

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO: AAC 16-08

COMMITTEE DATE: December 1, 2015

BOARD DATE: December 8, 2015

**APPLICATION OF BRISTOL COMMUNITY COLLEGE TO AWARD THE ASSOCIATE
IN APPLIED SCIENCE IN HOSPITALITY MANAGEMENT**

MOVED: The Board of Higher Education hereby approves the application of **Bristol Community College** to award the **Associate in Applied Science in Hospitality Management**.

Upon graduating the first class for this program, the College 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.

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

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

BOARD OF HIGHER EDUCATION

December 2015

Bristol Community College Associate in Applied Science in Hospitality Management

INTENT AND MISSION

The proposed Associate in Applied Science (AAS) in Hospitality Management proposal aligns with the mission of Bristol Community College (BRCC) as the leading resource for education and workforce development in southeastern Massachusetts. The proposed program intends to prepare students to meet regional and local business and labor market needs, develop active partnerships with related regional business and industry, expand career pathways for students, and provide the hospitality industry with an educated and trained workforce.

Hospitality courses and certificates supporting the tourism industry in the region have been offered at Bristol for over a decade. With the advent of the destination casinos and gaming statewide and a renewed development of local tourism in southeastern Massachusetts, the College assessed the offerings with the assistance of local employers. The result is a repackaging and re-engineering of current offerings and a more robust interdisciplinary approach to hospitality education aimed to maximize career opportunities for graduates.

The program will offer students the opportunity to develop communication, organization, and critical-thinking skills, and to learn practical preparation for entry into the hospitality industry. Students will develop foundational knowledge of the hospitality industry in general, with more discrete understanding in one of four areas of concentration, and a wide range of interpersonal and customer service skills. It will be housed within the "CATCH" Institute (Culinary Arts, Tourism, Casino and Hospitality), created by the College in Fall 2013. CATCH is the organizational hospitality umbrella housing the Culinary, Baking and Pastry Arts, and the Hospitality programs/courses. This packaging of existing offerings, together with a restructuring and development of Hospitality courses, was created to provide students with access to interdisciplinary training in all the skills needed to manage the many different parts that make up the hospitality industry.

The required letter of intent for the proposed program has obtained all necessary governance approvals on campus and was approved by Bristol Community College's Board of Trustees on August 25, 2014. The required letter of intent was circulated on March 19, 2015. No comments were received.

NEED AND DEMAND

National and State Labor Market Outlook

The accommodation and food services sector makes up approximately 8 percent of all employment nationally and is in an industry already facing a range of workforce challenges including an aging workforce population, shortages of skilled workers, language issues with entry level employees, and a lack of "professional" customer service employees.¹

¹ http://www.doleta.gov/brg/indprof/hospitality_profile.cfm - retrieved 10/13/15.

The proposed program was developed by BRCC in response to the report, 'A *Statewide Initiative Addressing the Workforce Needs of the Gaming Industry in Massachusetts*'², which estimated that the state's casino gaming industry will present some 10,000 job openings in the near future. The report emphasized that a scale-up effort should begin in order to meet the needs of the industry for job openings.

Nationwide, restaurants added 289,600 new industry positions over the previous year³, while the Massachusetts meal tax collections, an economic indicator for the restaurant industry in the state, increased by 5.7 percent between Fiscal Year 2014 and 2015, and surpassing \$1 billion in annual collections⁴. The hotel management concentration is expected to prepare students for hotel general manager positions that do not require a baccalaureate degree have excellent growth potential⁵. According to the U.S. Bureau of Labor Statistics, lodging managers, including hotel general managers, held 50,400 jobs in the U.S. in 2012 and applicants with a degree in hotel or hospitality management are expected to have the best job opportunities⁶.

The Southeastern Massachusetts Visitors Bureau has a new tourism initiative that includes an effort to attract local customers as well those who live outside the area, including international tourists. In addition to the growing number of local employment opportunities, there continues to be local demand for leisure and hospitality workers⁷. BRCC considers itself to be well situated to help meet this demand with tourism venues in Boston and Cape Cod as well as Newport (R.I.), all less than an hour away from the campus.

Recent reports indicate that there is a short supply of potential candidates for the majority of jobs in management occupations in the Bristol County hospitality industry. Given the number of employers looking for talent, these positions are relatively hard to fill both nationally and regionally⁸.

Student Demand

BRCC cited the increase in enrollments in the Casino Operations and Gaming Services concentration of the Business Administration program from 5 students in 2010 to 14 students in 2014 as evidence of student demand, along with the fact that BRCC has conferred 592 degrees in Culinary Services since 2005.

OVERVIEW OF PROPOSED PROGRAM

The proposed program is planned to be part of the BRCC CATCH Institute, which was created for the purpose of organizing these related areas of study in a connected manner, and to 'brand' the concentrations and program under one entity within the college.

² <http://massgaming.com/wp-content/uploads/Commissioner-Packet-10.02.2012.pdf>

³ <http://www.restaurant.org/News-Research/News/Industry-employment-continues-to-grow> retrieved 10/13/15

⁴ <http://www.themassrest.org/economic-indicators.html>) retrieved 10/13/15

⁵ <https://www.wantedanalytics.com> retrieved 5/11/15

⁶ <http://www.bls.gov/ooh/management/lodging-managers.htm> retrieved 5/11/15

⁷ https://www08.wellsfargomedia.com/downloads/pdf/com/insights/economics/regional-reports/Northeastern_Economic_Outlook_04142015.pdf

⁸ <https://www.wantedanalytics.com> retrieved 5/11/15

Duplication

Compared to other Massachusetts Community Colleges with related programs, Bristol has awarded the most degrees in Personal and Culinary Services over the past 10 years (2005-2014) with 592 degrees conferred, followed by North Shore with 564. Johnson and Wales University (Rhode Island) had the largest number of graduates in 2012-2013 with 1,436 degrees conferred, 934 of which were associate degrees. Cape Cod Community College offers an A.S. in Business Administration with a Hospitality Management concentration and Holyoke Community College offers a certificate and an A.S. in Hospitality Management.

ACADEMIC AND RELATED MATTERS

Admission

Requirements for admission to the proposed program are expected to follow BRCC's guidelines for evidence of a high school diploma or equivalent. It is expected that candidates will be required to pass college level placement tests in math and English prior to enrollment. Candidates must complete the college application process, including submission of a completed application and official final high school transcripts, be available to register within the program's set schedule of classes and times and meet the professional uniform requirements.

PROGRAM ENROLLMENT

<i>Number of Students</i>	Year 1	Year 2	Year 3	Year 4*
New Full-Time	25	40	40	40
Continuing Full-Time	10	30	35	35
New Part-Time	5-8	5-8	10	10
Continuing Part-Time	5	5	7-8	7-8
Totals	50-53	85-88	97-100	97-100

Curriculum (Attachment A)

The proposed program is expected to provide a broad education in the four major hospitality areas and enable students to select an area of career interest in a short period of time. Offering a broad hospitality education in the first two semesters is expected to provide Students with an overview of content and enable them to make an informed selection for the final two semesters. Once students select an option, immersion in a two-semester concentration will develop knowledge in a specific area of the hospitality profession.

Internships or Field Studies

All students in the Hospitality Management Program are required to complete a three credit hour Cooperative Work Experience (CED210). Students are required to have completed at least 27

credits in their program of study and maintained at least a 2.5 grade point average. All students are pre-screened by the Co-op office prior to being placed with an employer. During the semester, students are required to:

- Work a minimum of 150 hours
- Attend the weekly Cooperative Education Seminar
- Develop a Learning Agreement, which incorporates input from the student, faculty, and supervisor
- Complete all written assignments, including a final paper, reflective journal, and self-evaluations

Employers are required to complete a Student Evaluation for each student employee and a Co-op Program evaluation each semester. The College plans to recruit hospitality employers for this program through its Advisory Committee and direct contacts to the various individuals at hotels, restaurants, travel/tourism attractions. The College is aware that there may be placement challenges in the casino industry, due to it being heavily regulated with many employees required to be licensed, but is committed to developing work based educational experiences for these student in some format.

In addition to the students' Co-op experiences, a variety of field trips to local sites where students can learn about the hospitality industry are planned for each of the concentration options. BRCC has budgeted \$1,250 per option to provide these learning experiences to students. Field trips, especially in the introductory semesters will be an integral component of the program. It will be impossible to provide the range of career accesses on campus, therefore field trips to venues such as hotels, casinos, and various nearby tourist sites will be undertaken. This will serve to provide the students with real life experiences on which to base their decisions for the career options selections for the third and fourth semesters.

RESOURCES AND BUDGET

Fiscal (Attachment B)

BRCC is prepared to support the implementation of the proposed program, and plans to absorb the operating deficit in year 1 and future years if necessary. Culinary Arts is already an established degree program at the College and does not present additional expenses.

Faculty and Administration (Attachment C)

The CATCH Institute is directed by a full-time, tenured professor at the College. This proposal will be under the CATCH Institute umbrella and his direction. This salary is figured with a 3.5 percent annual increase.

There is currently one full-time hospitality professional—an assistant professor, who has a one course release each semester for recruitment purposes. He is responsible for the advising of all the students in the hospitality courses and for teaching 4 courses each semester (8 per academic year). This salary is figured with a 3.5 percent annual increase. The current faculty complement consists of full-time professors and adjunct instructors with appropriate degrees in hospitality management, business administration, nutritional science, culinary arts, baking and pastry arts, education, and leadership. The degrees range from the associate level through the doctoral level, and all the individuals have significant classroom teaching experience and practical experience in their respective areas of expertise.

General administrative costs were factored in at \$20,000 per year with a two percent annual increase to cover inflation. General administrative costs include postage; signage; stationery; business cards; mileage for recruitment, presentations, and applicant orientations; faculty and staff uniforms; conferences; etc. The budget for a year-round half-time staff person is \$24,050.

Facilities, Library and Information Technologies

A one-time start-up cost for the new Gaming Lab and the Security Room has been estimated using the typical industry figure of \$80 per square foot for an area encompassing 1,500 square feet.

Adding to the operating costs, the first two years are estimated to minimally cost \$1,000 per year to cover incidentals for the gaming lab (such as cards, dice, chips, etc., items that have a limited shelf life). In subsequent years, \$3,000 per year will be required as the labs get additional use not only in the credit area but also in the non-credit area. Additionally, there may be a need for additional games to be taught as the need for additional dealers emerges. This will be accomplished by purchasing a variety of new game tops to be accommodated on the existing tables.

Costs for the gaming lab and library materials will run \$5,000 for the first year. Since the first year of the program will be a start-up, BRCC will purchase a minimum amount and variety of support equipment. Once program enrollment increases, and there are more students enrolled in each of the gaming courses, the College expects a trend towards certain games will develop. An increase to \$10,000 then to \$10,404 over the next three years will allow for more targeted purchases of materials once students select and settle into the various courses. This amount will also provide for general replacement materials for the Gaming Lab.

The facilities and equipment necessary for the implementation of the degree can be broken down into two areas—existing and proposed.

The Culinary Arts Kitchen and the Grady Dining Room, which are currently in use for the Culinary Arts Program, will accommodate the students in both the introductory and advanced courses, requiring only the addition of a minimum amount of supply budget money needed for disposable items. The existing computer labs on the campus will easily accommodate the anticipated numbers of enrollees. Specific software to accommodate the program needs will be at minimal additional cost. The existing Eileen T. Farley Learning Resources Center can accommodate the reference books and literature needed for the students in the program without the addition of any physical space.

The two areas which need to be provided for in the implementation of this program are a Casino Lab and a Hospitality Lab. The Casino Lab is planned for a summer 2016 opening at the College's Career Center in Taunton (Mass.). This site will contain poker, blackjack, craps, and roulette stations needed to train the students in the Casino option. It will also be available for non-credit, short-term training formats, as scheduling permits.

The Hospitality Lab is still in the planning phase and will be used for the practical training of individuals in the hotel management option. In addition, the lab will have extensive use in non-credit, short-term training formats.

Affiliations and Partnerships

BRCC maintains 12 articulation agreements in the areas of accounting, marketing, and business with nine local high schools in Massachusetts through the Career Vocational Technical Education (CVTE) Linkages program. In addition, the CVTE Linkages program has 47 articulation agreements in Culinary Arts with 15 local high schools in Massachusetts and 3 high schools in Rhode Island. While these are not agreements specifically for the Hospitality Management program, many of the courses covered by these agreements are included in the proposed curriculum, including introductory courses in accounting and business. This would allow a high school graduate from one of these high schools to 'earn' articulated credits prior to enrollment. BRCC expects to expand these agreements to include the proposed program once Board approval has been established.

The proposed program is designed as a career program for students being prepared for employment. It is also transferable to regional business, hospitality, and culinary arts baccalaureate degree-granting institutions. BRCC reports that 60 percent of the program credits will be transferable to the UMass Amherst Isenberg School of Management, Salem State University, Fitchburg State University, and Johnson & Wales University. Reviews of the proposed curricula by the School of Hospitality and Tourism Management at Purdue University suggest that students will likely have additional transfer options. Students will be eligible to take advantage of many bachelor's degree completion opportunities, including programs with Newbury College in business administration, Wentworth Institute of Technology in project management, and Eastern Nazarene College in business management.

An academic advisory committee consisting of industry professionals was formed in the development of the CATCH Institute and proposed program. The members of this committee meet twice a year to review proposals, changes, and activities within the curriculum. The committee membership is well-rounded including local employers from the casino, hospitality, food service, and tourism industries, as well as academic representation including college faculty and workforce partners. The College intends to recruit additional Advisory Committee members once the program has been approved.

The following individuals have agreed to serve on BRCC's Hospitality Management Advisory Committee:

- Mr. E. Jon Bjornson, Assistant Professor of Hospitality, Bristol Community College
- Chef John Caressimo, Director of the CATCH Institute, Bristol Community College
- Mr. Andre Howell, Vice Pres. of Operations, The Multicultural Foodservice & Hospitality Alliance
- Mr. R. Christian LaFrance, Catering Operation/Restaurant (White's of Westport)/Multi-Unit Hotel Owner Operator
- Ms. Gretchen O'Brien, Recruiting Specialist, Newport Harbor Corporation
- Mr. Andrew Rebello, Guidance Counselor, Diman Regional Vocational High School
- Mr. Barry Rhodes, Food Service Director, Plainridge Slot Parlor
- Mr. Paul Robillard, Coordinator of Casino Program, Bristol Community College
- Ms. Cynthia Rose, Chief Magistrate (retired), Mass. Court System, and Current BRCC Board of Trustees Member
- Mr. Thomas Wright, Former VP, Johnson & Wales Culinary Division; President, THEE Food Services Consultants; Consultant to the Mashpee Indian Nation (re: Casino Initiative)

Field trips, as stated above, will be an integral component of the program, especially in the introductory semesters. They will provide students with real life experiences on which to base their decisions for the career options selections for the third and fourth semesters. These field trips, coupled with their Co-op experiences will contribute to their educational experience as a whole and provide them with firm, solid opportunities to decide their possible life's career choice.

PROGRAM EFFECTIVENESS

Goal	Measurable Objective	Strategy for Achievement	Timetable
TOURISM MANAGEMENT: To place students in positions relative to the tourism industry	A placement rate of 85% of the total number of graduates is anticipated.	<ol style="list-style-type: none"> 1. Secure a relevant member of the industry for service on the advisory board. 2. Provide relevant courses and a Co-op experience to provide the means to secure employment in the field. 	<p>2-3 years from the commencement of the first class.</p> <p>Anticipated start date, 1/16</p>
CASINO MANAGEMENT: To place students in casino and casino-related positions in the destination casinos/slot parlors	A placement rate of 90% of the total number of graduates is anticipated	<ol style="list-style-type: none"> 1. Secure a relevant member of the industry for service on the advisory board. 2. Provide relevant courses to provide the means to secure employment in the field. 3. Construct a Casino Lab to allow for actual, on-site practice in the four primary casino games: poker, roulette, blackjack, and craps to enable the students to develop the necessary skills to be hired as a dealer in a casino. 	<p>2-3 years from the commencement of the first class.</p> <p>Anticipated start date, 1/16</p>
HOTEL MANAGEMENT: To place students in hotels, motels, and other facilities offering similar amenities	A placement rate of 85% of the total number of graduates is anticipated	<ol style="list-style-type: none"> 1. Secure a relevant member of the industry for service on the advisory board. 2. Provide relevant courses and a co-op experience to provide the means to secure employment in the field. 3. Construct a Hospitality Lab to allow the students to 	<p>2-3 years from the commencement of the first class.</p> <p>Anticipated start date, 1/16</p>

		develop the practical skills necessary to secure employment in the Hotel field.	
FOOD SERVICE MANAGEMENT: To place students in positions in foodservice management positions in a variety of operations offering foodservice.	A placement rate of 90% of the total number of graduates is anticipated.	<ol style="list-style-type: none"> 1. Secure a relevant member of the industry for service on the advisory board. 2. Provide relevant courses and a co-op experience to provide the means to secure employment in the field. 3. Work in concert with the Culinary Arts Program to allow the management students to have exposure to actual food service activities. This will give the hospitality students the ability to develop the practical skills needed to secure employment in the field. 	<p>2-3 years from the commencement of the first class.</p> <p>Anticipated start date, 1/16</p>

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

Roberta Allison, M.Ed., Associate Professor in the Roger B. Saunders School of Hospitality Management at Newbury College in Brookline MA; and Albert W.A. Schmid, M.A., Chair of the Department of Hotel and Restaurant Management, at Sullivan University in Louisville Kentucky, reviewed the proposed program.

The reviewers found the proposed program to provide students with a substantial introduction to broad areas of human knowledge through the general education requirements. The team also commented that the core courses for the major presented students with the appropriate curriculum and requirements to be ready to enter the field of Hospitality Management. The reviewers commended the program for providing student with practical work experiences for each of the concentrations, and noted that these were also clearly aligned with workforce needs in the state.

In addition, the reviewers expressed concern in two areas. They thought that many of the courses offered in second year could be numbered in the 200's because the content level seemed to warrant higher course numbers. The team also suggested several minor changes to the curriculum and questioned the absence of electives within the concentrations.

In response to the review team, BRCC appreciated the support and validation for the program design. BRCC responded to course numberings with the explanation that some existing courses were brought into the major because of their content, and the actual numbering had not been addressed. BRCC plans to revisit this during fall 2015 curriculum advisory meetings and make adjustments. In response to questions regarding electives, BRCC noted that the concentrations were designed to be a clear pathway to completion for students. Adding

electives within concentrations may potentially divert students from completing in a timely manner with no more than 60 credits. In addition, the cohort design and anticipated enrollment numbers do not provide enough students to fill multiple elective courses.

STAFF ANALYSIS AND RECOMMENDATION

Staff thoroughly reviewed all documentation submitted by the **Bristol Community College** and external reviewers. Staff recommendation is for approval of the proposed **Associate in Applied Science in Hospitality Management**.

ATTACHMENT A: CURRICULUM

Required (Core) Courses in the Major (Total number of courses required = 14)		
<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
ACC 101	Principles of Accounting I	4
BUS 111	Business and Financial Mathematics	3
BUS 155	Business Ethics	3
CED 210	Cooperative Work Experience	3
CSS 101	College Success Seminar	1
CUL 160	Introduction to Hospitality Food Services	3
ECN 111	Principles of Economics - Macro	3
ENG 101	Composition I: College Writing	3
ENG 102	Composition II: Writing about Literature	3
BUS 121	Introduction to Travel, Tourism and Hospitality	3
BUS 137	Event Management and Marketing	3
BUS 140	Introduction to Casino Operations	3
MAN 101	Principles of Management	3
MAR 101	Principles of Marketing	3
	Required Credits	41
Elective Courses (Total # courses required = 7-9)		
All Hospitality Management students choose one of each of the following:		
HST Elective	Historic Awareness Elective	3
SCI Elective	Scientific Reasoning and Discovery Elective	3-4
Casino Management Concentration Courses:		
BUS 141	Casino Loss Prevention	3
BUS 142	Gaming and Social Policy	3
BUS 150	Introduction to Casino Games	2
Students will select 2 out of 4 dealing courses:		
BUS 151	Introduction to Dealing: Poker	3
BUS 153	Introduction to Dealing: Roulette	3
BUS 154	Introduction to Dealing: Craps	5
BUS 156	Introduction to Dealing: Blackjack	3

Casino Management Credits		20-23
Food Service Management Concentration Courses:		
CIS 113	Hospitality Management Information Systems	3
CUL 121	Dining Room Functions I	2
CUL 123	Mixology and Bar Management	2
CUL 140	Sanitation for Culinaricians	2
CUL 240	Purchasing for Culinaricians	2
CUL 241	Food Service Operations and Career Development	2
RMN 118	Workshop on Team Development and Managerial Communications	1
Food Service Management Credits		20-21
Hotel Management Concentration Courses:		
BUS 124	Sales and Customer Service for Tourism and Hospitality	3
BUS 126	Hotel and Motel Management and Operations	3
BUS 128	Hospitality Property Management System and Revenue Management	3
BUS 129	Hospitality Managerial Accounting	3
RMN 118	Workshop on Team Development and Managerial Communications	1
Hotel Management Credits		19-20
Tourism Management Concentration Courses:		
BUS 120	Group Tour Planning	3
BUS 122	Tour Destination Planning	3
BUS 123	Meeting Planning and Convention Sales and Service	3
BUS 124	Sales and Customer Service for Tourism and Hospitality	3
BUS 131	Principles of Community-based Tourism	3
Tourism Management Credits		21-22
Distribution of General Education Requirements		# of General Education Credits
Arts and Humanities, including Literature and Foreign Languages		6
Mathematics and the Natural and Physical Sciences		6-7
Social Sciences		6
General Education Credits		18-19

ATTACHMENT B: 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>
	Institute Director(Salary) (W/5 reassignments)	\$85,168	\$88,149	\$91,234	\$94,427
	Full Time Faculty(Salary) (1 w/1reassignment)	60,233	62,341	64,523	66,781
	Fringe Benefits	42,166	44,395	46,727	49,169
	Part Time/Adjunct Faculty (Salary & Fringe) (4)	\$14,520	\$120,864	\$125,568	\$130,656
	Staff (1)	\$24,050	\$24,772	\$25,515	\$26,280
	General Administrative Costs	\$20,000	\$20,400	\$20,808	\$21,224
	Instructional Materials, Library Acquisitions	\$5,000	\$10,000	\$10,200	\$10,404
\$120,000	Facilities/Space/Equipment	\$1,000	\$1,000	\$3,000	\$3,000
	Field & Clinical Resources	\$5,000	\$5,000	\$5,000	\$5,000
\$12, 485	Marketing	\$5,900	\$5,900	\$2,000	\$2,000
	TOTALS	\$263,037	\$382,821	\$394,575	\$408,941

<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				
	Tuition (\$24/credit)	\$30,528	\$50,688	\$57,600	\$57,600
	Fees (\$155/credit)	\$197,160	\$327,360	\$372,000	\$372,000
	Departmental				
	Reallocated Funds				

	Other:				
	Instructional Support Fee:	\$11,448	\$19,008	\$21,600	\$21,600
	Student Support Fee:	\$3,922	\$6,512	\$7,400	\$7,400
	TOTALS (REVENUE)	\$243,058	\$403,568	\$458,600	\$458,600
	PROFIT/LOSS	(\$19,979)	\$20,747	\$64,025	\$49,659

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 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- or Part-time in Program	Full- or part-time in other department or program (Please specify)	Sites where individual will teach program courses
Bjornson, Edward MS – Hospitality Mgt. Assistant Professor		<ul style="list-style-type: none"> • Intro. to Hospitality and Tourism (C) • Events Mgt (C) • Sales / Service for Tourism / Hosp.(C) • Hotel / Motel Mgt and Operations (C) • Hospitality Property Mgt. Systems and Revenue Mgt. (C) • Hospitality Managerial Accounting (C) 	1 1 1 1 1	III	Full Time		• Fall River Campus
Cabral, Gloria Masters of Education, Professor	✓	<ul style="list-style-type: none"> • Food Service Ops. Career Develop (C) 	1	III			• Fall River Campus
Martinez, Esteban B.S. – Culinary Arts, Chef Instructor		<ul style="list-style-type: none"> • Intro to Hospitality Food Service (C) 	1	III			• Fall River Campus
Billington, Robert Doctorate of Educational Leadership, Instructor		<ul style="list-style-type: none"> • Convention Sales and Service (C) • Principles of Community Based 	1 1	III			• Fall River Campus

		Tourism (C)					
Boker, Eldad Ed.D., Higher Education, Instructor		<ul style="list-style-type: none"> • Group Tour Plan (C) • Tourism Destination Planning (C) 	1 1	III	Part Time		• Fall River Campus
Hobin, Stephen A.O.S. – Culinary Arts, Adjunct Instructor		<ul style="list-style-type: none"> • Dining Room I (C) • Mixology (C) 	1 1	III	Part Time		• Fall River Campus
Robillard, Paul MBA – Business, Instructor		<ul style="list-style-type: none"> • Intro. To Casino Operations (C) • Casino Loss Prev.(C) • Intro. To Casino Games (C) • Introduction to Dealing: Poker (C) • Introduction to Dealing: Black Jack (C) 	1 1 1 1 1	III	Part Time		• Fall River Campus
St. Amour, Suzanne M.S. – Nutritional Science, Instructor		<ul style="list-style-type: none"> • Sanitation • Purchasing for Food Service Managers 	1 1	III	Part Time		• Fall River Campus