzed in multiple ways if necessary. Students in the San Antonio campus complete the same survey as Main Campus students. Results of the exit surveys are sent to the entire faculty.

**Performance Standard:** We expect that students will rate each item related to advising resulting in a mean of at least 3.5 out of a maximum of 4, based on the combined Main Campus/San Antonio results.

**Assessment Results & Analysis:** For the 2018– 2019 year, 4 of the San Antonio graduates completed the survey.

In order to improve the retention of students in our program, the San Antonio campus implements regular checks for students who fall into GPA based at risk categories. These are designed to help the student know they have support from the college and to help catch struggling students early in the semester. They also create a graphic which communicates the 30-hour residency requirement for students. Due to the nature of San Antonio students transferring the maximum of 66-hours, tracking hours is important to ensure meeting the residency requirement. Students are now more aware of the requirement and are working to comply. Currently the San Antonio campus has one advisor who serves multiple roles, they do however work closely with the main campus advisor and they assist as necessary.

No graduating San Antonio students responded to this survey question in Spring 2019. The student population in San Antonio is extremely small which accounts for this occurrence. However, additional efforts will be made to have San Antonio graduates complete surveys in the future. Many of the

students, instead responded to the Main Campus survey, so the findings are recorded within those results. During the 2019-2020 year efforts will be made to encourage the San Antonio students to complete the survey for their location to obtain feedback on the quality of advising for this student population.

Fall 2018—San Antonio Only

## Q2 - How would you rate your satisfaction with the Conrad N. Hilton College Office of Academic Services?

#	Question	Poor		Acceptable		Good		Excellent		Total
1	Overall quality of instruction	0.00%	0	0.00%	0	0.00%	0	100.00%	4	4
2	Intellectual challenge and stimulation	0.00%	0	0.00%	0	0.00%	0	100.00%	4	4
3	Ability to meet with a faculty member outside of class	0.00%	0	0.00%	0	0.00%	0	100.00%	4	4
4	Help in achieving academic/professional goals	0.00%	0	0.00%	0	0.00%	0	100.00%	4	4
5	Feedback about your skills and abilities	0.00%	0	25.00%	1	25.00%	1	50.00%	2	4
6	Feedback about your academic work	0.00%	0	25.00%	1	25.00%	1	50.00%	2	4

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count	Bottom 3 Box	Top 3 Box
1	Overall quality of instruction	4.00	4.00	4.00	0.00	0.00	4	0.00%	100.00%
2	Intellectual challenge and stimulation	4.00	4.00	4.00	0.00	0.00	4	0.00%	100.00%
3	Ability to meet with a faculty member outside of class	4.00	4.00	4.00	0.00	0.00	4	0.00%	100.00%
4	Help in achieving academic/professional goals	4.00	4.00	4.00	0.00	0.00	4	0.00%	100.00%
5	Feedback about your skills and abilities	2.00	4.00	3.25	0.83	0.69	4	50.00%	100.00%
6	Feedback about your academic work	2.00	4.00	3.25	0.83	0.69	4	50.00%	100.00%

Historically (Main Campus):

Year	N =	Q#1: Ability to meet	Q#2: Quality of advising	Q#3: Support in reaching goals	Q#4: Prompt response to e-mails/ phone	Q#5: Quality of service
18-19	116	3.64	3.46	3.47	3.60	3.61
17-18	161	3.68	3.65	3.69	3.66	3.70
16-17	158	3.75	3.72	3.74	3.76	3.76

**Program Improvement Plans:** The academic advising office continues to find ways to get more feedback from graduating students. Continuing to verify contact information after graduation through the alumni office and providing opportunities for students to complete the surveys before graduation is a focus. Additional focus will be placed on providing availability to meet with students either in person or remotely (i.e. online). Finding innovative ways to obtain feedback from the students will assist in developing ways to improve the quality of advising. The San Antonio campus will make an effort to get students to answer their campus survey specifically.

The academic advising office will continue to also work with faculty to identify students experiencing difficulty in their course work. In order to provide support in reaching their education goals, in the 2019 – 2020 year the Office of Academic advising will continue to work with faculty to use the new Navigate program to help identify issues early on in the semester and find the resources that can help the students successfully complete their coursework. In addition, the advising processes used will be reviewed so that information provided to students during advising is relevant and clear so they understand the progression of courses, as this will also help them achieve their academic goals.

A future goal is as the San Antonio Campus population increases, that a full time advisor can be added. The role of this position would be to just focus on advising instead of having multiple responsibilities in addition to advising. One position along with the support of the main campus will provide the students with more onsite resources.

### Attachments:

HRMA 4353- Supervision & Leadership in the Hospitality Industry Written Paper Criteria and Grade Sheet

### **HRMA 4353--Supervision & Leadership in the Hospitality Industry Written Paper Criteria and Grade Sheet**

#### **1. Format (15 possible points):**

Title  
Subtitles (*in left hand margin*)  
Team #/Student I.D. #'s on both pages ( no names on paper)  
Grading sheet attached?  
Was the space used wisely? Not more than one page?  
Font, spacing, and easy to read?

#### **2. Introduction (14 possible points):**

Are the topics briefly introduced?  
Is the organizational format established?

#### **3. Relevant to Core Material (14 possible points):**

Did it refer to concepts discussed in-class and assigned readings?

#### **4. Concern for Details (14 possible points):**

Was the topic discussed as thoroughly as possible given the space constraints?  
Were key points identified and discussed?  
Was the information accurate?

#### **5. Application (14 possible points):**

Was the information applied to the industry with a very specific example?

#### **6. Grammar (24 possible points):**

Grammar  
Spelling (3 points off for each misspelled word; do not rely on spellcheck)  
Punctuation  
Word choice

#### **7. Overall Presentation (5 possible points):**

Did the paper flow overall?  
Was the total presentation and the format of the information presented in an organized fashion?

#### **TOTAL (100 possible points)**