



RED RIVER COLLEGE
OF APPLIED ARTS, SCIENCE AND TECHNOLOGY

**Hotel and Restaurant Management
Curriculum Validation – Program Renewal
Interim Report July 2014**

Submitted to:

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Hotel and Restaurant Management Curriculum Validation - Program Renewal Final Report

Introduction

The Hotel and Restaurant Management program is one of three programs offered by the School of Hospitality and Culinary Arts (SHCA). Along with the Culinary Arts and Professional Baking programs, the Hotel and Restaurant Management (HRM) program moved in spring 2012 from the Notre Dame Campus to new state of the art college facilities, the Paterson Global Foods Institute, in downtown Winnipeg.

Hotel and Restaurant Management is a two year 6 term diploma program that has an optional exit, with a certificate, after one year. The program includes two 16 week Co-operative Education work practicums and students also complete practical course work in the food and beverage outlets operated by the school, which are open to the public. The Hotel and Restaurant Management stream was one of two majors formerly offered in the former Hospitality and Tourism Program. The Tourism Management stream was suspended in 2012 by the former RRC President Forsyth and is currently not available. The program is not accredited by Apprenticeship Manitoba.

In February 2013, then recently hired Dean Muller of the School of Hospitality and Culinary Arts (SHCA), nominated the Hotel and Restaurant Management program, along with the other two programs for Program Renewal to be led by three Program and Curriculum Development (PCD) Curriculum Consultants. Due to limited resources in both PCD and the SHCA, only the Hotel and Restaurant Management and Culinary Arts programs were accepted for renewal to start in March 2013. Both the Hotel and Restaurant Management and Culinary Arts programs had previously undergone program renewals, in 2004 for Culinary Arts and in 2005 for Hotel and Restaurant Management. (One of the recommendations in the previous HRM Program Renewal was the development of a common first year with second year majors in Tourism or Hotel and Restaurant Management along with a program name change to Hospitality and Tourism Management). The Professional Baking Program Renewal started in September 2013.

The intent of the Curriculum Validation process is to analyze the current status of the program and to chart a course for renewal. The process uses a structured format resulting in a five (5) year renewal plan.

Program Renewal Deliverables

The Hotel and Restaurant Management Program Renewal process involved eight (8) interrelated deliverables:

1. Environmental Scan and Analysis of the key findings of similar programs across Canada
2. Industry Occupational Analysis (DACUM)
3. Graduate Skills and Abilities and Gap Analysis Chart
4. Graduate Profile
5. Focus Group Summaries – both Current Students and Graduates
6. Program Renewal Vision, Goals, and Actions
7. A Five (5) Year Program Renewal Plan in Gantt Chart format
8. Final Report

Interim Report

This report is designated as Interim because deliverable seven, “A Five (5) Year Program Renewal Plan in Gantt Chart format”, is not yet completed. The renewal plan goals and actions have been developed by former Dean Muller but timelines have not been assigned. The program Chair has indicated that timelines will be assigned at a future time, when resources are identified for implementation of the plan.

Outcomes from the Deliverables

Environmental Scan and Key Findings (Appendix A)

The Environmental Scan provides the faculty and Dean with information about similar programs that are offered in Colleges locally and nationally. The Curriculum Validation facilitator gathered information on similar programs and trends influencing their development and direction. The information was gathered by the Curriculum Validation Facilitator through web sites, email and telephone contact. The scan gathered information under the following categories:

- Name of Institution, Location, Contact Person
- Size of Program, Intakes and Student Demographics
- Faculty size, Qualifications, Contact time
- Credential Issued
- Program Features
- Work Placements and Outlets
- Curriculum Model
- Curriculum Content
- Student Assessment
- Current and Coming Challenges
- Unique Courses & Features
- Curriculum Renewal
- Partnerships
- Additional Information (Other and Comments)

For the Hotel and Restaurant Management Program Renewal, nine (9) programs were scanned.

Institution	Location	Program/Credential	Length	Other Programs Offered
1. RRC School of Hospitality & Culinary Arts-Paterson Global Foods Institute	Winnipeg MB	Hotel and Restaurant Management Diploma (formerly Hospitality and Tourism Mgmt–Tourism major is currently under review)	2 years	1. Hospitality and Tourism Management Courses (part-time courses) 2. Hospitality & Tourism Management Certificate (1 year)
2. Assiniboine Community College	Brandon, MB	Hotel and Restaurant Management Diploma	2 years	1. Hotel and Restaurant Management Certificate (1-year)
3. Algonquin College-School of Hospitality and Tourism	Ottawa, ON	Hospitality Management – Hotel and Restaurant Diploma	2 years	1. Bachelor of Hospitality and Tourism Management (4-year degree) 2. Tourism and Travel (2-year diploma) 3. Event Management (1-year certificate) 4. Food and Nutrition Management (1-year certificate) 5. Spa Management (1-year certificate)
4. George Brown College-School of Hospitality and Tourism Management	Toronto, ON	Hospitality, Tourism and Leisure Diploma	2 years	1. Bachelor of Applied Business - Hospitality Operations Management (4-year degree) 2. Special Events Planning (2-year diploma) 3. Hotel Management International (2-year diploma) 4. Hospitality Services (1 year certificate)
5. Holland College Tourism and Culinary Centre	Charlottetown , PEI	International Hospitality Management	2 years	No other programs offered
6. NAIT-School of Hospitality and Culinary Arts	Edmonton, AB	Hospitality Management Diploma	2 years	1. Hospitality Management Certificate with English Language Training 2. Hospitality Management Certificate 3. Hotel and Restaurant Supervision Certificate
7. New Brunswick Community College	St. Andrews, NB	Hospitality & Tourism Operations: Hotel and Restaurant Certificate	10 months	1. Event Management Certificate (1 year) 2. Hospitality & Tourism Operations: International Travel and Tourism (1-year certificate)
8. SAIT Polytechnic-School of Hospitality and Tourism	Calgary, AB	Hospitality Management Diploma	2 years	1. Travel and Tourism (2-year diploma)
9. SIAST	Saskatoon, SK	Hospitality Management Diploma	2 years	1. Food and Nutrition Management Diploma (2 years) 2. Recreation and Tourism Management Diploma (2 years) 3. Sustainable Tourism Certificate (5 months, 27 hrs. per week)

Key Findings from the Environmental Scan

1. Most Common Credential Awarded

- 8 of 9 programs scanned offer a 2-year Diploma program (NBCC offers a 10-month Certificate)
- 3 of 9 programs offer a 2-year Diploma called "Hospitality Management Diploma"
- RRC and ACC programs are named "Hotel and Restaurant Management"
- Holland College offers a 2-year Diploma called "International Hospitality Management"
- George Brown College offers a 2-year Diploma called "Hospitality, Tourism and Leisure"
- George Brown and Algonquin offers a 4 year Bachelor Degree in Applied Business - Hospitality Operations Management
- Algonquin offers a 4 year Bachelor degree in Hospitality and Tourism Management
- 0 of 9 programs have streams or majors within the program

Tourism Credential Offered

- 3 of 9 colleges offer a Tourism Diploma program (2 yrs)
- 2 of 9 colleges offer a Tourism Certificate program (1 yr or less)
- 1 of 9 college offer a Tourism Bachelor Degree program (4 yrs)

2. Program Intakes

Only RRC offers 3 intakes/year

- Algonquin and George Brown have 2 – fall & winter
- 6 of 9 programs have a September intake only

3. Class Size

Class size for the 9 programs scanned ranges from 10-160 students for the September intake

- **RRC - 40 students each intake – Sept, Jan, & May** - 2013 is the first year to have 120 students in 3 intakes
- George Brown - 160 students in September, 50 in January
- Algonquin - 110 students in September, 40 in January
- SAIT - 120 students in September
- NAIT - 40 students in September (20 students for part-time evening program)
- SIAST - 30 students in September
- Holland - 25 students in September
- ACC - 20 students in September
- NBCC - 20 students in September

4. Student Attrition/Retention

- **RRC program graduates an historical average of 25/year.**
- George Brown - approx. 160 grads/year
- Algonquin - approx. 85 grads/ year
- SAIT - NA grads/ year
- NAIT - approx. 25 grads/ year
- SIAST - approx. 12 grads/ year
- Holland - approx. 20 grads/ year
- ACC - approx. 6-8 grads/ year
- NBCC - approx. 16 grads/ year

5. Demographics

International Students: 5 of 9 programs at 25% or 30% (range is from 10 - 30%)

7 of 9 programs have more female than male students (range is from 50:50 NAIT & Holland to 75:25 at George Brown)

- **RRC - 35% come directly from high school, 70% female:30% male ratio, and 30% are international students**
- George Brown - approx. 70% direct from high school, 75% female:25% male, 10% international students
- Algonquin - approx. 60% direct from high school, 60% female:40% male, 25% international students
- SAIT - % NA direct from high school, 60% female:40% male, % NA international students
- NAIT - approx. 80% direct from high school, 50% female:50% male, 30% international students
- SIAST - approx. 25% direct from high school, 60% female:40% male, 25% international students
- Holland - approx. 20% direct from high school, 50% female:50% male, 20% international students
- ACC - approx. 30% direct from high school, 65% female:35% male, 30% international students
- NBCC - approx. 60% direct from high school, 60% female:40% male, 10% international students

6. Faculty Numbers & Contact Hours

Naturally, the larger programs have more faculty. All programs except for George Brown have more FT faculty than PT

Contact Hours range from 9 to 24/week but average 20-22/week

- **RRC - 6 FT instructors, 1 Education Asst. (EA) working with students in the bar of Jane's Restaurant. Business, Accounting, Communications courses are taught by instructors from other departments Contact Hours -approx. 18 hours/week for classroom instructors and 26 – 28 hours/week for dining room instructors**
- SAIT - 10 FT along with faculty from other departments, contact hours NA
- Algonquin - 8 FT and 3 PT, all courses are taught by department instructors, 18 contact hour/week
- George Brown - 7-8 FT and 14-16 PT instructors, all courses are taught by department instructors, 9–15 contact hours/week F/T
- NAIT - 3 FT and 1 PT – 1 chef instructor who teaches culinary courses. All general business courses taught by department instructors. 20 contact hours/week average
 - Evening courses are taught by PT contract instructors
- SIAST - 3 FT in Hospitality, 3 FT in Food and Nutrition Management, and 6 FT in Professional Cooking - all teach into each other's program. Associated Studies faculty teach courses such as accounting, applied math, economics. 20-23 contact hours/week
- Holland - 2 FT and 1 contract in department, 5 faculty from related departments teach business courses, not unionized – faculty average 20–24 contact hours/week
- NBCC - 2 FT and .5 FT from Tourism program for specific courses, 21–24 contact hours/week on average
- ACC - 1 FT and 3 faculty members from the business department, approximately 20 contact hours/week-combined classroom and lab

7. Faculty Qualifications

- **RRC - Several years of industry management experience, hospitality-related diploma**
- George Brown - minimum 5 years managerial experience in industry
- Algonquin - Diploma, degree, or masters in related area
- SAIT - Combination of management experience with related degree or diploma
- NAIT - Industry experience with preference given to candidates with graduate degree
- SIAST - Diploma in Hospitality or Hotel and Restaurant Management. Desired – at least 5 years direct industry experience
- Holland - Industry training / Hospitality-related Diploma or degree. Faculty complete a CAE over 3 years' time
- ACC - University degree
- NBCC - Relevant experience in specific sector in senior management position. More emphasis on degree now – in relevant sector or education

8. Entrance Requirements

8 of 9 programs require a Grade 12 diploma with Math and English. No programs require applicants to complete special selection interviews, tests, or written Statement of Intent about their interest in the industry

- **RRC** - Grade 12 Manitoba High School Diploma with Math and English, also suggests Accounting 30S and 40S
- George Brown - Ontario Secondary School Diploma or equivalent and Grade 12 English and Grade 12 Math
- Algonquin - Ontario Secondary School Diploma (OSSD) or equivalent. Applicants with an OSSD showing Senior English and/or Math courses at the Basic Level, or with Workplace or Open courses, will be tested to determine their eligibility for admission;
- SAIT - Alberta High School Diploma or equivalent with at least 50% in Applied Math 30 or Pure Math 20 or Math 30-2 or Math 20-1 and English Language Arts 30-1 or 30-2
- NAIT - Grade 11 (including English and Math)
- SIAST - Grade 12 High School Diploma no Math or English requirement, states First-Qualified/First-Admitted (FQ/FA) policy
- Holland - Grade 12 or equivalent with credits at or above the general level, ability to perform physically challenging tasks, plus resume including work and volunteer experience with applicable dates, membership in groups, associations or athletics, awards and distinctions, and any other information about yourself relevant to the program
- ACC - Grade 12 Manitoba High School Diploma with Math and English
- NBCC - Grade 12 High School Diploma no Math and English required

9. Work Placements

9 of 9 programs scanned require students to complete work placements as part of their studies.

Only the 2 Manitoba programs RRC and ACC require 2 work placements.

7 of 9 programs only require 1 work placement.

7 of 9 programs – students are paid

4 programs require 15 – 16 weeks (400-500 hours)

The length of work term varies greatly. RRC has the highest total hours at 32 weeks (800 hours), ACC at 28 weeks (720 hours)

(listed from longest to shortest)

- **RRC** – 2 paid Co-op 16 week work experiences (800 hours total) - 400 hours minimum each during the summer term at the end of Semester 2 and Semester 4
- **ACC** – Two paid Co-op work placements 12-16 week (480 hours minimum) in Year 1 and 6-8 weeks (240 hours minimum) in Year 2
- **Holland** – one paid 15-week (500 hour) internship occurs between the end of the first year and the beginning of the second year, students are responsible for obtaining their own placement. In addition, Second year students are required to participate in an Educational Study Tour Experience. These tours are generally planned for an international destination.
- **Algonquin** – 500 hours of paid work in the field required for graduation, work experience must be officially documented and approved by the program coordinator. Students receive a credit for 200 hours of work experience if all practical courses are passed in the program. Students have two years to complete the additional 300 hours
- **SAIT** – One paid 16 week (400-500 hour) internship in Semester 3 - between Year 1 & Year 2
- **NAIT** – One paid 15 week (400 hour) work placement (used to be 16 weeks)
- **George Brown** - One unpaid 7 week (250-280 hour) work externship
- **SIAST** – Unpaid - year 1 - 2 week (60 hour) practicum in Hotel Orientation - year 2 – 4 week (120 hour) work placement
- **NBCC** – 1 day per week for 30 weeks unpaid and 1 – 3 week placement paid

10. Practical (hands on) experience in program facilities

- **RRC – Jane’s Restaurant 75 seats** - Outlets provide only a small portion of the skills graduates require to succeed in industry. Need to balance time to cover all of the remaining skills. Outlets closed on Mondays so many theory courses scheduled then. Otherwise scheduled at the end of the day or just before labs begin if these are scheduled for the evening. Lab work helps to reinforce theory taught in classroom. Most students completing this program look at gaining entry level management positions and not to become servers or bartenders. However, they need to understand the duties of entry level positions to become effective managers
- **George Brown – The Chef’s House 80 seats** state-of-the-art restaurant and learning facility. Students have the opportunity to put theory into practice, working alongside emerging top talent and serving urban diners. Students only spend 1 day per week during the term in the outlet and nothing else is scheduled on days in the Chef’s House
- **Algonquin – Savoir Faire, 130 seat** restaurant is open for lunch from Monday through Friday and for dinner Monday through Saturday. Provides students with the opportunity to apply the skills learned in the Hospitality Management program in a practical setting. Theory classes are scheduled around days when students are not assigned shifts in the restaurant
- **NAIT – Hokanson Centre for Culinary Arts Ernest’s 100 seat Dining Room** give students hands-on experience in contemporary cooking and fine dining. Ernest’s fine dining restaurant is

recognized for providing outstanding contemporary cuisines and elegant service at reasonable prices. All dishes are prepared and served by Culinary Arts and Hospitality Management students. No other classes scheduled on dining room service days – 2 days per week and theory is done on non-lab days. Ernest's is open for lunch, Monday through Friday and for dinner Tuesday through Friday. It is closed for Christmas Break and summer closure starts at the end of April.

- **SAIT – The Highwood 110 seat restaurant**
This “live” classroom offers lunch and dinner. Students operate on-campus restaurant throughout the academic year. Lunch is predominantly SAIT population and evening is outside clientele. Make a point of calling it a live class to reinforce that it is a learning lab. Fewer theory classes during lab weeks (only 2 other classes done in conjunction with labs). Labs are 160 hours practical – Food Production and Restaurant Service - each 80 hours). Rest is theory. As part of live classroom training, courses in Food and Beverage Service and Food Production Management take place in the evening. Attendance is mandatory.
- **SIAS – 75 seat restaurant** – depends on the number of students in the course. They are trying to expand operating hours. Wine and Dine has been operating successfully for 30 years. Theory classes scheduled on Mondays and Tuesdays – fine dining takes place Wednesdays, Thursdays, and Fridays. Fewer classes are scheduled during practical components and are scheduled later in the day to prevent long hours at school. Students have complained about extended hours at school because it takes time away from their p/t jobs.
- **Holland – 80 seats / another 250 seats in cafeteria.** Open 5 days and 4 evenings per week. Restaurant as a typical hospitality operation. Scheduling is challenging every year due to students' other obligations – job, family, etc. Incorporating PLAR to recognize previous service experience. Will also accommodate student schedules & delay this to another time in the year.
Dining Room Service – 3 weeks at the end of first semester in first year
Banquet Service – 1 week at the end of first semester first year
Lodging Practicum in local hotels – 3 weeks at the end of second semester first year.
Kitchen Practicum for Evening Dining – 2 weeks in the second year
- **NBCC – Lady Dunn Dining Room 70 seat** a la carte restaurant / 95 (max) seat banquet facility. Students work in this full-service dining room using the latest hotel and restaurant management technology. They develop foundation skills and combine business management abilities with applied activities related to hotel, food service and culinary operations.
- **ACC – Grey Owl Dining Room – 80 seats** – less if smaller group of students for four weeks only mid-January to mid-February. Located in a heritage building, students receive hands-on experience by hosting a variety of events open to the community. Culinary Arts students present a fine dining menu to members of the public, while Hotel and Restaurant Management students practice their hospitality skills with tableside service. First year focus is on dining room service. Second year focus is on dining room management. In first year, the only course taught in conjunction with dining room is hospitality software, which students work with while in the dining room. Because second year courses are all run out of the business department, students just have to manage their workload in conjunction with duties in the restaurant.

11. Unique Curriculum Content

3 of 9 programs offer an Entrepreneurship course

2 of 9 offer Revenue Management courses

- **RRC offers 2 Co-op Ed work term placements (2 of 6 semesters), Hospitality Simulation, Professional Development 2CR, , Workplace Diversity Awareness 3CR, Meetings and Conventions 3CR, Restaurant Design & Layout 3CR**
- George Brown offers **Leadership and Group Dynamic 3 CR, Social, Sports and Corporate Events 3 CR, Sustainable Tourism 2 CR, Liability, Risk Management and Guest Security 2 CR, Entrepreneurship in Hospitality, Tourism and Leisure Industry Externship (7 weeks)**
- Algonquin offers **Volunteerism in Society – 45 hrs**
- SAIT - **Special Events I and II (3CR each)-classroom work is done in Semester 2 and then in Semester 5, students plan, manage, and stage an event for industry and the public, Entrepreneurial Studies – 3 CR, Revenue Management – 3 CR**
- NAIT - **Hospitality Management Ethics – 3 CR, Hotel Revenue Management – 3 CR**
- Holland - **Entrepreneurship – 45 hours, Global Issues in Hospitality – 45 hours**

12. Challenges

- **RRC**
 - **meeting the needs of students with emotional, physical, and language difficulties**
 - **soft skills development, balance of school and work for students**
 - **increasing English language proficiency for some incoming EAL students (English as an Additional Language)**
- George Brown - duplication of course outcomes, trimming course content, soft skill development, critical thinking
- SAIT – time and resources
- NAIT balancing business focus with practical skills needed in Hospitality industry, skill and judgment development students need to become effective managers.
- SIAST - keeping up with resources and the fast pace of technology (professional development for faculty)
- Holland – cultural competence and other soft skills
- ACC - need to increase management level courses
- NBCC – soft skills development
- Algonquin - NA

13. Accreditation - no programs are accredited

14. Partnership Arrangements (See Articulation Partnerships chart below)

- 7 of 9 programs have articulation agreements with University of Calgary and Royal Roads University
- 5 of 9 programs have articulation agreements with Griffith University, Australia
- 4 of 9 programs have articulation agreements with Ryerson University and Vancouver Island University, Nanaimo, BC
- SAIT has articulation agreements with 8 Canadian universities and colleges
- SAIT has articulation agreements with 6 International universities
- Holland has articulation agreements with 7 Canadian universities and college

Articulation Agreements with College & University Hospitality & Tourism Degree Programs

<i>Degree Program</i>	<i>RRC</i>	<i>George Brown</i>	<i>Algonquin</i>	<i>SAIT</i>	<i>NAIT</i>	<i>SIAST</i>	<i>Holland</i>	<i>ACC</i>	<i>NBCC</i>
Algonquin College Bachelor of Hospitality and Tourism Mgmt.			Yes						
Capilano University Bachelor of Tourism Mgmt.				Yes					
Humber College Toronto, ON 1 year Hospitality and Tourism Operation Mgmt. (Post-Graduate) diploma				Yes					
George Brown College Bachelor of Hospitality Operations Mgmt.		Yes							
Mount St. Vincent University, Halifax, NS Bachelor of Tourism and Hospitality Mgmt.							Yes		
Niagara College, Niagara- on-the-Lake, ON Bachelor of Hospitality Operations Mgmt.							Yes		
Royal Roads University Bachelor of Arts-Global Tourism Mgmt. or Bachelor of Arts- International Hotel Mgmt.	Yes		Yes	Yes	Yes	Yes	Yes	Yes	
Ryerson University Bachelor of Commerce Hospitality and Tourism Mgmt.	Yes		Yes		Yes		Yes		
University of Calgary Bachelor of Hotel and Resort Mgmt.	Yes		Yes	Yes	Yes	Yes	Yes	Yes	
University of Guelph Bachelor of Commerce - Hotel and Food Admin major	Yes		Yes				Yes		
University of Lethbridge, AB Bachelor of Management in Hotel Mgmt					Yes				
University of New Brunswick, Saint John Bachelor of Applied Mgmt. – Hospitality and Tourism				Yes	Yes		Yes		
University of Victoria Bachelor of Commerce- Hospitality Mgmt. Specialty	Yes			Yes				Yes	
Vancouver Community College Applied Degree in Hospitality Mgmt.				Yes					
Vancouver Island University, Nanaimo, BC Bachelor of Hospitality Mgmt. or Bachelor of Tourism Mgmt.		Yes	Yes	Yes	Yes				

<i>International Degree Program</i>	<i>RRC</i>	<i>George Brown</i>	<i>Algonquin</i>	<i>SAIT</i>	<i>NAIT</i>	<i>SIAST</i>	<i>Holland</i>	<i>ACC</i>	<i>NBCC</i>
Conrad N. Hilton College of Hotel and Restaurant Management, University of Houston, Texas Bachelor of Science in Hotel and Restaurant Mgmt.				Yes					
Griffith University Australia Bachelor of Business (Hotel, Tourism, Leisure & Sport)	Yes	Yes		Yes	Yes		Yes		
Florida International University, North Miami, Bachelor of Science in Hospitality Mgmt.							Yes		
Hong Kong Polytechnic University Bachelor of Science (Honours) degree in Hotel Mgmt.				Yes					
Robert Gordon University, Aberdeen, Scotland Bachelor of Arts (Honours) in International Hospitality Mgmt.				Yes					
University of Gloucestershire, United Kingdom MBA Strategic Hospitality Mgmt.				Yes					
University of Western Sydney, Australia Bachelor of Business and Commerce- Hospitality Mgmt.				Yes					

14. Education Partners - Transfer Credit Options

RRC's program partnerships

As a general rule, students must graduate with a minimum GPA of 3.4 to be eligible to transfer credit to the following universities:

1. **Royal Roads University**, Victoria, BC
Bachelor of Arts in Global Tourism Management degree or
Bachelor of Arts in International Hotel Management degree
2. **Ryerson University**, Toronto, ON
Bachelor of Commerce – Hospitality and Tourism Management degree
3. **University of Calgary**, Haskayne School of Business, Calgary, AB
Bachelor of Hotel and Resort Management program
4. **University of Guelph**, Guelph, ON
Bachelor of Commerce - Hotel and Food Administration major
5. **University of Victoria**, Victoria, BC
Bachelor of Commerce program, Hospitality Management specialty
6. **Griffith University**, Australia
Bachelor of Business (Hotel, Tourism, Leisure & Sport). Admission GPA is 3.0

Other programs list the following Education Partners

George Brown

George Brown College

Graduates may be eligible to enter the third year of the Bachelor of Hospitality Operations Management degree program. This educational path requires a minimum GPA of 3.0 to qualify, including four electives. These students would begin with a May-August bridging semester and start the degree program in September.

Vancouver Island University, Nanaimo, BC

Successful graduates of GBC's Hospitality, Tourism and Leisure diploma may receive a block of 60 credits (two years) towards a Bachelor of Hospitality Management degree OR Bachelor of Tourism Management.

Griffith University, Australia

Graduates with appropriate perquisite qualifications may enter into the third year of the Bachelor of Business (Hotel, Tourism, Leisure & Sport). Admission GPA is 3.0.

Algonquin Canada

Algonquin College

Graduates with a minimum overall average of 70% are eligible to bridge directly into Semester 5 (Year 3) of the new 8-semester (4-year) Bachelor of Hospitality and Tourism Management degree. Applicants must have completed a minimum of 500 hours' work experience within the hospitality industry with an additional 500 hours to be completed prior to degree graduation. Applicants must have also successfully completed 4 university-level bridging courses: Communications and Academic Writing, Microeconomics, Macroeconomics and Statistics.

Royal Roads University, Victoria, BC

Acceptance into 3rd year of a 4-year Bachelor of Arts in International Hotel Management.

Ryerson University, Toronto, ON

Direct entry into completion of Bachelor of Commerce – Hospitality and Tourism Management. Graduates are required to have a GPA of 3.3.

University of Calgary

Two years of study required. Direct entry into the 3rd year of 4-year Bachelor of Hotel and Resort Management program.

University of Guelph

Graduates must have a minimum GPA of 3.3 to be considered for admission to the Hotel and Food Administration major of the Bachelor of Commerce program with 8 advanced standing credits. The estimated duration to complete the B. Comm. HAFA degree would take 2.5 years of full-time study (2 semesters per year).

Vancouver Island University, Nanaimo, BC

Graduates will get advanced standing of 60 credits towards a Bachelor of Hospitality Management degree.

Algonquin International

Griffith University, Australia

Advanced standing of 120 credits towards a 2-year, 240-credit Bachelor of Business (Hotel Management) program. The remaining duration of the GU Program is 3 semesters.

University of Western Sydney, Australia

Advanced standing of up to 12 courses in a Bachelor of Business and Commerce (Hospitality Management).

SAIT - Canada

Capilano University

SAIT graduates may be awarded up to 57 transfer credits towards the 120-credit Bachelor of Tourism Management. Minimum GPA is 3.0 or equivalent is required.

Humber College, Toronto, ON

Eligible for admission to Humber's one-year Hospitality and Tourism Operations Management (Post-Graduate) diploma. The program is 2 semesters of study followed by an 8-week internship.

Royal Roads University, Victoria, BC

Eligible to enter third year of the Bachelor of Arts in International Hotel Management program. Entrance is on a competitive basis.

University of Calgary, Calgary, BC

Admission to the Bachelor of Hotel and Restaurant Management (Post Diploma) program.

University of New Brunswick, Saint John, NB

SAIT grads are guaranteed a place in the Bachelor of Applied Management – Hospitality and Tourism degree program providing they have a GPA of 3.0.

University of Victoria, Victoria, BC

Eligible for entry to the Bachelor of Commerce program, Hospitality Management specialization. Admission is competitive.

Vancouver Community College, Vancouver, BC

Eligible to enter Year 3 of the Applied Degree in Hospitality Management. GPA of 3.0 is required.

Vancouver Island University, Nanaimo, BC

Eligible to receive 60 credits towards a Bachelor of Hospitality Management Degree.

SAIT International

Conrad N. Hilton College of Hotel and Restaurant Management, University of Houston, Texas

Eligible for advanced credit to the Bachelor of Science in Hotel and Restaurant Management provided the SAIT coursework meets transfer requirements.

Griffith University, Australia

Eligible to enter Griffith's 6-semester program and will have to complete 3 semesters towards a Bachelor of Business in International Tourism and Hotel Management.

Hong Kong Polytechnic University

Eligible for 48 credits and to study for 1½ years towards the Bachelor of Science (Honours) Degree in Hotel Management (Conversion).

Robert Gordon University, Aberdeen, Scotland

Eligible to enter Stage 3 of Bachelor of Arts (Honours) in International Hospitality Management.
Minimum GPA of 3.0 is required and reference from SAIT

University of Gloucestershire, United Kingdom

Upon successful completion of a bachelor's degree, graduates may be eligible for entry to the MBA Strategic Hospitality Management program.

NAIT

Royal Roads University, Victoria, BC

Bachelor in International Hotel Management

Ryerson University, Toronto, ON

Bachelor of Commerce, Hotel Management

University of Lethbridge, AB

Bachelor of Management in Hotel Management

University of Calgary

Bachelor of Hotel and Resort Management

University of New Brunswick, Saint John, NB

Bachelor of Applied Management

Vancouver Island University, Nanaimo, BC

Bachelor of Hospitality Management

NAIT International

Griffith University, Australia

Bachelor of Business in Hotel and Leisure Management

SIAST

University of Calgary

Entry into the third year of the four-year Bachelor of Hotel and Resort Management (BHRM) program.

Royal Roads University, Victoria, BC

Admission to third year of the Bachelor of Arts in International Hotel Management Degree program.

Holland Canada

Mount St. Vincent University, Halifax, NS

Up to 2 years credit towards a Bachelor of Tourism and Hospitality Management.

Niagara College, Niagara-on-the-Lake, ON

Up to 2 years of credit towards a Bachelor of Hospitality Operations Management

Royal Roads University, Victoria, BC

Two years credit towards the Bachelor of Arts in International Hotel Management.

Ryerson University, Toronto, ON

Up to 2 years credit towards a Bachelor of Commerce in Hospitality and Tourism.

University of Calgary, Calgary, AB

Up to 2 years credit towards a Bachelor of Hotel and Restaurant Management.

University of Guelph, Guelph, ON

Two-year block transfer to the Bachelor of Commerce, School of Hotel and Food Administration.

University of New Brunswick, Saint John, NB

Two years of credit towards a Bachelor of Applied Management in Hospitality and Tourism.

Holland - International

Florida International University, North Miami, FL

Two years credit towards the Bachelor of Science in Hospitality Management.

Griffith University, Australia

Graduates may complete the Bachelor of Business (Hotel Management) Degree in one year.

ACC

Royal Roads University, Victoria, BC

A block transfer of credits into the third year of a Bachelor of Arts in International Hotel Management Degree program.

University of Calgary

Graduates with a GPA of 3.0 or more are eligible to receive credit towards a four-year Bachelor of Hotel and Resort Management degree.

University of Victoria

Graduates with a GPA of 3.0 or more are eligible to receive credit towards a four-year Bachelor of Commerce Hospitality Management specialization degree.

NBCC – none indicated

Industry Occupational Analysis (DACUM) Chart (Appendix B)

The Industry Occupational Analysis using the DACUM process is a familiar component of the curriculum development process at Red River College and provides the program with a description of regional occupational needs. Included in the process is the identification of emerging and retiring industry trends.

The Industry Occupational Analysis for the Hotel and Restaurant Management program was completed with two separate panels of industry representatives – Accommodations, representing Hotels and Food and Beverage, representing Restaurants.

The Accommodations Occupational Analysis was held on April 9 and 30, 2013, facilitated by Craig Edwards, Lorna Smith, and Robert Cordingley. Seven (7) expert practitioners in the field comprised the panel and were asked to identify the major competencies and related skills required by Supervisors and Managers working in various sized hotels with restaurants in Manitoba.

The Food and Beverage Occupational Analysis was held on April 29 and May 6, 2013, facilitated by Craig Edwards, Lorna Smith, and Robert Cordingley. A different set of seven (7) expert practitioners in the field comprised the panel and were asked to identify the major competencies and related skills required by Supervisors and Managers working in various sized stand-alone, hotel, and casino food and beverage operations in Manitoba.

Both expert panels were asked to rate each identified skill to indicate the level of competence and independence, in performing the skill, required of a new hire.

To facilitate an in-depth occupational analysis and provide examples, the practitioners were provided with the skills identified in the Red River College 2005 Hospitality and Tourism Occupational Analysis using the DACUM model.

The resulting **Accommodations Occupational Analysis** identified the following scope, emerging and retiring trends:

Emerging Industry Trends

- traditional market has changed - decisions based on proximity, higher wages, effort required to become employed; feeling of entitlement; high risk takers = risk to business; lower level of accountability
- managing the generations in the workplace - e.g., each have different motivations for working
- high schools not preparing students for workforce entry (e.g., math)
- lack of willingness to succeed/lack of drive
- managers needing to change the way message is delivered, training (especially for Generation Y)
- more self-directed training/learning
- social media (LinkedIn, Facebook) - for recruiting and marketing/news
- job seekers have a "how can you help me?" attitude versus "How can I help you?"
- loss of compassion
- "anti-social media" - ways to incorporate cultural trends to motivate and engage
- spa treatment
- computers - communication and training (people are lost re: training)

- environmental awareness/recycling
- entry level positions - promote image as professional career (e.g., in housekeeping)
- raise profile of entry level positions - critical roles
- repeat business due to cleanliness more than brand
- industry has grown - human resources, sales and marketing, etc.
- multi-generational accommodations and personalized services (housekeeping)

Retiring Industry Trends

- critical thinking
- good judgment
- math skills – counting change; debits and credits
- drive and ambition
- lack of face-to-face interaction
- accountability – taking responsibility
- loyalty to organization
- common sense!
- low pay – lack of professionalism

The resulting **Food and Beverage Occupational Analysis** identified the following scope, emerging and retiring trends:

Emerging Industry Trends

- custom "house" drinks
- vegetables - unique preparation and vegetable combinations - local products
- social media - responsible use
- increased technology, increased bottom line
- buying local products
- using social media
- healthy food
- food issues - allergies, sensitivity
- nutrition details
- sourcing food products - environmental/ecology
- sustainability
- mid-priced food and beverages - with entertainment
- well-informed customers
- community involvement - social responsibility
- popularity of culinary

Retiring Industry Trends

- flavoured vodkas
- procuring meats only from large corporations
- paper and skill to write reports; ability to do inventories and "mental" ability to do calculations (mental math)
- large menus (now "slimming" - i.e., smaller menus)
- fewer face-to-face interactions with co-workers and clients
- fried/deep fried foods
- formal atmosphere/fine dining
- using linens, chafing dishes (i.e., using chafing dishes - that 'harm' food), etc.

Please see the detailed combined Hotel and Restaurant Management Occupational Analysis in **Appendix B**.

Graduate Skills and Abilities and Gap Analysis Chart (Appendix C)

During two half-day workshops on May 27 and 31, 2013, faculty used the Industry Occupational Analysis chart to outline their assessment of what would constitute realistic learning expectations of the program. They then compared those expectations to the current instruction in the program to identify any gaps in training.

The outcome of this workshop was a single, composite chart that outlines the graduate skills and abilities and gaps. This chart, located in **Appendix C**, serves as the focus for curriculum renewal and the basis for the development of program learning outcomes.

Graduate Profile (Appendix D)

Through the use of the *Graduate Skills and Abilities Chart*, the Graduate Profile Outcome statements were developed by the faculty at a workshop on June 3, 2013. A Graduate Profile is a set of outcome statements that describe the essential and enduring knowledge, skills and abilities expected of a graduate of a program. The graduate profile provides the focus for program and course revision to ensure that all learning outcomes and assessments are relevant to the expected learning of students in the program. Please see the detailed Graduate Profile in **Appendix D**.

Focus Group Summaries (Appendix E)

Focus groups with current students and graduates were conducted on September 27 & October 21, 2013 respectively, to gather information on three (3) key areas:

1. Marketing / Information / Application Process
 - Why did you choose Red River College for your Culinary Arts education? Who or what influenced your decision to take the program?
 - How did Red River College help you determine if the program (and career) would be a good fit for you? What additional information would have been helpful?
 - How aware were you, before starting the program, of:
 - Demands of the program
 - Working conditions / expectations in this field
2. Program Effectiveness
 - What parts of the program have been most effective in preparing you for the industry? Why?
 - What parts of the program have been least effective in preparing you for the industry? Why?
3. Early Leaving
 - Have you ever considered leaving the program prior to completion? Why? Why did you decide to stay?

Both focus groups were conducted by Lorna Smith. Five (5) current students participated on September 27, 2013 and six (6) graduates participated on October 21, 2013.

Prior to the start of the focus groups, participants were provided with information about the purpose of the focus groups, how the information would be collected, stored and disseminated and the confidentiality of responses.

A summary of each focus group's responses is in **Appendix E**.

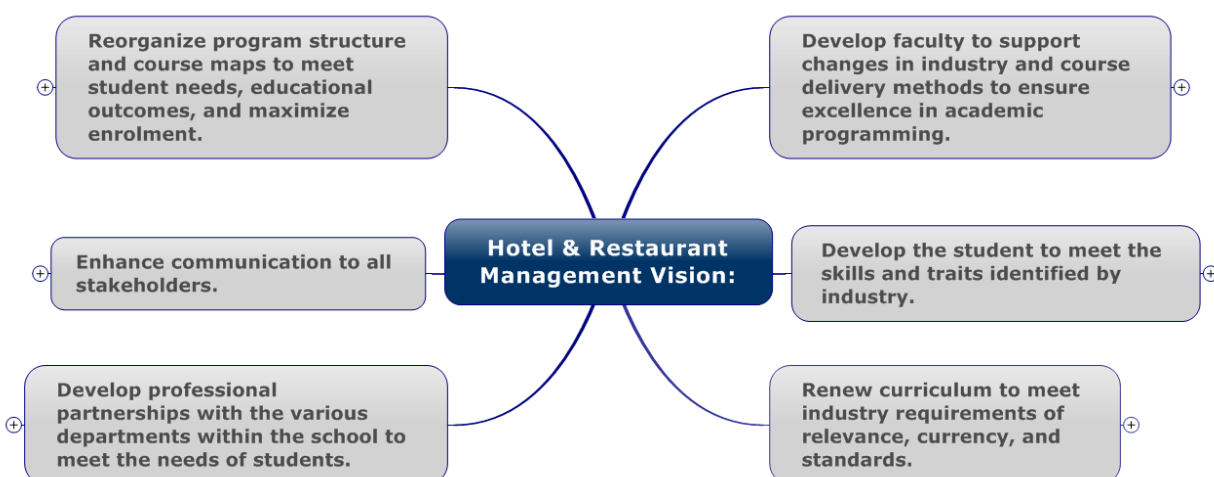
Program Renewal Vision, Goals and Actions (Appendix F)

A visioning workshop with the Hotel and Restaurant Management faculty on November 18, 2013 challenged participants to identify, "What should be done over the next 5 years to maintain and enhance program excellence?"

As part of a three (3) hour pre-visioning meeting on November 12, 2013, participants reviewed a six (6) point goal statement for the School of Hospitality and Culinary Arts, the Environmental Scan Key Findings, the Focus group Summaries, and the Gap Analysis.

The goals identified at the visioning session on November 18, 2013 are articulated in the graphic below.

Please see the full set of goals and related action items in **Appendix F**.



5 Year Program Renewal Plan Draft (Appendix G)

The 5 year program renewal plan is the result of the former Dean translating the preceding five deliverables into a coherent plan for the renewal of the program. The Program Renewal Plan is will serve as the basis for future improvement of the Hotel and Restaurant Management program.

This report is designated as Interim because timelines have not yet been assigned for implementing the renewal goals. The program Chair has indicated timelines will be assigned at a future time, when resources are identified for implementation of the plan.

Please see the draft Renewal Plan in **Appendix G**.

Appendix A – Environmental Scan

ENVIRONMENTAL SCAN – HOTEL & RESTAURANT MANAGEMENT

College Scanned	College – Full Name Address
Red River College	<p>Red River College Paterson GlobalFoods Institute 504 Main St. Winnipeg, MB R3B 1B8</p> <p>Keith Muller, Dean Ph: 204.632.2309 kfmuller@rrc.ca</p>
ACC	<p>Assiniboine Community College 1430 Victoria Avenue East Brandon, MB R7A 2A9</p> <p>Dave Perkins, Chair Ph: 204.725.8700 Ext: 7107 perkins@assiniboine.net</p>
Algonquin	<p>Algonquin College School of Hospitality and Tourism 1385 Woodroffe Avenue Ottawa, ON K2G 1V8</p> <p>Joe Mariani, Program Coordinator Ph: 613.727.4723 Ext: 7408 marianj@algonquincollege.com</p>
George Brown	<p>George Brown College School of Hospitality and Tourism Management</p> <p>Maria Banyai, Program Coordinator, Centre for Hospitality and Culinary Arts Ph: 416.415.5000 Ext: 3303 mbanyai@georgebrown.ca</p>

Holland	<p>Holland College Tourism and Culinary Centre 140 Weymouth St. Charlottetown, PE C1A 4Z1</p> <p>Gary Torraville, Program Coordinator/Instructor Ph: 902.894.6812 gtorraville@hollandcollege.com</p>
NAIT	<p>NAIT (Northern Alberta Institute of Technology) School of Hospitality and Culinary Arts 11762 – 106 Street NW Edmonton, AB T5G 2R1</p> <p>Leroy Russell, Chair, Hospitality Management Ph: 780.491.1396 leroyr@nait.ca</p>
NBCC	<p>New Brunswick Community College (NBCC) St. Andrews Campus 99 Augustus St. St. Andrews, NB E5B 2E9</p> <p>Allan Gray, Department Head Ph: 506.529.5038 Allan.gray@nbcc.ca</p>
SAIT	<p>SAIT Polytechnic School of Hospitality and Tourism E330 John Ware Building 1301 – 16th Avenue NW Calgary, AB T2M 0L4</p> <p>Margaret Walsh, Academic Chair, Hospitality Management Diploma Program Ph: 403.284.8514 Fax: 403.284.7034 margaret.walsh@sait.ca</p>

SIAST	<p>SIAST (Saskatchewan Institute of Applied Science and Technology) SIAST – Kelsey Campus 400-199 4th Avenue South Saskatoon, SK S7K 5X2</p> <p>Michael Van Grondelle, Department Head Ph: 306.659.4060 vangrondelle@siast.sk.ca</p>
College Scanned	URL
Red River College	http://me.rrc.mb.ca/Catalogue/ProgramInfo.aspx?ProgCode=HOSTF-DP&DescriptionType=19&RegionCode=WPG
ACC	http://public.assiniboine.net/Programs/HotelRestaurantManagement.aspx
Algonquin	http://www2.algonquincollege.com/hospitalityandtourism/program/hospitality-management-hotel-and-restaurant/
George Brown	http://www.georgebrown.ca/H110-2013-2014/
Holland	http://www.hollandcollege.com/admissions/full_time_programs/international_hospitality_management/index.php#art
NAIT	http://www.nait.ca/program_home_78073.htm
NBCC	http://www.nbcc.ca/en/home/default.aspx
SAIT	http://www.sait.ca/programs-and-courses/full-time-studies/diplomas/hospitality-management-course-overview.php
SIAST	http://gosiast.com/programs-and-courses/programs/Hotel-and-Restaurant-Management.aspx
College Scanned	Number of Students Number of Faculty
Red River College	<p>Number of Students</p> <ul style="list-style-type: none"> • 3 intakes – September, January, May • 40 students per intake <p>Number of Faculty</p> <ul style="list-style-type: none"> • 6 FT, 1 EA • General business courses taught by instructors from other departments

ACC	<p>Number of Students</p> <ul style="list-style-type: none"> • 15 – 20 per year <p>Number of Faculty</p> <ul style="list-style-type: none"> • 1 FT and 3 faculty members from the business department
Algonquin	<p>Number of Students</p> <ul style="list-style-type: none"> • 2 intakes. Fall – 110 / winter – 40 <p>Number of Faculty</p> <ul style="list-style-type: none"> • 8 FT/3 PT No faculty from other departments – all courses taught in house
George Brown	<p>Number of Students</p> <ul style="list-style-type: none"> • 2 intakes • Fall – 160 students/winter – 50 students <p>Number of Faculty</p> <ul style="list-style-type: none"> • 7-8 F/T and 14 – 16 P/T All courses taught out of this department
Holland	<p>Number of Students</p> <ul style="list-style-type: none"> • 25 <p>Number of Faculty</p> <ul style="list-style-type: none"> • 2 FT and 1 contract in department • 5 faculty from related departments that teach specific courses in the program
NAIT	<p>Number of Students</p> <ul style="list-style-type: none"> • Approximately 40 full-time day program and 20 part-time evening program <p>Number of Faculty</p> <ul style="list-style-type: none"> • 3 FT and 1 PT – Chef instructor who teaches culinary courses • All general business courses taught by instructors from department • Evening courses are taught by contract instructors
NBCC	<p>Number of Students</p> <ul style="list-style-type: none"> • 20 <p>Number of Faculty</p> <ul style="list-style-type: none"> • 2 FT and .5 FT from other area of tourism education for specific course in the year
SAIT	<p>Number of Students</p> <ul style="list-style-type: none"> • 160 <p>Number of Faculty</p> <ul style="list-style-type: none"> • 10 FT along with faculty from other departments

SIAST	<p>Number of Students</p> <ul style="list-style-type: none"> • 30 students <p>Number of Faculty</p> <ul style="list-style-type: none"> • 3 FT in Hospitality, 3 FT in Food and Nutrition Management, and 6 FT in Professional Cooking and all teach into each other's program. Associated Studies faculty teach courses such as accounting, applied math, economics
College Scanned	Credential Certificate, Diploma or Applied Degree
Red River College	<ul style="list-style-type: none"> • Hotel and Restaurant Management Diploma • Optional one-year Hospitality & Tourism Management Certificate exit
ACC	<ul style="list-style-type: none"> • Hotel and Restaurant Management Diploma • Hotel and Restaurant Management Certificate (one-year)
Algonquin	<ul style="list-style-type: none"> • Hospitality Management – Hotel and Restaurant Diploma
George Brown	<ul style="list-style-type: none"> • Hospitality, Tourism and Leisure Diploma
Holland	<ul style="list-style-type: none"> • International Hospitality Management Diploma
NAIT	<ul style="list-style-type: none"> • Hospitality Management Diploma • Hospitality Management Certificate <p>Students completing the certificate program are not required to complete the work experience practicum. These students can qualify to enter Year 2 of the Diploma program.</p>
NBCC	<ul style="list-style-type: none"> • Hospitality & Tourism Operations: Hotel and Restaurant Certificate
SAIT	<ul style="list-style-type: none"> • Hospitality Management Diploma
SIAST	<ul style="list-style-type: none"> • Hotel and Restaurant Management Diploma
Entrance Requirements	
College Scanned	Regular Admission
Red River College	<p>Entrance Requirements</p> <ul style="list-style-type: none"> • Grade 12 Manitoba High School Diploma • Suggested courses: Accounting 30S and 40S • Upon request, applicants will submit an applicant information sheet

ACC	<p>Entrance Requirements</p> <ul style="list-style-type: none"> • Grade 12 Manitoba High School Diploma AND • English 40G / 40S or equivalent AND • Consumer / Essential Math 40S or equivalent OR Applied and Pre-Calculus Math 40 S <p>All applicants educated outside of Canada are expected to meet the English Language Proficiency requirement.</p>
Algonquin	<p>Entrance Requirements</p> <ul style="list-style-type: none"> • Ontario Secondary School Diploma (OSSD) or equivalent. • Applicants with an OSSD showing Senior English and / or Math courses at the Basic Level, or with Workplace or Open courses, will be tested to determine their eligibility for admission; OR • Academic and Career Entrance (ACE) Certificate; OR • GED certificate; OR • Mature Student status (19 years of age or older and without a high school diploma at the start of the program). Eligibility may be determined by academic achievement testing. <p>Proof of English is required if a student's first language is not English. Algonquin requires IELTS 6 overall with no bands less than 5.5.</p>
George Brown	<p>Entrance Requirements</p> <ul style="list-style-type: none"> • Ontario Secondary School Diploma or Equivalent; AND • Grade 12 English (C of U); AND • Grade 11 Math (M or U) or Grade 12 Math (C or U) <p>Applicants not meeting the academic requirements may also qualify for admission through completion of the Hospitality Services program with an overall GPA of 3.0.</p>
Holland	<p>Entrance Requirements</p> <ul style="list-style-type: none"> • Grade 12 or equivalent with credits at or above the general level; AND Ability to perform physically challenging tasks; AND • Resume including work and volunteer experience with applicable dates, membership in groups, associations or athletics, awards and distinctions, and any other information about yourself relevant to the program. <p>Application Review Date: February 28</p>

NAIT	Entrance Requirements <ul style="list-style-type: none"> Grade 11 (including English and Math). Competitive Entrance: Grade 12 including English and Math
NBCC	Entrance Requirements <ul style="list-style-type: none"> High School Diploma OR Adult High School Diploma OR GED Diploma of High School Equivalency
SAIT	Entrance Requirements Alberta High School Diploma or equivalent with at least 50% in the following courses or equivalents: <ul style="list-style-type: none"> Applied Math 30 or Pure Math 20 or Math 30-2 or Math 20-1; AND English Language Arts 30-1 or 30-2
SIAST	Entrance Requirements <ul style="list-style-type: none"> Grade 12 High School Diploma Applicants must be 18 years old as of August 15 in the year of admission <p>Applicants who do not possess the academic qualifications may be admitted if evidence of probable success can be established through a special admission assessment.</p>
College Scanned	Pre-requisite Skills What skills, if any, are a pre-requisite for entrance into the program?
Red River College	Not stated
ACC	Not stated
Algonquin	<ul style="list-style-type: none"> English, Grade 12 (ENG 4C or equivalent) Math, Grade 11 (MBF3C or equivalent)
George Brown	Not stated
Holland	Not stated
NAIT	Not stated
NBCC	Not stated
SAIT	Not stated
SIAST	Not stated

College Scanned	Special Selection Criteria i.e. Portfolios, interviews, prior work experience, standardized tests, etc.
Red River College	<p>If 19 years of age or older on or before September 30 in your year of registration, or have been out of high school for a minimum of one year and do not meet the regular admission requirements, applicants must have successfully completed the following:</p> <ul style="list-style-type: none"> • RRC Introduction to Business OR • One credit of English 40S AND • One credit of Math 40S <p>Upon request, applicants must submit an applicant information sheet.</p> <p>RPL Yes</p>
ACC	<p>A Special Admissions Assessment may be completed if an applicant does not meet the academic program requirements but can demonstrate equivalent skills and knowledge.</p> <p>Further details are available at:</p> <p>http://public.assiniboine.net/ApplyNow/Admissions/AdmissionProcess.aspx</p> <p>RPL Yes</p>
Algonquin	<p>If number of qualified applicants exceeds the number of available places, applicants are selected on the basis of their proficiency in English and Math.</p> <p>RPL Yes</p>
George Brown	<p>RPL Yes</p>
Holland	<p>The three predominant criteria used in the selection process are</p> <ul style="list-style-type: none"> • Academic achievement (both high school and post-secondary) • Suitability for the field of study <p>Related work experience and/or any other training (students must provide copies of certifications)</p> <p>RPL Yes</p>

NAIT	<p>Principally first come / first served. Candidates must have completed ProServe certification before the start of their dining room service term.</p> <p>RPL Yes</p>
NBCC	<p>None.</p> <p>RPL Yes</p>
SAIT	<p>Admission alternatives for the Hospitality Management program are as follows:</p> <ul style="list-style-type: none"> • In lieu of Math requirement, successful completion of SAIT's Business Mathematics 230 • In lieu of English requirement, successful completion of SAIT's Business Communications <p>These courses are available through SAIT Continuing Education. All applicants must demonstrate English Language Proficiency prior to admission, including students educated in Canada.</p> <p>RPL Yes. Post-secondary transcripts must be submitted. A minimum grade of 65% is required and courses must have been completed within the past 5 – 7 years to be eligible for credit. Course outlines may be required for all courses for which credit is requested.</p>
SIAST	<p>Students are admitted based on a First-Qualified/First-Admitted (FQFA) basis. The earlier an applicant applies, the better. The application, once qualified, is always considered for the next intake. Applicants will be offered admission based on the date they fully qualify for the program.</p> <p>RPL Yes</p>
Structure	
College Scanned	Length of Program Contact Hours
Red River College	<p>Length 2 years</p> <p>Division of Academic Year Fall Semester: August – December Winter Semester: January – April Summer Semester: May – August</p>

ACC	<p>Length 2 years</p> <p>Division of Academic Year Fall Term: September – December Winter Term: January – April</p>
Algonquin	<p>Length 2 Years</p> <p>Division of Academic Year Fall Term: September – December Winter Term: January – April</p>
George Brown	<p>Length 2 years</p> <p>Division of Academic Year Fall Semester: September – December Winter Semester: January – April Spring Semester: May – August</p>
Holland	<p>Length 2 years</p> <p>Division of Academic Year Fall Semester: September – December Winter Semester: January – May</p>
NAIT	<p>Length 2 Years</p> <p>Division of Academic Year 2 terms per year plus work experience at the end of first year</p>
NBCC	<p>Length 10 months</p> <p>Division of Academic Year Not stated</p>
SAIT	<p>Length 2 years</p> <p>Division of Academic Year Semester 1 and 2 are taken in succession. Semester 3 consists of a 10-week professional internship involving 8 weeks of industry experience. Semester 4 and 5 follow immediately after Semester 3.</p>

SIAST	<p>Length 2 years</p> <p>Division of Academic Year Not stated</p>
College Scanned	Options for Taking Program
Red River College	<p>Delivery Options Full-time</p>
ACC	<p>Delivery Options Full-time</p> <p>Some courses are available by Distance Education.</p>
Algonquin	<p>Delivery Options Full-time</p> <p>Some practical classes are held during the evenings and weekends and may include participation at community events sponsored through the College.</p>
George Brown	<p>Delivery Options Full-time</p> <p>A variety of Hospitality and Tourism courses are available through George Brown Continuing Education.</p>
Holland	<p>Delivery Options Not stated</p>
NAIT	<p>Delivery Options Full-time with some online courses available.</p>
NBCC	<p>Delivery Options Not stated</p>
SAIT	<p>Delivery Options Can choose to take some business courses via distance. Majority choose to stay with traditional stream</p>
SIAST	<p>Delivery Options Full-time. Some courses will be delivered in the evening.</p>

College Scanned	Program Streams
Red River College	RRC's Tourism major is currently under review and is not available at this time.
ACC	Not stated
Algonquin	Not stated
George Brown	General exposure to all sectors of the industry
Holland	Two Areas of Concentration 1. Hotel and Resort Operations 2. Restaurant Operations
NAIT	Not stated
NBCC	Not stated
SAIT	Not stated
SIAST	No majors or streams
College Scanned	Number of intakes
Red River College	January, May and August intakes
ACC	1 intake in September
Algonquin	2 intakes. Fall – 110 / winter – 40
George Brown	September and January intakes
Holland	One intake in September If there is room, the program will top up with students in January – not usually more than 1 or 2 – but they recognize that this isn't always beneficial for the student
NAIT	One intake – September
NBCC	September intake
SAIT	1 intake in September
SIAST	September intake only

College Scanned	Experiential Learning Component
Red River College	<p>Work Experience</p> <ul style="list-style-type: none"> • Two co-op work experiences <p>400 hours minimum each during the summer, at the end of Semester 2 and Semester 4.</p>
ACC	<p>Work Experience</p> <ul style="list-style-type: none"> • Two co-op Work Placements • 480 hours minimum in Year 1 • 240 hours minimum in Year 2 • Pre-requisite: GPA of 2.0 or higher <p>Work experience acquired prior to registration in this program is not eligible for these credits.</p> <p>First year focus is on dining room service. Second year focus is on dining room management.</p> <p>In first year, the only course taught in conjunction with dining room is hospitality software, which students work with while in the dining room. Because second year courses are all run out of the business department, students just have to manage their workload in conjunction with duties in the restaurant.</p>
Algonquin	<p>Work experience</p> <p>500 hours of work in the field of hotel, restaurant and tourism industry are required for graduation. This work experience must be officially documented and approved by the program coordinator.</p> <p>Students will receive a credit for 200 hours of work experience if all practical courses are passed in the program. The remaining 300 hours are completed by working in the hospitality industry sector. Students have two years to complete the hours.</p> <p>International students are required to obtain a work permit allowing them to participate in work opportunities to gain the practical experience necessary for graduation.</p>
George Brown	<p>Work experience</p> <ul style="list-style-type: none"> • One work externship • 7 weeks

Holland	<p>Work experience</p> <ul style="list-style-type: none"> • One internship • 500 hours <p>Internship occurs between the end of the first year and the beginning of the second year. Students are responsible for obtaining their own placement.</p> <p>Second year students are required to participate in an Educational Study Tour experience. These tours are generally planned for an international destination.</p>
NAIT	<p>Work experience</p> <ul style="list-style-type: none"> • One work placement • 400 hours
NBCC	<p>Work experience</p> <ul style="list-style-type: none"> • 1 day per week for 30 weeks and then 1 – 3 week placement
SAIT	<p>Work experience</p> <ul style="list-style-type: none"> • One internship <p>The choice of worksite is flexible and can include hotels, restaurants, clubs, resorts and other approved tourism operations. Employers provide evaluations to the Academic Chair. Students submit a report and provide a Student Experience Evaluation.</p>
SIAST	<p>Work experience</p> <ul style="list-style-type: none"> • One practicum in Hotel Orientation (Year 1) • One work placement (Year 2) • Two weeks, 60 hours in Year 1 • 120 hours in Year 2
Program Courses	
College Scanned	Courses Listed by academic year and semester or term
Red River College	<p>Term 1</p> <p>Introduction Accounting A – 5 CR Business Communication 1 – Hospitality Management – 3 CR Customer Service – 3 CR Serving It Safe – 0 CR Front Office – 6 HR Introduction to Tourism – 3 CR Restaurant Service Theory and Simulation- 4 CR Bartending and Mixology – 3 CR Hospitality Computer Applications 1 – 4 CR Emergency First Aid – 0 CR</p>

Red River College	<p>Term 2 Introduction Accounting B – 5 CR Business Communication 2 – Hospitality Management – 3 CR Human Behaviour – Hospitality – 3 CR Co-operative Education Preparation – 0 CR Restaurant Service Practical – 6 CR Meetings & Conventions – 3 CR Hospitality Computer Applications 2 – 5 CR</p> <p>Term 3 Co-operative Education Work Placement 1 – 9 CR</p> <p>Term 4 Hospitality Management Accounting – 5 CR Economics – 3 CR Basic Food Preparation – 6 CR Inventory Management – 4 CR Menu Development – 4 CR Professional Development – 2 CR Restaurant Design & Layout – 3 CR Wine – 3 CR Advanced Restaurant Service – 4 CR Human Resources Management – 4 CR Marketing, Public Relations & Advertising – 4 CR Certified Food Handler Training Program Level 1 – 0 CR</p> <p>Term 5 Economics – 3 CR Basic Food Preparation – 6 CR Inventory Management – 4 CR Workplace Diversity Awareness – 3 CR Rooms Management – 6 CR Hospitality Law – 3 CR Hospitality Simulation – 4 CR Professional Development – 2 CR Restaurant Design & Layout – 3 CR Advanced Restaurant Service – 4 CR Marketing, Public Relations & Advertising – 4 CR Sales & Catering – 3 CR WHMIS Workshop – 0 CR</p> <p>Term 6 Co-operative Education Work Placement 2 – 9 CR</p>
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ACC	<p>To graduate with a Hotel and Restaurant Management Diploma, students must successfully complete 135 credits. To graduate with a Hotel and Restaurant Management Certificate, students must complete 66 credits.</p> <p>Year 1</p> <p>First Aid-Standard – 0 CR Beer 1 – 3 CR Business Mathematics – 3 CR Communications – 6 CR Computer Systems – 3 CR Co-op Work Placement – Hotel – 12 CR Counteraction – 0 CR Dining Room Service – 6 CR Dining Room Skills 1 – 3 CR Financial Accounting 1 – 6 CR Fire Safety – 0 CR Food and Beverage Control – 6 CR Food Preparation – 3 CR FoodSafe 1 – 0 CR Front Desk Operations – 3 CR Hospitality Software – 6 CR Job Skills Development – 3 CR Presentation Skills & Graphics – 3 CR Serving It Safe – 0 CR Spirits 1– 3 CR Tourism – 3 CR WHMIS 1 – 0 CR Wine 1 – 3 CR Word Processing – 3 CR</p> <p>Year 2</p> <p>Conference Services Management – 3 CR Co-op Work Placement – Hotel Dining Room Management – 6 CR Facilities Management – 3 CR Hospitality Law – 3 CR Labour Relations – 3 CR Payroll Administration – 3 CR Retail Management – 6 CR Staffing – 3 CR Training and Development – 6 CR Wine Production – 3 CR Workplace Health and Safety – 3 CR</p> <p>Students must chose 12 credits from the following elective courses:</p> <p>Advertising – 6 CR Canadian Business – 3 CR Commercial Transactions Law – 3 CR Database 1 – 3 CR</p>
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ACC	<p>Database 2 – 3 CR Desktop Publishing – 3 CR Economics 1 – 6 CR Economics 2 – 6 CR Financial Accounting 2 – 6 CR Financial Mathematics – 3 CR Government – 3 CR Human Resource Legislation – 3 CR International Business – 6 CR Management – 6 CR Management Skill Development – 6 CR Managing the HR Function – 3 CR Marketing Principles – 6 CR Organizational Behaviour – 6 CR Research and Report Writing – 3 CR Spreadsheets 1 – 3 CR</p>
Algonquin	<p>Level 1 Hospitality Accounting I – 45 hrs Food Preparation Theory – 45 hrs Rooms Division Operations – 60 hrs Introduction to Hospitality and Tourism Management – 45 hrs Beverage Service Theory – 45 hrs Hospitality Marketing I – 45 hrs</p> <p>Level 2 Communications I – 45 hrs Food and Beverage Cost Control – 60 hrs Customer Management – 30 hrs Rooms Division Automation – 45 hrs Wine, Food and Culture – 45 hrs Hospitality Marketing II – 45 hrs</p> <p>Core: select in alternate terms Kitchen Operations – 63 hrs Restaurant Operations and Theory – 120 hrs</p> <p>Level 3 Hospitality Managerial Accounting – 60 hrs Hospitality Management Applications – 60 hrs Communications II – 45 hrs Menu Planning, Analysis and Design – 45 hrs</p> <p>Core: select in alternate terms Kitchen Operations – 63 hrs Restaurant Operations and Theory – 120 hrs</p> <p>Choose one General Education Elective – 45 hrs</p>

Algonquin	<p>Level 4 Volunteerism in Society – 45 hrs Hospitality Management Projects – 60 hrs Hospitality Law—Liability and Risk Management – 60 hrs Hospitality Human Resources Management – 60 hrs</p>
George Brown	<p>Semester 1 Fundamentals of Leisure – 3 CR Leadership and Group Dynamics – 3 CR Professional Guest Services – 2 CR Smart Serve – 1 CR Principles of Hospitality and Tourism Management – 3 CR Sanitation – 1 CR First Aid/Heartsaver CPR – 1 CR The Art of Eating & Dining—Wines: History and Production –3 CR College English – 3 CR Hospitality Math – 3 CR</p> <p>Semester 2 Restaurant Dining Room Operations and Principles – 3 CR Marketing for Hospitality, Tourism and Leisure Dining Room Theory – 1 CR Hotel and Lodging Operations Hospitality Accounting – 3 CR Computer Skills and Applications – 3 CR Speaking with Confidence – 1 CR General Education Elective – 3 CR</p> <p>Semester 3 Social, Sports and Corporate Events – 3 CR Sustainable Tourism – 2 CR Managing Diverse Leisure Services – 3 CR Human Resources Management – 3 CR Managerial Accounting – 3 CR Business Communications – 2 CR Liability, Risk Management and Guest Security – 2 CR Career Externship Preparation -1 CR General Education Elective – 3 CR</p> <p>Semester 4 Entrepreneurship in Hospitality, Tourism and Leisure Industry Externship (7 weeks) General Education Elective (online) – 3 CR</p>

Holland	<p>Computer Essentials – 45 hours Introduction to Tourism and Hospitality – 30 hours Business Communications – 45 hours Introduction to Marketing – 30 hours Human Resource Management – 30 hours Financial Accounting – 45 hours Industry Certifications – 45 hours Professional Food and Beverage Service – 45 hours Organizational Behaviour – 45 hours Restaurant and Bar Operations – 60 hours Lodging Industry and Rooms Division – 60 hours Food, Beverage and Labour Cost Control – 45 hours Internship – 500 hours Entrepreneurship – 45 hours Computerized Financial Accounting – 30 hours Introduction to Law – 30 hours Food Theory and Production – 45 hours Menu Planning, Analysis and Design – 45 hours Introduction to Economics – 30 hours Managerial Accounting – 45 hours Convention and Catering Management – 45 hours Marketing Management – 45 hours Training Concepts and Design – 45 hours Graphic and Web Site Design – 45 hours Revenue Management – 45 hours Wine Theory and Analysis – 45 hours Global Issues in Hospitality – 45 hours Occupational Health and Safety – 0 hours</p>
NAIT	<p>Year 1 Introduction to Tourism – 3 CR Business Communications – 3 CR Accommodation Theory – 3 CR Front Desk Applications – 3 CR Food and beverage Service – 3 CR Culinary Operations – 3 CR Fundamental Accounting Principles – 3 CR Organizational Behaviour – 3 CR Hospitality Law – 3 CR Micro-Economics – 3 CR</p> <p>Year 2 Marketing for Tourism and Hospitality – 3 CR Bar and Beverage Service – 3 CR Food and Beverage Cost Controls – 3 CR Hospitality Supervision – 3 CR Facilities Management and Housekeeping – 3 CR Hospitality Management Accounting – 3 CR Restaurant Management – 3 CR Hotel Revenue Management – 3 CR Catering and Convention Management – 3 CR</p>

NAIT	<p>Hospitality Management Ethics – 3 CR</p> <p>Students can expect to spend, on average, 30 hours per week attending classes over the course of the semester and 10-20 hours per week studying and completing class assignments.</p> <p>Students can choose the number of courses they want to take per term.</p>																																										
NBCC	<table border="0"> <tr><td>Applied Business Operations</td><td>45 hours</td></tr> <tr><td>Essential Communication Skills</td><td>90 hours</td></tr> <tr><td>Kitchen Fundamentals</td><td>45 hours</td></tr> <tr><td>Kitchen Operations</td><td>45 hours</td></tr> <tr><td>Restaurant Service and Supervision</td><td>135 hours</td></tr> <tr><td>Food and Beverage Service Fundamentals</td><td>45 hours</td></tr> <tr><td>Beverage Operations</td><td>45 hours</td></tr> <tr><td>Banquet Service and Management</td><td>135 hours</td></tr> <tr><td>Front Office Operations</td><td>90 hours</td></tr> <tr><td>Property Management Systems</td><td>90 hours</td></tr> <tr><td>Hospitality and Tourism Operations: Work Experience II</td><td>90 hours</td></tr> <tr><td>Hospitality and Tourism Operations Work Experience I</td><td>90 hours</td></tr> <tr><td>Lodging Operations</td><td>45 hours</td></tr> <tr><td>Applied Housekeeping</td><td>45 hours</td></tr> <tr><td>Applied Analysis: Accommodation Food & Beverage Industry</td><td>90 hours</td></tr> <tr><td>Smart Serve (Responsible Beverage Service)</td><td>9 hours</td></tr> <tr><td>Hospitality Health and Safety</td><td>45 hours</td></tr> <tr><td>Intro to Computer Applications</td><td>45 hours</td></tr> <tr><td>Caring for your Customers</td><td>45 hours</td></tr> <tr><td>Workplace Standard First Aid with Level C CPR</td><td>16 hours</td></tr> <tr><td>Work Safely</td><td>15 hours</td></tr> </table>	Applied Business Operations	45 hours	Essential Communication Skills	90 hours	Kitchen Fundamentals	45 hours	Kitchen Operations	45 hours	Restaurant Service and Supervision	135 hours	Food and Beverage Service Fundamentals	45 hours	Beverage Operations	45 hours	Banquet Service and Management	135 hours	Front Office Operations	90 hours	Property Management Systems	90 hours	Hospitality and Tourism Operations: Work Experience II	90 hours	Hospitality and Tourism Operations Work Experience I	90 hours	Lodging Operations	45 hours	Applied Housekeeping	45 hours	Applied Analysis: Accommodation Food & Beverage Industry	90 hours	Smart Serve (Responsible Beverage Service)	9 hours	Hospitality Health and Safety	45 hours	Intro to Computer Applications	45 hours	Caring for your Customers	45 hours	Workplace Standard First Aid with Level C CPR	16 hours	Work Safely	15 hours
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SAIT	<p>Semester 1</p> <p>Wine & Spirits Appreciation – 3 CR Business Communications I – 3 CR MS Office: An Introduction – 1.5 CR Food and Beverage Service – 3 CR Food Production, Food Safety and Nutrition – 3 CR Hospitality Law – 1.5 CR</p> <p>Semester 2</p> <p>Business Mathematics – 3 CR Business Communications II – 3 CR Special Events Management I – 3 CR Front Office Management – 3 CR Revenue Management – 1.5 CR Introduction to Tourism – 1.5 CR</p> <p>Semester 3</p> <p>Professional Internship – 3 CR</p>																																										

SAIT	<p>Semester 4 Financial Accounting for the Hospitality industry – 3 CR Food and Beverage Cost Management – 3 CR Organizational Behaviour in Tourism – 3 CR Hospitality Marketing – 3 CR Facilities Management and Design – 3 CR</p> <p>Semester 5 Hospitality Accounting – 3 CR– 3 CR Special Events Management II Microeconomics – 3 CR Entrepreneurial Studies – 3 CR Human Resource Management in Tourism – 3 CR</p> <p>Students must attain a GPA of 2.0 or better in each semester and pass the necessary prerequisite courses to progress through the program. To qualify for graduation, students must pass all courses, attain a GPA of 2.0 or better and complete course requirements within the prescribed timelines.</p>
SIAST	<p>Year 1 Accounting – 3 CR Assertiveness Training – 1 CR Written and Oral Communications – 2 CR Interpersonal Communications – 2 CR Introduction to Microsoft Word – 1 CR Introduction to Microsoft Excel 1 – 1 CR Introduction to Microsoft Excel 2 – 1 CR Introduction to PowerPoint – 1 CR Short Order Cooking – 4 CR Economics – 2 CR Financial Management – 2 CR Cold Foods – 4 CR Basic Food Preparation – 3 CR Fundamentals of Restaurant Service – 3 CR Applied Restaurant Service – 4 CR Purchasing – 1 CR Catering – 3 CR Front Office Operations and Management – 3 CR Housekeeping Management – 2 CR Hospitality Career Development – 2 CR Applied Mathematics – 1 CR Introduction to Management – 3 CR Nutrition – 1 CR Customer Service Skills – 2 CR Hotel Orientation Practicum – 4 CR FoodSafe Level 1 – 1 CR FoodSafe Level 2 – 1 CR Kitchen Safety – 1 CR Introductory Psychology – 2 CR Hospitality and Tourism – 2 CR</p>

<p>SIAST</p>	<p>Year 2 Introduction to Wine – 2 CR Bar Management and Mixology – 2 CR Hospitality Law – 2 CR Business Law – 2 CR Food and Beverage Cost Control – 2 CR Advanced Restaurant Service – 4 CR Dining Room Production – 4 CR Revenue and Operations Management – 3 CR Human Resource Management – 4 CR Organizational Behaviour for the Hospitality Industry – 3 CR Sales & Convention Management – 3 CR Hospitality Marketing – 4 CR Commercial Menu Planning – 2 CR Visual Media – 2 CR Planning and Layout – 2 CR Dining Room Planning – 3 CR Specialization Field Placement – 8 CR Business Development – 3 CR Dining Room Management – 2 CR</p>
<p>College Scanned</p>	<p>Student Assessment</p>
<p>Red River College</p>	<p>Student Assessment</p> <ul style="list-style-type: none"> • Projects, case studies, exercises, assignments, quizzes, tests, exams • Practical assignments, Daily practical work, Final practical exams <p>Some of this is evaluated in daily practical work – reliability, team work, punctuality, professionalism. Significant amount of group work in theory classes – students must develop ability to work in a team in order to complete these successfully.</p> <p>Work Experience Student must complete requisite assignments for credit. Also submits self and employer evaluations of work experience. Coop Coordinator completes a site visit and interviews both student and employer.</p> <p>If student quits a placement or is fired, they fail the coop term and must repeat it to graduate.</p>
<p>ACC</p>	<p>Student Assessment</p> <ul style="list-style-type: none"> • Use Conference Board of Canada Essential Skills • Students must pass an organizational behaviour course in program <p>Work Experience Evaluation based on a combination of employer feedback and faculty member visit. Students must complete an assignment outlining their experiences on the job.</p>

Algonquin	<p>Student Assessment</p> <ul style="list-style-type: none"> • Tests / Mini quizzes • Ongoing assessment of practical skills • Done in practical labs <p>Work Experience</p> <ul style="list-style-type: none"> • Done by employer
George Brown	<p>Student Assessment</p> <ul style="list-style-type: none"> • While still using exams and projects, they are focusing on the increased use of case studies to develop critical thinking skills <p>Work Experience</p> <p>Both employer and college evaluate. Employer completes a form for the on-the-job work done. Student submits weekly journals and final reflection to faculty for evaluation</p>
Holland	<p>Student Assessment</p> <ul style="list-style-type: none"> • Some courses use traditional assignment/testing methods. Working to incorporate project-based learning, case studies • Skill demonstrations, produce a final product/project • Determined in labs, practicums, and internships. Employer feedback taken into consideration • Trying to incorporate more of this type of work in theory courses like Communications and Organizational Behaviour <p>Work Experience</p> <ul style="list-style-type: none"> • Feedback from employers – mostly informal. Trying to create a more formal process for this
NAIT	<p>Student Assessment</p> <ul style="list-style-type: none"> • Trying to put less emphasis on written tests, but these still make up part of most theory course final marks. Incorporating more projects and case studies. Trying to maintain a mix of individual and group work in each course • Practical work. Focus is on the level of improvement made by students over the course of the term • Peer evaluations have been incorporated into group projects to help students better understand and evaluate these skills, too <p>Work Experience</p> <p>Not formally evaluated by NAIT since this is not a course. Employer provides a form indicating hours have been completed and whether to a satisfactory level.</p>

NBCC	<p>Student Assessment</p> <ul style="list-style-type: none"> • Projects, some written work, few exams • Group work – peer evaluations, self-evaluations <p>Work Experience</p> <ul style="list-style-type: none"> • Weekly check-ins with students by phone, one in-person visit during practicum • Employer and student complete evaluations at the end of practicum and student takes part in a debrief as well as completing a written paper on the experience
SAIT	<p>Student Assessment</p> <ul style="list-style-type: none"> • Combination of quizzes and projects or other assignments • Practical work • Assessed through how students work with others on projects. Evaluation component is built into each course <p>Work Experience</p> <p>Internship</p> <p>At the end of the internship, employers complete an evaluation form and discuss their comments with the student.</p> <p>If the overall level of performance of the intern is considered “marginal” or “unsatisfactory”, a representative of the internship program will contact the employer for clarification and specific understanding of the issues.</p> <p>The student must complete the required number of hours and achieve an acceptable level of performance to receive credit for their practicum.</p> <p>Additional information for employers is available at: http://www.sait.ca/about-sait/schools/school-of-hospitality-and-tourism/additional-infomation/professional-internship-programs.php</p>
SIAST	<p>Student Assessment</p> <ul style="list-style-type: none"> • Assignments, tests, exams. Depending on credit units, some will have mid-terms, too • Practical work plus exams / Attendance counts <p>Work Experience</p> <ul style="list-style-type: none"> • Pass / Fail – based on employer reports and attendance
College Scanned	Curriculum Renewal
Red River College	<ul style="list-style-type: none"> • Complete program renewal or face validation • 5 years
ACC	<ul style="list-style-type: none"> • Same as Culinary Arts • 5 years

Algonquin	<ul style="list-style-type: none"> • In house assessment • 5 years
George Brown	<ul style="list-style-type: none"> • Mapped out outcomes in courses to program and ministry outcomes. Created courses based on results of this analysis • Frequency: Not sure
Holland	<ul style="list-style-type: none"> • ISO 2001 Certified process • Every 2 years
NAIT	<ul style="list-style-type: none"> • OBE – similar to DACUM but more driven by industry • Every course must go through review process every 3 years
NBCC	<ul style="list-style-type: none"> • Continual review with faculty. Industry input during site visits • Ongoing
SAIT	<ul style="list-style-type: none"> • Work with curriculum development department at SAIT • Approximately 5 – 7 years
SIAST	<ul style="list-style-type: none"> • Industry Advisory Committee and Deans' Council evaluate program outcomes / instructors determine the learning steps to meet these • Once every 5 years
Industry Affiliations/Related Credentials	
College Scanned	Related Credentials
Red River College	<p>Articulation As a general rule, students must graduate with a minimum GPA of 3.4 to be eligible to transfer credit to the following universities:</p> <p>University of Calgary, Haskayne School of Business</p> <p>Royal Roads University, Victoria, BC Graduates may be eligible for credits towards a Bachelor of Arts in Global Tourism Management degree or a Bachelor of Arts in International Hotel Management degree.</p> <p>Ryerson University, Toronto, ON Graduates may be eligible for credits towards a Bachelor of Commerce – Hospitality and Tourism Management degree.</p> <p>University of Guelph, Guelph, ON</p> <p>University of Victoria, Victoria, BC</p> <p>Griffith University, Australia</p>

Red River College	<p>Certifications WHMIS First Aid Serving It Safe Food Handler's Certificate</p>
ACC	<p>ACC's connections with other post-secondary institutions include the 2+2 program. Students start at ACC and obtain their two-year college diploma. They then further their education at a partnering institution and receive credit towards related degrees/diplomas.</p> <p>Athabasca University A block transfer of 60 credits towards a Bachelor of Professional Arts – Communications Studies.</p> <p>Royal Roads University, Victoria, BC A block transfer of credits into the third year of a Bachelor of Arts in International Hotel Management degree program.</p> <p>University of Calgary Graduates with a GPA of 3.0 or more are eligible to receive credit towards a four-year Bachelor of Hotel and Resort Management degree.</p> <p>University of Lethbridge Graduates with a GPA of 3.0 or more are eligible to receive credit towards a Bachelor of Management degree.</p> <p>University of Victoria Graduates with a GPA of 3.0 or more are eligible to receive credit towards a four-year Bachelor of Commerce degree.</p>
Algonquin	<p>Algonquin College Graduates with a minimum overall average of 70% are eligible to bridge directly into Semester 5 (Year 3) of the new 8-semester (4-year) Bachelor of Hospitality and Tourism Management degree.</p> <p>Applicants must have completed a minimum of 500 hours work experience within the hospitality industry with an additional 500 hours to be completed prior to degree graduation.</p> <p>Applicants must have also successfully completed 4 university-level bridging courses: Communications and Academic Writing, Microeconomics, Macroeconomics and Statistics.</p> <p>Wilfred Laurier University, Waterloo, ON Graduates with a minimum of 75% grade average are eligible to receive 6 transfer credits towards a 20-credit Bachelor's degree program.</p> <p>Davenport University, Grand Rapids, Michigan Advanced standing of 60 credit hours towards a 4-year Bachelor of Business Administration – Management OR BBA/MBA – Strategic Management.</p>

Algonquin	<p>Griffith University, Australia Advanced standing of 120 credits towards a 2-year, 240-credit Bachelor of Business (Hotel management) program. The remaining duration of the GU Program is 3 semesters.</p> <p>Royal Roads University, Victoria, BC Acceptance into 3rd year of a 4-year Bachelor of Arts in International Hotel Management.</p> <p>Ryerson University, Toronto, ON Direct entry into completion of Bachelor of Commerce – Hospitality and Tourism Management. Graduates are required to have a GPA of 3.3.</p> <p>University of Calgary Two years of study required. Direct entry into the 3rd year of 4-year Bachelor of Hotel and Resort Management program.</p> <p>University of Guelph Graduates must have a minimum GPA of 3.3 to be considered for admission to the Hotel and Food Administration major of the Bachelor of Commerce program with 8 advanced standing credits. The estimated duration to complete the B. Comm. HAFA degree would take 2.5 years of full-time study (2 semesters per year).</p> <p>University of New Brunswick, Saint John Direct entry into 3rd year of 4-year Bachelors of Applied Management degree program with completion of a 2-year diploma with two economics courses and an overall average of 70%.</p> <p>University of Western Sydney, Australia Advanced standing of up to 12 courses in a Bachelor of Business and Commerce (Hospitality Management).</p> <p>Vancouver Island University, Nanaimo, BC Graduates will get advanced standing of 60 credits towards a Bachelor of Hospitality Management degree.</p> <p>Athabasca University Students may be awarded up to 60 credits.</p>
George Brown	<p>George Brown College Graduates may be eligible to enter the third year of the Bachelor's Hospitality Operations Management degree program. This educational path requires a minimum GPA of 3.0 to qualify, including four electives. These students would begin with a May-August bridging semester and start the degree program in September.</p> <p>Vancouver Island University, Nanaimo, BC Successful graduates of GBC's Hospitality, Tourism and Leisure diploma may receive a block of 60 credits (two years) towards a Bachelor of Hospitality Management degree OR Bachelor of Tourism Management.</p>

George Brown	<p>Griffith University, Australia Graduates with appropriate prerequisite qualifications may enter into the third year of the Bachelor of Business (Hotel, Tourism, Leisure & Sport). Admission GPA is 3.0.</p>
Holland	<p>Niagara College, Niagara-on-the-Lake, ON Up to 2 years of credit towards a Bachelor of Hospitality Operations Management.</p> <p>University of Guelph, Guelph, ON Two-year block transfer to the Bachelor of Commerce, School of Hotel and Food Administration.</p> <p>Mount St. Vincent University, Halifax, NS Up to 2 years credit towards a Bachelor of Tourism and Hospitality Management.</p> <p>Athabasca University Two years credit towards a Bachelor of Professional Arts in Communication Studies.</p> <p>Florida International University, North Miami, FL Two years credit towards the Bachelor of Science in Hospitality Management.</p> <p>Griffith University, Australia Graduates may complete the Bachelor of Business (Hotel Management) degree in one year.</p> <p>Royal Roads, Victoria, BC Two years credit towards the Bachelor of Arts in International Hotel Management.</p> <p>Ryerson University, Toronto, ON Up to 2 years credit towards a Bachelor of Commerce in Hospitality and Tourism.</p> <p>University of Calgary, Calgary, AB Up to 2 years credit towards a Bachelor of Hotel and Restaurant Management.</p> <p>University of New Brunswick, Saint John, NB Two years of credit towards a Bachelor of Applied Management in Hospitality and Tourism. Articulation agreement also honoured for graduates of Hotel and Restaurant Management program.</p>
NAIT	<p>Students who complete the Hospitality Management Diploma are eligible for transfer credit in tourism and hospitality management at the following universities:</p> <p>Athabasca University Bachelor of Public Administration in Human Services</p> <p>University of Lethbridge, Lethbridge, AB Bachelor of Management in Hotel Management</p> <p>University of Calgary Bachelor of Hotel and Resort Management</p>

NAIT	<p>University of New Brunswick, Saint John, NB Bachelor of Applied Management</p> <p>Royal Roads University, Victoria, BC Bachelor in International Hotel Management</p> <p>Ryerson University, Toronto, ON Bachelor of Commerce, Hotel Management</p> <p>Griffith University, Australia Bachelor of Business in Hotel and Leisure Management</p> <p>Vancouver Island University, Nanaimo, BC Bachelor of Hospitality Management</p>
NBCC	<p>Canadian Red Cross Graduates may obtain an external certification for Emergency First Aid.</p> <p>Smart Serve Certification Graduates will obtain this Responsible Beverage Service certification.</p> <p>National Food Safety Training Program Grads may obtain national certification in NFSTP.</p> <p>SuperHost Fundamentals Graduates will obtain this external certification for guest services training.</p> <p>WorkSafeNB Graduates will obtain external WHMIS certification.</p>
SAIT	<p>Graduates of this program may be eligible for credit at the following universities and colleges:</p> <p>Athabasca University Eligible for 30 credits towards:</p> <ul style="list-style-type: none"> • 3- or 4-year Bachelor of Management (Post Diploma) • 3-year Bachelor of Human Resources and Labour Relations • 4-year Bachelor of Commerce (post Diploma) <p>Capilano University SAIT graduates may be awarded up to 57 transfer credits towards the 120-credit Bachelor of Tourism Management. Minimum GPA is 3.0 or equivalent is required.</p> <p>Conrad N. Hilton College of Hotel and Restaurant Management, University of Houston, Texas Eligible for advanced credit to the Bachelor of Science in Hotel and Restaurant Management provided the SAIT coursework meets transfer requirements.</p> <p>Dublin Institute of Technology, Dublin, Ireland Eligible for credit in the following degree paths:</p>

SAIT	<ul style="list-style-type: none"> • Advanced entry into the third year of a 3-year Bachelor of Arts • Advanced entry into the fourth year of a 4-year Bachelor of Science (Honours) • Upon completion of the Honours degree, students are eligible to apply for a one-year Master of Science in Hospitality Management <p>Griffith University, Australia Eligible to enter Griffith's 6-semester program and will have to complete 3 semesters towards a Bachelor of Business in International Tourism and Hotel Management.</p> <p>Hong Kong Polytechnic University Eligible for 48 credits and to study for 1 ½ years towards the Bachelor of Science (Honours) degree in Hotel Management (Conversion).</p> <p>Humber College, Toronto, ON Eligible for admission to Humber's one-year Hospitality and Tourism Operations Management (Post-Graduate) diploma. The program is 2 semesters of study followed by an 8-week internship.</p> <p>Mount Royal University, Calgary, AB Eligible for 51 unspecified credits towards a Bachelor of Business Administration – General Management.</p> <p>Robert Gordon University, Aberdeen, Scotland Eligible to enter Stage 3 of Bachelor of Arts (Honours) in International Hospitality Management. Minimum GPA of 3.0 is required and reference from SAIT.</p> <p>Royal Roads University, Victoria, BC Eligible to enter third year of the Bachelor of Arts in International Hotel Management program. Entrance is on a competitive basis.</p> <p>University of Calgary, Calgary, BC Admission to the Bachelor of Hotel and Restaurant Management (Post Diploma) program.</p> <p>University of Gloucestershire, United Kingdom Upon successful completion of a bachelor's degree, graduates may be eligible for entry to the MBA Strategic Hospitality Management program.</p> <p>University of Lethbridge, Lethbridge, AB Eligible to complete the 20-24 course requirements for the Bachelor of Management (Post-diploma) degree program. Admission is guaranteed with a GPA of 3.0.</p> <p>University of New Brunswick, Saint John, NB SAIT grads are guaranteed a place in the Bachelor of Applied Management – Hospitality and Tourism degree program providing they have a GPA of 3.0.</p>
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SAIT	<p>University of Ontario Institute of Technology, Oshawa, ON Eligible for admission to a bridge program to the 4-year Bachelor of Commerce (Honours) degree. Admission is competitive.</p> <p>University of Victoria, Victoria, BC Eligible for entry to the Bachelor of Commerce program, Hospitality Management specialization. Admission is competitive.</p> <p>Vancouver Community College, Vancouver, BC Eligible to enter Year 3 of the Applied Degree in Hospitality Management. GPA of 3.0 is required.</p> <p>Vancouver Island University, Nanaimo, BC Eligible to receive 60 credits towards a Bachelor of Hospitality Management degree.</p>
SIAST	<p>Transfer Credit Options</p> <p>Transfer options include:</p> <p>SIAST, Food and Nutrition Management Selected course transfers to SIAST's Food and Nutrition Management program are available to Hotel and Restaurant Management graduates. Many courses are common to both programs; the two diplomas can be completed in less than four years.</p> <p>University of Calgary Entry into the third year of the four-year Bachelor of Hotel and Resort Management (BHRM) program.</p> <p>Royal Roads University, Victoria, BC Admission to third year of the Bachelor of Arts in International Hotel Management degree program.</p> <p>Athabasca University Block transfer of 60 credits.</p>
College Scanned	Current and Coming Challenges
Red River College	<p>Content Growing international student population often creates challenges of working through course content as these students require more time and explanation to understand concepts being presented due to linguistic and cultural reasons.</p> <p>Delivery of Program Student time outside of program to do reading and homework is constantly shrinking due to choice or need to hold down part time work, family obligations.</p>

Red River College	<p>Changes to Industry Requirements Even greater demand for strong soft skills – team work, time management, ability to work in stressful settings. Also starting to look for social media skills – but professional focus, not personal style. Industry also looking to college for enhancing basic skills – spelling, writing, math of graduates.</p>
ACC	<p>Delivery of Program Because of small class sizes, 2nd year is delivered entirely through the business division except for the restaurant management component.</p> <p>Changes to Industry Requirements More management courses are expected in order for graduates to be successful in the workplace.</p>
Algonquin	Not aware of any challenges in area
George Brown	<p>Content After review last year, program much more focused – found a lot of duplication in outcomes delivered in different courses.</p> <p>Delivery of Program Cut down number of course hours in a semester. Much of this accommodated by elimination of duplication in courses.</p> <p>Changes to Industry Requirements Increased emphasis on soft skills and critical thinking as industry has expressed a strong desire for graduates with these qualities/abilities.</p>
Holland	<p>Content Cultural competence – both working with people from other cultures, as well as serving customer from other cultures. Working to incorporate content that helps develop these skills into program.</p> <p>Changes to Industry Requirements Industry is asking for more soft skills development, especially work ethic.</p>
NAIT	<p>Content Balancing the business focus of content to allow students the opportunity to continue with their studies after the completion of this program with the practical needs of industry.</p> <p>Changes to Industry Requirements Industry often demands grads be produced as quickly as possible. Trying to balance this with the skill and judgment development over time that students need to become effective managers.</p>

NBCC	<p>Content Service from the left side instead of the right</p> <p>Delivery of Program Incorporating handheld POS, Opera</p> <p>Changes to Industry Requirements Want high levels of soft skills/service-related skills in grads</p>
SAIT	<p>Content Never enough time to get through all course content</p>
SIAST	<p>Content Students working more; do not have sufficient time management and study skills.</p> <p>Delivery of Program Looking at incorporating laptop delivery.</p> <p>Changes to Industry Requirements Like tech training of students – incorporating programs such as Opera and developing the revenue management content.</p>
College Scanned	Comments
Red River College	<p>Other Programs Offered</p> <p>Food Services Management Certificate (one-year certificate) Students develop the skills necessary to oversee an organization’s food service operations. Students will participate in a practicum of 150 hours.</p> <p>Hospitality and Tourism Management Courses Part-time courses for professionals and enthusiasts. A variety of courses and seminars are offered throughout the year. These courses are not for credit in the diploma programs. They include:</p> <ul style="list-style-type: none"> • Wine and Spirit Appreciation and Education Series • Tea Sommelier Series • Culinary Enthusiasts Series • Professional Development Series <p>Unique Features:</p> <p>Jane’s http://www.janesrestaurant.ca/</p> <p>Located in the Paterson GlobalFoods Institute, Jane’s is a student-run urban upscale restaurant in Winnipeg’s historical Exchange District. It is staffed by students in RRC’s Hospitality and Culinary Arts programs and provides hands-on, practical experience to the students as they prepare to enter the workforce.</p>

Red River College	<p>Jane's is open for lunch and dinner, Tuesday to Friday, and features a full-service menu with soups, salads, entrees, desserts and beverages.</p> <p>Laptop Delivery Students are required to purchase a laptop computer and related software for use throughout the program. RRC will provide network access and help desk support if assistance is required. Students will have on-campus access to email, College networks and the Internet. Off-campus access to the Internet is the responsibility of the student.</p>
ACC	<p>Other Programs Offered</p> <p>Hotel and Restaurant Management Certificate (one-year) Students who successfully complete the first year of studies will receive this certificate.</p> <p>Unique Features:</p> <p>Grey Owl Dining Room – Mid-January to Mid-February Located in a heritage building shared with the Hotel Restaurant Management program, students receive hands-on experience by hosting a variety of events open to the community for four weeks during January and February.</p> <p>Culinary Arts students present a fine dining menu to members of the public, while Hotel and Restaurant Management students practice their hospitality skills with tableside service.</p> <p>International Beer & Food Festival This annual event has Hotel and Restaurant Management students working with Culinary Arts students to present up to 50 beers from countries around the world, accompanied by food pairings.</p> <p>Students research and present their findings on international beer selections, using creativity to pair each beverage with a food item. Students present their selections and engage the tasting audience with their knowledge.</p> <p>International Wine & Food Festival Both Culinary Arts and Hotel and Restaurant Management students combine their skills to research and prepare up to 50 wines and food pairings from around the world for this once-a-year event.</p> <p>Christmas Festival Evening Buffet Students and faculty host an annual Christmas event for members of the community in this three-night event.</p> <p>Foundation Legacy Gala Dinner Culinary students prepare the menu and the Hotel and Restaurant Management students pair the wines. Funds raised from this evening support the Foundation and benefit the students throughout ACC.</p>

Algonquin	<p>International students just need to score at an acceptable level of TOEFL exam. No additional resources provided.</p> <p>Other Programs Offered</p> <p>Bachelor of Hospitality and Tourism Management (4-year degree); Tourism and Travel (2-year diploma); Event Management (1-year certificate); Food and Nutrition Management (1-year certificate); Spa Management (1-year certificate).</p> <p>Unique Features:</p> <p>Laptop Delivery All students entering the program are expected to have and use a laptop or mobile computing device to work with and obtain course materials and participate in collaborative learning environments.</p> <p>Graduation Rates School of Hospitality and Tourism graduates have an 85% employment rate within the first six months after graduation. (Algonquin College 2011-12 KPI results).</p>
George Brown	<p>Other Programs Offered</p> <p>Hospitality Services (one-year certificate) Successful completion of this program prepares students academically for entry into programs in the Centre for Hospitality & Culinary Arts.</p> <p>Students will enroll in foundation courses in the Hospitality industry as well as Applied Math, Communications, Computer Literacy and General Education.</p> <p>Special Events Planning (two-year diploma) Students learn how to plan and execute large and small events and must complete a seven-week industry externship placement in Semester 4.</p> <p>Hotel Management International (two-year diploma) Students learn to work in and manage all the areas that keep a full-service hotel running and successful. As part of the final Semester 4, students must complete an unpaid 14-week industry externship. This program has received Level 3 accreditation from the internationally recognized Institute of Hospitality in the U.K.</p> <p>Bachelor of Applied Business - Hospitality Operations Management (four-year degree)</p> <p>Unique Features:</p> <p>The Chef's House This state-of-the-art restaurant and learning facility is located at 215 King St. East. Students have the opportunity to put theory into practice, working alongside emerging top talent and serving a public of urban diners.</p>

<p>George Brown</p>	<p>REX – Recruitment, Externship & Co-op The goal of the Office for the Centre for Hospitality & Culinary Arts at George Brown is to build strong relationships between industry, GB faculty and college, and students.</p> <p>This office is the key point of contact between students and industry/employer partners. Staff offers a wide variety of services, including the coordination of the Externship and Co-op programs, job search assistance and career support. REX’s priority is to work with industry partners to determine exactly what skills students need now, and in the future, then give them the best training to acquire those high-demand skills.</p> <p>Hospitality Externships Students build their skills during a unique 7-week industry externship in the final semester (Semester 4) of their hospitality programs. They are:</p> <ul style="list-style-type: none"> • Hospitality, Tourism & Leisure Management – 7 weeks unpaid, 24 hours per week, Jan. – Feb. & Mar. – April. • Special Events Planning – 7 weeks unpaid, 24 hours per week, Jan. – Feb. & Mar. – April. • Hotel Management – 14 weeks unpaid, 24 hours per week, Jan. – April. <p>Doreen Pashkoff is the coordinator for Hospitality Externships and can be reached at 416.415.5000, Ext. 6646 or at dpashkof@georgebrown.ca</p> <p>Further details about the externship program are available at: http://www.georgebrown.ca/industry/hca/rex/</p> <p>Bridging Semester Eligible graduates of the Hospitality, Tourism and Leisure Diploma (GPA of 3.0) would register for a May – August bridging semester in preparation for starting the third year of the four-year Bachelor of Hospitality Operations Management degree program in September at George Brown.</p> <p>Grad Employment Rates George Brown’s Employment Report from 2007-2008 states that 100% of Hospitality graduates who entered the labour market are employed – 56% of employed graduates are employed in a related field, 80% in full-time positions.</p> <p>Discovery Day Tours George Brown offers information sessions for prospective students in the Hospitality programs. Interested individuals may book an appointment online to visit the Hospitality Building and meet with staff.</p>
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Holland	<p>American Students Holland's Culinary Arts program welcomes American students and is approved by the US Federal Aid for the processing of student loans, both subsidized and unsubsidized.</p>
NAIT	<p>Other Programs Offered:</p> <p>Hospitality Management Certificate This program provides students with entry-level skills in front desk, food and beverage and banquet service. Students also learn basic supervisory techniques for employee selection, training and evaluation.</p> <p>Hotel and Restaurant Supervision Certificate Upon successful completion, students will receive a NAIT Hotel and Restaurant Supervision Certificate with a Food and Beverage Specialization or a NAIT Hotel and Restaurant Supervision Certificate with a Rooms Division Specialization.</p> <p>Some courses are available online or in a classroom setting.</p> <p>Course curriculum:</p> <ul style="list-style-type: none"> Supervision in the Hospitality Industry Managing Service in Food and Beverage Operations Managing Housekeeping Operations Managing Beverage Service Managing Front Office Operations Planning and Control for Food and Beverage Operations Security and Loss Prevention Management Food Safety: Managing in the HACCP Process Managing Technology in the Hospitality Industry Communications I Microeconomics Introductory Financial Accounting Organizational Behaviour Business Law <p>Upon completion of these 14 courses, students are eligible to transfer to Year 2 of NAIT's Hospitality Management Diploma program.</p> <p>Grad Employment Rates Surveys conducted show that 89% of NAIT's hospitality graduates are employed in the industry after one year, with a median starting salary of \$28,585.</p> <p>Current statistics of NAIT's Graduate Satisfaction and Employment Survey are available on NAIT's website.</p> <p>Unique Features:</p> <p>Hokanson Centre for Culinary Arts The Centre's state-of-the-art labs and Ernest's Dining Room give students hands-on experience in contemporary cooking and fine dining.</p>

NAIT	<p>Club Five Star Annual Scholarship Dinner This is a community service club for NAIT’s Hospitality Management students. Members strengthen their service and leadership skills and build relationships within the NAIT and Edmonton communities.</p> <p>Each year, club members plan, organize and hold a fine dining four-course meal to raise money for a scholarship fund.</p> <p>Ernest’s NAIT’s fine dining restaurant is recognized for providing outstanding contemporary cuisines and elegant service at reasonable prices. All dishes are prepared and served by Culinary Arts and Hospitality Management students.</p> <p>Ernest’s is well-known for its Friday Student Showcase Lunch Buffet. It is open for lunch, Monday through Friday and for dinner Tuesday through Friday. It is closed for Christmas Break and summer closure starts at the end of April.</p>
NBCC	<p>Other Programs Offered</p> <p>Event Management Certificate On-line delivery intended for, but not limited to, part-time students.</p> <p>Hospitality & Tourism Operations: International Travel and Tourism (one-year certificate) This program combines work in the classroom and in the field with industry professionals and international travel.</p> <p>Unique Features:</p> <p>Lady Dunn Dining Room Students work in this full-service dining room using the latest hotel and restaurant management technology. They develop foundation skills and combine business management abilities with applied activities related to hotel, food service and culinary operations.</p> <p>Laptop Delivery Students are required to purchase or lease a laptop computer that meets College specifications.</p>
SAIT	<p>Other programs offered:</p> <p>Travel and Tourism (2-year diploma) This full-time program consists of four 15-week semesters plus and 8-week professional internship to be taken between the first and second years.</p> <p>Unique Features:</p> <p>Laptop Delivery All theory courses are taught in a blended learning environment which uses laptop delivery. Students are required to pay a \$500 refundable damage deposit for the use of the laptop.</p>

SAIT	<p>Students are also trained in the use of leading hospitality software including Opera Property Management Software, Micros Point-of-Sale Food and Beverage software and OpenTable restaurant reservation system.</p> <p>Class Schedules As part of live classroom training, courses in Food and Beverage Service and Food Production Management take place in the evening. Attendance is mandatory.</p> <p>Travel Opportunities SAIT offers a student exchange with Box Hill Institute in Australia and study tours to Italy and Thailand.</p> <p>The Highwood This “live” classroom offers lunch and dinner. Students operate this on-campus restaurant throughout the academic year.</p> <p>Special Events II Course Working in groups, students will participate in the planning and presentation of a special event for industry members and the public in Semester 5.</p> <p>Graduate Employment Statistics Detailed statistics are available on SAIT’s website.</p> <p>In 2011, 37 of 70 Hospitality Management graduates responded to the employment survey:</p> <ul style="list-style-type: none"> • 36 of these 37 respondents found employment; • 31 of these 37 found employment in the related industry; • 5 found employment in a non-training-related industry; • 8 of 37 are also pursuing education. <p>The annual salary mean in this 2011 survey was \$34,613 for training related, full-time employment. The salary range was between \$16,458 and \$74,000.</p>
SIAST	<p>Other Programs Offered</p> <p>Recreation and Tourism Management Diploma (two years) September intake every second year.</p> <p>Students develop essential skills and gain hands-on training and experience in the principles of business management as they relate to the recreation and tourism sectors.</p> <p>Therapeutic Recreation Diploma (two years) This program uses recreation and leisure as a modality to facilitate independent functioning and enhance the quality of life.</p>

SIAST	Sustainable Tourism Certificate (19 weeks, 27 hrs. per week) This applied certificate program provides a general view of sustainable tourism and allows students to take an in-depth look at a particular region in Saskatchewan.
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Appendix B – Industry Occupational Analysis (DACUM) Chart

**Hotel and Restaurant Management
Occupational Analysis DACUM Chart**

Facilitated by Craig Edwards and Lorna Smith
April 9, 29, 30 & May 6, 2013

DACUM Skill Rating Scale

- 1 - Can perform some parts of this skill satisfactorily but requires assistance and/or supervision to perform the entire skill.
- 2 - Can perform this skill satisfactorily but requires periodic assistance and/or supervision.

- 3 - Can perform this skill competently without assistance or supervision.
- 4 - Can perform this skill competently with more than acceptable speed and/or quality and can teach the skill to others.

COMMUNICATE

A

Demonstrate social interaction skills A1	Use etiquette A2	Use appropriate language and grammar A3	Demonstrate appropriate telephone etiquette A4	Use appropriate non-verbal communication A5	Interpret non-verbal communication A6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage interactions A7	Customize message to audience A8	Spell / proofread A9	Use active listening skills A10	Give directions and instructions A11	Use industry / organization terminology A12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Use technology-based etiquette A13	Provide and receive feedback (w ritten and oral) A14	Resolve conflicts A15	Demonstrate oral presentation skills (internal and external) A16	Facilitate and participate in meetings A17	Write business documents A18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage change A19	Manage media A20				
1 2 3 4	1 2 3 4				

**DEMONSTRATE
PROFESSIONAL
BEHAVIOUR
B**

Demonstrate energy and enthusiasm B1	Practice personal hygiene and grooming B2	Follow dress code B3	Stay motivated and inspired B4	Maintain composure under stress B5	Demonstrate teamwork B6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate respectful behaviour B7	Practice integrity B8	Maintain confidentiality B9	Demonstrate legal, ethical and moral behaviour B10	Maintain objectivity B11	Demonstrate time management skills B12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Work long hours B13	Demonstrate punctuality B14	Demonstrate adaptability B15	Set personal and professional goals B16	Demonstrate commitment to lifelong learning B17	Educate palate B18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Maintain current industry certification B19	Practice wellness techniques B20	Maintain work/life balance B21	Practice self-reflection B22	Demonstrate a commitment to the community B23	Represent brand B24
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Identify internal stakeholders B25	Implement procedures B26	Adhere to policies and procedures B27	Act as an ambassador B28	Participate in strategic planning B29	Demonstrate strategic thinking skills B30
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate accountability B31	Assess risk B32	Support empowerment B33	Identify the problem B34	Brainstorm solutions / options B35	Think critically B36
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4

DEMONSTRATE PROFESSIONAL BEHAVIOUR
B

Demonstrate accountability B31	Assess risk B32	Support empowerment B33	Identify the problem B34	Brainstorm solutions / options B35	Think critically B36
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Implement best solution B37	Solve problems B38	Evaluate results B39	Work independently B40	Prepare resume B41	Prepare and build personal professional portfolio B42
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4

DEMONSTRATE LEADERSHIP SKILLS
C

Lead by example C1	Take initiative C2	Listen to staff C3	Organize C4	Influence others C5	Identify culture C6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate emotional intelligence C7	Develop coping skills C8	Influence culture C9	Influence change C10	Set expectations C11	Plan C12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Articulate a vision C13	Mentor staff C14				
1 2 3 4	1 2 3 4				

PROVIDE CUSTOMER SERVICE D

Demonstrate positive attitude D1	Solicit guest feedback D2	Demonstrate attention to detail D3	Demonstrate cultural sensitivity D4	Demonstrate empathy D5	Develop and maintain rapport D6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Provide a memorable experience D7	Define customer needs D8	Anticipate customer needs D9	Develop and maintain customer relationships D10	Track and use customer feedback D11	Respond to difficult situations D12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Respond to guest feedback D13	Respond to guest complaints D14	Demonstrate product knowledge D15	Demonstrate standard service procedures D16	Explain restaurant policies D17	Conduct regular product quality checks D18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Ensure quality assurance D19	Accommodate guests with special needs D20	Educate staff on dietary restrictions / issues / sensitivities D21	Establish a protocol for dietary restrictions D22		
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4		

SERVE FOOD AND BEVERAGE

E

Set a table	Welcome the table / guests	Apply service etiquette	Menu the table	Water the table	Match food and beverage
E1	E2	E3	E4	E5	E6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate alcoholic beverage product knowledge	Upsell	Take an order	Mix cocktails / drinks	Serve alcoholic beverages	Demonstrate wine service skills
E7	E8	E9	E10	E11	E12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Serve food / beverages	Manage the table	Check quality	Apply table maintenance	Clear a table	Bill the table
E13	E14	E15	E16	E17	E18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Convert currency	Process the payment	Thank guests for patronage			
E19	E20	E21			
1 2 3 4	1 2 3 4	1 2 3 4			

MANAGE OPERATIONS

F

Manage spa	Manage food and beverage outlets	Manage banquets	Manage culinary operations	Manage reservations	Manage housekeeping
F1	F2	F3	F4	F5	F6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage front office / guest services	Manage maintenance and physical plant				
F7	F8				
1 2 3 4	1 2 3 4				

MAINTAIN OPERATIONS
G

Clean	Troubleshoot equipment problems	Maintain equipment	Comply with licensing codes	Analyze functionality	Manage trades														
G1	G2	G3	G4	G5	G6														
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

MAINTAIN CONCEPT
H

Create atmosphere	Demonstrate creativity	Create food and beverage theme	Analyze food and beverage trends	Develop a menu	Demonstrate aesthetics														
H1	H2	H3	H4	H5	H6														
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Provide a memorable experience																			
H7																			
1	2	3	4																

**APPLY HR
MANAGEMENT
SKILLS**

I

Orient staff I1				Recruit staff / volunteers I2				Train staff I3				Evaluate staff I4				Discipline staff I5				Terminate staff I6			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Create work schedules I7				Work with unions I8				Create policies I9				Develop staff I10				Coach staff I11				Administer performance management system I12			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Write job specifications I13				Write job descriptions I14				Interview staff I15				Hire staff I16				Reward and recognize staff I17				Identify talent I18			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Comply with legislation and regulations (e.g., employment standards, compensation and benefits, worker compensation, human rights, criminal code, labour laws, employment equity, diversity training, workplace violence protection plan, etc.) I19				Create staffing guidelines I20				Follow staffing guidelines I21				Respect diversity I22				Create a safe (inclusive) work environment I23							
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

USE TECHNOLOGY J

Use word processing skills J1	Use spreadsheets J2	Use presentation software J3	Use internet J4	Use email J5	Use electronic daytimer J6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Use office technology J7	Use a variety of communication devices J8	Use social media J9	Collaborate on line J10	Use P.O.S. systems J11	Use basic accounting software J12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Use industry-specific software J13	Use property management systems J14	Use database software J15	Use industry ordering systems J16	Operate audiovisual equipment J17	Use desktop publishing software J18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Explain technology to guests J19	Create and maintain web pages J20				
1 2 3 4	1 2 3 4				

**DEMONSTRATE
SALES, CATERING &
MARKETING SKILLS**

K

Prospecting (sales)	Identify and define target market	Analyze competition	Assess customer needs / wants	Qualify customer(s)	Describe product benefits and features
K1	K2	K3	K4	K5	K6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate selling techniques	Identify external stakeholders / partners	Identify industry trends	Create promotional materials	Demonstrate negotiation skills	Implement marketing strategies
K7	K8	K9	K10	K11	K12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate research skills	Develop a marketing plan	Design marketing strategies	Develop a sales plan	Report to stakeholders	Demonstrate corporate social responsibility
K13	K14	K15	K16	K17	K18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Negotiate sponsorships	Manage sponsorships	Manage social media	Manage public relations	Conduct sales calls	Track discussion forums
K19	K20	K21	K22	K23	K24
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Use accurate contract terminology	Create donations strategy / policy	Track social media trends	Manage donations strategy		
K25	K26	K27	K28		
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4		

CATER EVENTS

L

Plan an event L1	Manage contracts L2	Create a function sheet L3	Develop a floor plan L4	Coordinate logistics L5	Outsource rentals L6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Plan for contingencies L7	Set up meeting rooms L8	Conduct pre-event meeting L8	Troubleshoot audiovisual equipment L10		
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4		

USE SAFE WORK PRACTICES

M

Apply WHMIS principles M1	Apply HACCP principles M2	Maintain clean work environment M3	Practice safety, security, and emergency preparedness M4	Use and maintain personal protective equipment M5	Identify and report safety hazards M6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Observe staff work practices in others M7	Create and maintain a safe environment M8	Identify risky behaviour / behavioural change M9	Create procedure manuals M10	Create job assessments M11	Conduct job assessments M12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Comply with legislation and regulations (e.g., WSH Act & Regulations, WCB, M13	Identify staffing safety requirements M14	Apply First Aid / CPR / AED M15	Implement safety procedures M16	Deliver safety training M17	Complete incident reports M18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage safety risks M19					
1 2 3 4					

**APPLY ACCOUNTING
AND FINANCIAL
SKILLS**

N

Manage owner relationships	Report to stakeholders	Manage accounts receivable and accounts payable	Create a business plan	Set and maintain internal controls	Record payroll
N1	N2	N3	N4	N5	N6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage cash flows	Identify fixed costs	Reconcile cash	Calculate net operating income (NOI), Gross Operating Profit (GOP), Gross Margins (GM), Earnings before Interest, Taxes, and Depreciation (EBITAD)	Manage labour costs	
N7	N8	N9	N10	N11	
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage budgets	Prepare budgets	Analyze financial statements	Calculate profit margins	Prepare cost / benefits analysis	Manage inventory
N12	N13	N14	N15	N16	N17
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Apply math skills	Manage forecast	Control variable costs			
N18	N19	N20			
1 2 3 4	1 2 3 4	1 2 3 4			

MANAGE REVENUE

O

Manage yields	Upsell	Identify revenue streams	Manage daily operations	Establish daily targets	Cross-sell / promote
O1	O2	O3	O4	O5	O6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Capitalize on demand (prices)	Create forecast	Manage risks	Strategize market mix	Deliver on forecast	
O7	O8	O9	O10	O11	
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	

MANAGE EXPENSES

P

Project a profit				Cost a menu				Analyze pricing				Negotiate prices				Purchase products				Receive products			
P1				P2				P3				P4				P5				P6			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Manage food and beverage inventory				Calculate food and beverage costs				Maintain costs				Manage productivity				Measure productivity				Forecast capital expenses (e.g., furniture, equipment, glassware, small			
P7				P8				P9				P10				P11				P12			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

Appendix C – Graduate Skills and Abilities and Gap Analysis Chart

Hotel and Restaurant Management Graduate Skills and Abilities Gap Analysis Chart

Facilitated by Craig Edwards and Lorna Smith
Dates: May 27 & 31, 2013

DACUM Skill Rating Scale:

- 1 Can perform some parts of this skill satisfactorily but requires assistance and/or supervision to perform the entire skill.
- 2 Can perform this skill satisfactorily but requires periodic assistance and/or supervision.
- 3 Can perform this skill competently without assistance or supervision.
- 4 Can perform this skill competently without assistance, with more than acceptable quality, and with initiative/adaptability to unique situations.

	General Area of Competency (GAC)		Skill rating
	Occupational Skill deleted		Skill or Competency added by Faculty, or DACUM wording or competency rating level changed
	Unshaded Box= Specific Skill within GAC		Gap or overlap between Faculty Expectations and Current Content in Courses

Accreditation Standards/DACUM	Faculty Expectations (next 5 years)	Current Content in Courses												
COMMUNICATE	COMMUNICATE	COMMUNICATE												
A	A	A												
Demonstrate social interaction skills	Demonstrate social interaction skills	All courses												
A1	A1													
<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td style="background-color: #ffff00;">3</td><td>4</td> </tr> </table>	1	2	3	4	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td style="background-color: #ffff00;">3</td><td>4</td> </tr> </table>	1	2	3	4	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td style="background-color: #ffff00;">3</td><td>4</td> </tr> </table>	1	2	3	4
1	2	3	4											
1	2	3	4											
1	2	3	4											
Use etiquette	Use etiquette	Customer Service, Culinary Computer Applications, Introduction to Tourism, Cooperative Education Preparation, Serving It Safe, Human Behaviour-Hospitality, Restaurant Service Practical, Restaurant Service Theory and Simulation, Meetings & Conventions, Workplace Diversity Awareness, Marketing, Public Relations & Advertising, Sales & Catering, Hospitality Simulation, Business Communication 2 - Hospitality Management, Professional Development, Wine, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2												
A2	A2													
<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td style="background-color: #ffff00;">4</td> </tr> </table>	1	2	3	4	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td style="background-color: #add8e6;">3</td><td>4</td> </tr> </table>	1	2	3	4	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td style="background-color: #add8e6;">3</td><td>4</td> </tr> </table>	1	2	3	4
1	2	3	4											
1	2	3	4											
1	2	3	4											

<p>Use appropriate language and grammar</p> <p>A3</p>	<p>Use appropriate language and grammar</p> <p>A3</p>	<p>Customer Service, Serving It Safe, Front Office, Human Behaviour-Hospitality, Introduction to Tourism, Cooperative Education Preparation, Restaurant Service Practical, Restaurant Service Theory and Simulation, Meetings & Conventions, Workplace Diversity Awareness, Marketing, Public Relations & Advertising, Sales & Catering, Hospitality Simulation, Professional Development, Business Communication 2 - Hospitality Management, Wine, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2</p>												
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1	2	3	4											
1	2	3	4											
1	2	3	4											
<p>Demonstrate appropriate telephone etiquette</p> <p>A4</p>	<p>Demonstrate appropriate telephone etiquette</p> <p>A4</p>	<p>Customer Service, Front Office, Restaurant Service Practical, Restaurant Service Theory and Simulation, Sales & Catering, Advanced Restaurant Service</p>												
<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
1	2	3	4											
1	2	3	4											
1	2	3	4											
<p>Use appropriate non-verbal communication</p> <p>A5</p>	<p>Use appropriate non-verbal communication</p> <p>A5</p>	<p>Customer Service, Serving It Safe, Front Office, Human Behaviour-Hospitality, Introduction to Tourism, Cooperative Education Preparation, Restaurant Service Practical, Restaurant Service Theory and Simulation, Meetings & Conventions, Workplace Diversity Awareness, Marketing, Public Relations & Advertising, Sales & Catering, Hospitality Simulation, Business Communication 2 - Hospitality Management, Professional Development, Wine, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2</p>												
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1	2	3	4											
1	2	3	4											
1	2	3	4											

Interpret non-verbal communication	Interpret non-verbal communication	Customer Service, Front Office, Human Behaviour-Hospitality, Serving It Safe, Introduction to Tourism, Cooperative Education Preparation, Restaurant Practical, Restaurant Service Theory and Simulation, Meetings & Conventions, Workplace Diversity Awareness, Marketing, Public Relations & Advertising, Sales & Catering, Hospitality Simulation, Business Communication 2 - Hospitality Management, Professional Development, Wine, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
A6	A6	
1 2 3 4	1 2 3 4	1 2 3 4
Manage interactions	Manage interactions	Customer Service, Serving It Safe, Front Office, Human Behaviour-Hospitality, Restaurant Service Practical, Restaurant Service Theory and Simulation, Marketing, Public Relations & Advertising, Sales & Catering (?), Hospitality Simulation, Human Resources Management, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
A7	A7	
1 2 3 4	1 2 3 4	1 2 3 4
Customize message to audience	Customize message to audience	Customer Service, Serving It Safe, Front Office, Human Behaviour-Hospitality, Introduction to Tourism, Restaurant Service Practical, Restaurant Service Theory and Simulation, Marketing, Public Relations & Advertising, Sales & Catering (?), Hospitality Simulation, Human Resources Management, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
A8	A8	
1 2 3 4	1 2 3 4	1 2 3 4

Spell / proofread	Spell / proofread	All courses
A9	A9	
1 2 3 4	1 2 3 4	1 2 3 4
Use active listening skills	Use active listening skills	All courses
A10	A10	
1 2 3 4	1 2 3 4	1 2 3 4
Give directions and instructions	Give directions and instructions	Customer Service, Front Office, Restaurant Service Practical, Human Resources Management, Advanced Restaurant Service
A11	A11	
1 2 3 4	1 2 3 4	1 2 3 4
Use industry / organization terminology	Use industry / organization terminology	All courses
A12	A12	
1 2 3 4	1 2 3 4	1 2 3 4
Use technology-based etiquette	Use technology-based etiquette	Customer Service, Human Behaviour-Hospitality, Business Communication 1-Hospitality Management
A13	A13	
1 2 3 4	1 2 3 4	1 2 3 4
Provide and receive feedback (w ritten and oral)	Provide and receive feedback (w ritten and oral)	All courses
A14	A14	
1 2 3 4	1 2 3 4	1 2 3 4
Resolve conflicts	Resolve conflicts	Customer Service, Human Behaviour-Hospitality, Restaurant Service Theory and Simulation, Hospitality Simulation, Human Resources Management
A15	A15	
1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate oral presentation skills (internal and external)	Demonstrate oral presentation skills (internal and external)	All courses
A16	A16	
1 2 3 4	1 2 3 4	1 2 3 4
Facilitate and participate in meetings	Facilitate and participate in meetings	Customer Service, Human Behaviour-Hospitality, Hospitality Simulation
A17	A17	
1 2 3 4	1 2 3 4	1 2 3 4

Write business documents	Write business documents	Introduction to Tourism, Business Communication 1 - Hospitality Management, Meetings & Conventions, Marketing, Public Relations & Advertising, Sales & Catering, Rooms Management, Hospitality Simulation, Business Communication 2 - Hospitality Management, Restaurant Design & Layout, Human Resources Management, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2	
A18	A18		
1	2	3	4
Manage change	Manage change	Human Behaviour-Hospitality, Restaurant Service Practical, Hospitality Simulation, Human Resources Management, Advanced Restaurant Service	
A19	A19		
1	2	3	4
Manage media	Out of scope of program (?)	Check Marketing Courses	
A20	A20		
1	2	3	4
DEMONSTRATE PROFESSIONAL BEHAVIOUR B	DEMONSTRATE PROFESSIONAL BEHAVIOUR B	DEMONSTRATE PROFESSIONAL BEHAVIOUR B	
Demonstrate energy and enthusiasm	Demonstrate energy and enthusiasm	Customer Service, Restaurant Service Practical, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2	
B1	B1		
1	2	3	4
Practice personal hygiene and grooming	Practice personal hygiene and grooming	Basic Food Preparation, Co-operative Education Preparation, Restaurant Service Practical, Restaurant Service Theory and Simulation, Bartending and Mixology, Hospitality Simulation, Professional Development, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2	
B2	B2		
1	2	3	4
1	2	3	4
1	2	3	4

Follow dress code	Follow dress code	Introduction to Tourism, Basic Food Preparation, Cooperative Education Preparation, Restaurant Service Practical, Restaurant Service Theory and Simulation, Bartending and Mixology, Hospitality Simulation, Professional Development, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
B3 1 2 3 4	B3 1 2 3 4	1 2 3 4
Stay motivated and inspired	Stay motivated and inspired	All courses
B4 1 2 3 4	B4 1 2 3 4	1 2 3 4
Maintain composure under stress	Maintain composure under stress	All courses
B5 1 2 3 4	B5 1 2 3 4	1 2 3 4
Demonstrate teamwork	Demonstrate teamwork	All courses
B6 1 2 3 4	B6 1 2 3 4	1 2 3 4
Demonstrate respectful behaviour	Demonstrate respectful behaviour	All courses
B7 1 2 3 4	B7 1 2 3 4	1 2 3 4
Practice integrity	Practice integrity	All courses
B8 1 2 3 4	B8 1 2 3 4	1 2 3 4
Maintain confidentiality	Maintain confidentiality	Customer Service, Front Office, Human Behaviour-Hospitality, Sales & Catering, Human Resources Management, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
B9 1 2 3 4	B9 1 2 3 4	1 2 3 4
Demonstrate legal, ethical and moral behaviour	Demonstrate legal, ethical and moral behaviour	All courses
B10 1 2 3 4	B10 1 2 3 4	1 2 3 4

Maintain objectivity	Maintain objectivity	Customer Service, Front Office, Human Behaviour-Hospitality, Restaurant Service Theory and Simulation, Workplace Diversity Awareness, Human Resources Management
B11	B11	
1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate time management skills	Demonstrate time management skills	All courses
B12	B12	
1 2 3 4	1 2 3 4	1 2 3 4
Work long hours	Work long hours	All courses
B13	B13	
1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate punctuality	Demonstrate punctuality	All courses
B14	B14	
1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate adaptability	Demonstrate adaptability	All courses
B15	B15	
1 2 3 4	1 2 3 4	1 2 3 4
Set personal and professional goals	Set personal and professional goals	Human Behaviour-Hospitality, Cooperative Education Preparation, Cooperative Education Work Placement 1 & Co-operative Education Work Placement 2
B16	B16	
1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate commitment to lifelong learning	Demonstrate commitment to lifelong learning	Check Professional Development
B17	B17	
1 2 3 4	1 2 3 4	1 2 3 4
Educate palate	Educate palate	Basic Food Preparation, Restaurant Service Practical, Bartending and Mixology, Wine, Advanced Restaurant Service
B18	B18	
1 2 3 4	1 2 3 4	1 2 3 4
Maintain current industry certification	Maintain current industry certification	Serving It Safe, WHMIS Workshop, Certified Food Handler Training Program Level 1, Emergency First Aid
B19	B19	
1 2 3 4	1 2 3 4	1 2 3 4

Practice wellness techniques	Practice wellness techniques	Not assessed
B20	B20	
1 2 3 4	1 2 3 4	
Maintain work/life balance	Maintain work/life balance	
B21	B21	
1 2 3 4	1 2 3 4	
Practice self-reflection	Practice self-reflection	
B22	B22	
1 2 3 4	1 2 3 4	
Demonstrate a commitment to the community	Demonstrate a commitment to the community	
B23	B23	
1 2 3 4	1 2 3 4	
Represent brand	Represent brand	
B24	B24	
1 2 3 4	1 2 3 4	
Identify internal stakeholders	Identify internal stakeholders	
B25	B25	
1 2 3 4	1 2 3 4	
Implement procedures	Implement procedures	
B26	B26	
1 2 3 4	1 2 3 4	
Adhere to policies and procedures	Adhere to policies and procedures	
B27	B27	
1 2 3 4	1 2 3 4	
		Human Behaviour-Hospitality
		1 2 3 4
		Restaurant Service Practical, Workplace Diversity Awareness, Hospitality Simulation, Professional Development, Human Resources Management, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
		1 2 3 4
		Professional Development
		1 2 3 4
		All courses
		1 2 3 4
		Customer Service, Front Office, Human Behaviour-Hospitality, Introduction to Tourism, Restaurant Service Practical, Restaurant Service Theory and Simulation, Workplace Diversity Awareness, Sales & Catering, Hospitality Simulation, Advanced Restaurant Service
		1 2 3 4
		All lab courses, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
		1 2 3 4
		All lab courses, Front Office, Human Resource Management, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
		1 2 3 4

Act as an ambassador	Act as an ambassador	All courses
B28	B28	
1	2	3
Participate in strategic planning	Participate in strategic planning	Rooms Management, Hospitality Simulation
B29	B29	
1	2	3
Demonstrate strategic thinking skills	Demonstrate strategic thinking skills	Menu Development, Sales & Catering, Hospitality Simulation, Restaurant Design & Layout, Advanced Restaurant Service
B30	B30	
1	2	3
Demonstrate accountability	Demonstrate accountability	All courses
B31	B31	
1	2	3
Assess risk	Assess risk	Hospitality Simulation
B32	B32	
1	2	3
Support empowerment	Support empowerment	Customer Service, Human Behaviour-Hospitality, Restaurant Service Practical, Hospitality Simulation, Human Resources Management, Advanced Restaurant Service
B33	B33	
1	2	3
Identify the problem	Identify the problem	All courses
B34	B34	
1	2	3
Brainstorm solutions / options	Brainstorm solutions / options	All courses
B35	B35	
1	2	3
Think critically	Think critically	All courses
B36	B36	
1	2	3

Implement best solution	Identify best solution	All courses
B37	B37	
1 2 3 4	1 2 3 4	1 2 3 4
Solve problems	Solve problems	All courses
B38	B38	
1 2 3 4	1 2 3 4	1 2 3 4
Evaluate results	Evaluate results	Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
B39	B39	
1 2 3 4	1 2 3 4	1 2 3 4
Work independently	Work independently	All courses
B40	B40	
1 2 3 4	1 2 3 4	1 2 3 4
Prepare resume	Prepare resume	Cooperative Education Preparation, Business Communication 2-Hospitality Management
B41	B41	
1 2 3 4	1 2 3 4	1 2 3 4
Prepare and build personal professional portfolio	Prepare and build personal professional portfolio	Cooperative Education Preparation
B42	B42	
1 2 3 4	1 2 3 4	1 2 3 4
DEMONSTRATE LEADERSHIP SKILLS	DEMONSTRATE LEADERSHIP SKILLS	DEMONSTRATE LEADERSHIP SKILLS
C	C	C
Lead by example	Lead by example	Customer Service, Human Behaviour-Hospitality, Restaurant Service Practical, Workplace Diversity Awareness, Hospitality Simulation, Human Resources Management, Advanced Restaurant Service
C1	C1	
1 2 3 4	1 2 3 4	1 2 3 4
Take initiative	Take initiative	Customer Service, Human Behaviour-Hospitality, Restaurant Service Practical, Workplace Diversity Awareness, Hospitality Simulation, Human Resources Management, Advanced Restaurant Service
C2	C2	
1 2 3 4	1 2 3 4	1 2 3 4

Listen to staff C3	Listen to staff C3	Customer Service, Human Behaviour-Hospitality, Restaurant Service Practical, Workplace Diversity Awareness, Hospitality Simulation, Human Resources Management, Advanced Restaurant Service
1 2 3 4	1 2 3 4	1 2 3 4
Organize C4	Organize C4	All courses
1 2 3 4	1 2 3 4	1 2 3 4
Influence others C5	Influence others C5	Customer Service, Serving It Safe, Human Behaviour-Hospitality, Business Communication 1 - Hospitality Management, Menu Development, Workplace Diversity Awareness, Sales & Catering, Business Communication 2 - Hospitality Management, Human Resources Management
1 2 3 4	1 2 3 4	1 2 3 4
Identify culture C6	Identify culture C6	Customer Service, Human Behaviour-Hospitality, Workplace Diversity Awareness, Human Resources Management
1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate emotional intelligence C7	Demonstrate emotional intelligence C7	Customer Service, Serving It Safe, Human Behaviour-Hospitality, Restaurant Service Practical, Workplace Diversity Awareness, Human Resources Management, Advanced Restaurant Service
1 2 3 4	1 2 3 4	1 2 3 4
Develop coping skills C8	Develop coping skills C8	All courses
1 2 3 4	1 2 3 4	1 2 3 4
Influence culture C9	Influence culture C9	Human Behaviour-Hospitality, Human Resources Management
1 2 3 4	1 2 3 4	1 2 3 4
Influence change C10	Influence change C10	Human Behaviour-Hospitality, Human Resources Management
1 2 3 4	1 2 3 4	1 2 3 4

Set expectations	Set expectations	Human Behaviour-Hospitality, Restaurant Service Practical, Bartending and Mixology, Workplace Diversity Awareness, Hospitality Simulation, Human Resources Management, Advanced Restaurant Service
C11	C11	
1 2 3 4	1 2 3 4	1 2 3 4
Plan	Plan	All courses
C12	C12	
1 2 3 4	1 2 3 4	1 2 3 4
Articulate a vision	Articulate a vision	Hospitality Simulation, Restaurant Design & Layout
C13	C13	
1 2 3 4	1 2 3 4	1 2 3 4
Mentor staff	Mentor staff	Human Behaviour-Hospitality, Workplace Diversity Awareness, Hospitality Simulation, Human Resources Management, Advanced Restaurant Service
C14	C14	
1 2 3 4	1 2 3 4	1 2 3 4
PROVIDE CUSTOMER SERVICE	PROVIDE CUSTOMER SERVICE	PROVIDE CUSTOMER SERVICE
D	D	D
Demonstrate positive attitude	Demonstrate positive attitude	Customer Service, Cooperative Education Preparation, Restaurant Service Practical, Restaurant Service Theory and Simulation, Hospitality Simulation, Advanced Restaurant Service, Co-operative Education Work Placement 1, Co-operative Education Work Placement 2
D1	D1	
1 2 3 4	1 2 3 4	1 2 3 4
Solicit guest feedback	Solicit guest feedback	Customer Service, Restaurant Service Practical, Advanced Restaurant Service, Co-operative Education Work Placement 1, Co-operative Education Work Placement 2
D2	D2	
1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate attention to detail	Demonstrate attention to detail	All courses, Co-operative Education Work Placement 1, Co-operative Education Work Placement 2
D3	D3	
1 2 3 4	1 2 3 4	1 2 3 4

Demonstrate cultural sensitivity	Demonstrate cultural sensitivity	Customer Service, Introduction to Tourism, Restaurant Service Practical, Restaurant Service Theory and Simulation, Human Behaviour-Hospitality, Workplace Diversity Awareness, Human Resources Management, Advanced Restaurant Service, Co-operative Education Work Placement 1, Co-operative Education Work Placement 2	
D4	D4		
1	2	3	4
Demonstrate empathy	Demonstrate empathy	Customer Service, Human Behaviour-Hospitality, Introduction to Tourism, Restaurant Service Practical, Restaurant Service Theory and Simulation, Workplace Diversity Awareness, Human Resources Management, Advanced Restaurant Service, Co-operative Education Work Placement 1, Co-operative Education Work Placement 2	
D5	D5		
1	2	3	4
Develop and maintain rapport	Develop and maintain rapport	Customer Service, Front Office, Human Behaviour-Hospitality, Introduction to Tourism, Business Communication 1 - Hospitality Management, Cooperative Education Preparation, Restaurant Service Practical, Restaurant Service Theory and Simulation, Workplace Diversity Awareness, Sales & Catering, Business Communication 2 - Hospitality Management, Hospitality Simulation, Human Resources Management, Advanced Restaurant Service, Co-operative Education Work Placement 1, Co-operative Education Work Placement 2	
D6	D6		
1	2	3	4
Provide a memorable experience	Provide a memorable experience	Customer Service, Front Office, Human Behaviour-Hospitality, Introduction to Tourism, Business Communication 1 - Hospitality Management, Cooperative Education Preparation, Restaurant Service Practical, Restaurant Service Theory and Simulation, Sales & Catering, Hospitality Simulation, Business Communication 2 - Hospitality Management, Human Resources Management, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2	
D7	D7		
1	2	3	4

Define customer needs	Define customer needs	Customer Service, Front Office, Introduction to Tourism, Restaurant Service Practical, Meetings & Conventions, Menu Development, Sales & Catering, Rooms Management, Hospitality Simulation, Restaurant Design & Layout, Wine, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
D8	D8	
1	2	3
4		
Anticipate customer needs	Anticipate customer needs	Customer Service, Front Office, Introduction to Tourism, Restaurant Service Practical, Meetings & Conventions, Menu Development, Sales & Catering, Rooms Management, Hospitality Simulation, Restaurant Design & Layout, Wine, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
D9	D9	
1	2	3
4		
Develop and maintain customer relationships	Develop and maintain customer relationships	Customer Service, Sales & Catering, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
D10	D10	
1	2	3
4		
Track and use customer feedback	Track and use customer feedback	Customer Service - Check Marketing, Public Relations & Advertising
D11	D11	
1	2	3
4		
Respond to difficult situations	Respond to difficult situations	Customer Service, Serving It Safe, Cooperative Education Preparation, Restaurant Service Practical, Restaurant Service Theory and Simulation, Hospitality Simulation, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
D12	D12	
1	2	3
4		
Respond to guest feedback	Respond to guest feedback	Customer Service, Serving It Safe, Cooperative Education Preparation, Restaurant Service Practical, Restaurant Service Theory and Simulation, Hospitality Simulation, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
D13	D13	
1	2	3
4		

Respond to guest complaints	Respond to guest complaints	Customer Service, Serving It Safe, Cooperative Education Preparation, Restaurant Service Practical, Restaurant Service Theory and Simulation, Hospitality Simulation, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
D14	D14	
1	2	3
4		
Demonstrate product know ledge	Demonstrate product know ledge	Customer Service, Front Office, Introduction to Tourism, Customer Service, Restaurant Service Practical, Restaurant Service Theory and Simulation, Bartending and Mixology, Inventory Management, Meetings & Conventions, Menu Development, Hospitality Law , Wine, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
D15	D15	
1	2	3
4		
Demonstrate standard service procedures	Demonstrate standard service procedures	Customer Service, Serving It Safe, Front Office, Restaurant Service Practical, Restaurant Service Theory and Simulation, Bartending and Mixology, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
D16	D16	
1	2	3
4		
Explain restaurant policies	Explain operational policies	Serving It Safe, Front Office, Restaurant Service Practical, Restaurant Service Theory and Simulation, Bartending and Mixology, Sales & Catering, Rooms Management, Hospitality Simulation, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
D17	D17	
1	2	3
4		
Conduct regular product quality checks	Conduct regular product quality checks	WHMS Workshop, Customer Service, Restaurant Service Practical, Bartending and Mixology, Inventory Management, Rooms Management, Advanced Restaurant Service, Certified Food Handler Training Program Level 1, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
D18		
1	2	3
4		

Ensure quality assurance	Ensure quality assurance	WHMS Workshop, Customer Service, Bartending and Mixology, Inventory Management, Rooms Management, Advanced Restaurant Service, Certified Food Handler Training Program Level 1, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
D19	D19	
1 2 3 4	1 2 3 4	1 2 3 4
Accommodate guests with special needs	Accommodate guests with special needs	Customer Service, Front Office, Human Behaviour-Hospitality, Introduction to Tourism, Restaurant Service Practical, Restaurant Service Theory and Simulation, Meetings & Conventions, Workplace Diversity Awareness, Human Resources Management, Advanced Restaurant Service
D20	D20	
1 2 3 4	1 2 3 4	1 2 3 4
Educate staff on dietary restrictions / issues / sensitivities	Educate staff on dietary restrictions / issues / sensitivities	Restaurant Service Practical, Restaurant Service Theory and Simulation, Menu Development, Advanced Restaurant Service
D21	D21	
1 2 3 4	1 2 3 4	1 2 3 4
Establish a protocol for dietary restrictions	Establish a protocol for dietary restrictions	Restaurant Service Practical, Restaurant Service Theory and Simulation, Menu Development, Advanced Restaurant Service
D22	D22	
1 2 3 4	1 2 3 4	1 2 3 4
SERVE FOOD AND BEVERAGE	SERVE FOOD AND BEVERAGE	SERVE FOOD AND BEVERAGE
E	E	E
Set a table	Set a table	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
E1	E1	
1 2 3 4	1 2 3 4	1 2 3 4
Welcome the table / guests	Welcome the table / guests	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
E2	E2	
1 2 3 4	1 2 3 4	1 2 3 4
Apply service etiquette	Apply service etiquette	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
E3	E3	
1 2 3 4	1 2 3 4	1 2 3 4

Menu the table E4 1 2 3 4	Menu the table E4 1 2 3 4	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service 1 2 3 4
Water the table E5 1 2 3 4	Water the table E5 1 2 3 4	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service 1 2 3 4
Match food and beverage E6 1 2 3 4	Match food and beverage E6 1 2 3 4	Restaurant Service Practical, Restaurant Service Theory and Simulation, Bartending and Mixology, Advanced Restaurant Service, Wine 1 2 3 4
Demonstrate alcoholic beverage product know ledge E7 1 2 3 4	Demonstrate alcoholic beverage product know ledge E7 1 2 3 4	Restaurant Service Practical, Restaurant Service Theory and Simulation, Bartending and Mixology, Advanced Restaurant Service, Wine 1 2 3 4
Upsell E8 1 2 3 4	Upsell E8 1 2 3 4	Restaurant Service Practical, Restaurant Service Theory and Simulation, Bartending and Mixology, Advanced Restaurant Service, Wine 1 2 3 4
Take an order E9 1 2 3 4	Take an order E9 1 2 3 4	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service 1 2 3 4
Mix cocktails / drinks E10 1 2 3 4	Mix cocktails / drinks E10 1 2 3 4	Bartending and Mixology, Advanced Restaurant Service 1 2 3 4
Serve alcoholic beverages E11 1 2 3 4	Serve alcoholic beverages E11 1 2 3 4	Serving It Safe, Restaurant Service Practical, Bartending and Mixology, Advanced Restaurant Service 1 2 3 4
Demonstrate wine service skills E12 1 2 3 4	Demonstrate wine service skills E12 1 2 3 4	Serving It Safe, Restaurant Service Practical, Advanced Restaurant Service 1 2 3 4

Serve food / beverages	Serve food and non-alcoholic beverages	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
E13	E13	
1 2 3 4	1 2 3 4	1 2 3 4
Manage the table	Manage assigned section	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
E14	E14	
1 2 3 4	1 2 3 4	1 2 3 4
Check quality	Check quality	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
E15	E15	
1 2 3 4	1 2 3 4	1 2 3 4
Apply table maintenance	Apply table maintenance	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
E16	E16	
1 2 3 4	1 2 3 4	1 2 3 4
Clear a table	Clear a table	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
E17	E17	
1 2 3 4	1 2 3 4	1 2 3 4
Bill the table	Bill the table	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
E18	E18	
1 2 3 4	1 2 3 4	1 2 3 4
Convert currency	Convert currency	Front Office
E19	E19	
1 2 3 4	1 2 3 4	1 2 3 4
Process the payment	Process the payment	Front Office, Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
E20	E20	
1 2 3 4	1 2 3 4	1 2 3 4
Thank guests for patronage	Thank guests for patronage	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
E21	E21	
1 2 3 4	1 2 3 4	1 2 3 4

MANAGE OPERATIONS					MANAGE OPERATIONS					MANAGE OPERATIONS				
F					F					F				
Manage spa					Manage ancillary services (spa, gift shop, fitness centre, etc.)					Front Office, Human Behaviour-Hospitality, Rooms Management, Hospitality Simulation, Hospitality Management Accounting, Human Resources Management				
F1					F1					F1				
1	2	3	4		1	2	3	4		1	2	3	4	
Manage food and beverage outlets					Manage food and beverage outlets					Human Resources Management, Advanced Restaurant Service				
F2					F2					F2				
1	2	3	4		1	2	3	4		1	2	3	4	
Manage banquets					Manage banquets					Meetings & Conventions, Sales & Catering, Human Resources Management, Advanced Restaurant Service				
F3					F3					F3				
1	2	3	4		1	2	3	4		1	2	3	4	
Manage culinary operations					Manage culinary operations					Human Behaviour-Hospitality, Customer Service, Inventory Management, Menu Development, Hospitality Simulation, Human Resources Management				
F4					F4					F4				
1	2	3	4		1	2	3	4		1	2	3	4	
Manage reservations					Manage room reservations					Front Office, Rooms Management, Hospitality Simulation				
F5					F5					F5				
1	2	3	4		1	2	3	4		1	2	3	4	
Manage housekeeping					Manage housekeeping					Rooms Management, Hospitality Simulation, Human Resources Management				
F6					F6					F6				
1	2	3	4		1	2	3	4		1	2	3	4	
Manage front office / guest services					Manage front office / guest services					Customer Service, Front Office, Rooms Management, Hospitality Simulation				
F7					F7					F7				
1	2	3	4		1	2	3	4		1	2	3	4	
Manage maintenance and physical plant					Outside scope of program									
F8					F8					F8				
1	2	3	4		1	2	3	4		1	2	3	4	

MAINTAIN OPERATIONS					MAINTAIN OPERATIONS					MAINTAIN OPERATIONS				
G					G					G				
Clean					Clean					WHMS Workshop, Customer Service, Restaurant Service Practical, Restaurant Service Theory and Simulation, Bartending and Mixology, Rooms Management, Advanced Restaurant Service				
G1					G1									
1	2	3	4		1	2	3	4		1	2	3	4	
Troubleshoot equipment problems					Outside scope of program									
G2					G2									
1	2	3	4		1	2	3	4		1	2	3	4	
Maintain equipment					Maintain equipment					Customer Service, Restaurant Service Practical, Restaurant Service Theory and Simulation, Bartending and Mixology, Advanced Restaurant Service, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2				
G3					G3									
1	2	3	4		1	2	3	4		1	2	3	4	
Comply w ith licensing codes					Comply w ith licensing codes					Serving It Safe, Bartending and Mixology, Hospitality Law , Restaurant Design & Layout				
G4					G4									
1	2	3	4		1	2	3	4		1	2	3	4	
Analyze functionality					Analyze functionality					Rooms Management, Hospitality Simulation, Restaurant Design & Layout				
G5					G5									
1	2	3	4		1	2	3	4		1	2	3	4	
Manage trades					Outside scope of program									
G6					G6									
1	2	3	4		1	2	3	4		1	2	3	4	

MAINTAIN CONCEPT					MAINTAIN CONCEPT					MAINTAIN CONCEPT				
H					H					H				
Create atmosphere					Create atmosphere					Meetings & Conventions, Sales & Catering, Rooms Management, Hospitality Simulation, Restaurant Design & Layout, Human Resources Management				
H1					H1									
1	2	3	4		1	2	3	4		1	2	3	4	
Demonstrate creativity					Demonstrate creativity					Introduction to Tourism, Bartending and Mixology, Meetings & Conventions, Menu Development, Sales & Catering, Rooms Management, Hospitality Simulation, Restaurant Design & Layout, Human Resources Management				
H2					H2									
1	2	3	4		1	2	3	4		1	2	3	4	
Create food and beverage theme					Create food and beverage theme					Bartending and Mixology, Menu Development, Restaurant Design & Layout				
H3					H3									
1	2	3	4		1	2	3	4		1	2	3	4	
Analyze food and beverage trends					Analyze food and beverage trends					Restaurant Service Theory and Simulation, Bartending and Mixology, Menu Development, Restaurant Design & Layout				
H4					H4									
1	2	3	4		1	2	3	4		1	2	3	4	
Develop a menu					Develop a menu					Menu Development, Hospitality Simulation, Wine				
H5					H5									
1	2	3	4		1	2	3	4		1	2	3	4	
Demonstrate aesthetics					Demonstrate aesthetics					Restaurant Service Practical, Restaurant Service Theory and Simulation, Menu Development, Sales & Catering, Restaurant Design & Layout, Advanced Restaurant Service				
H6					H6									
1	2	3	4		1	2	3	4		1	2	3	4	
Provide a memorable experience					Duplicate (see D7)									
H7					H7									
1	2	3	4		1	2	3	4		1	2	3	4	

APPLY HR MANAGEMENT SKILLS	APPLY HR MANAGEMENT SKILLS	APPLY HR MANAGEMENT SKILLS
I	I	I
Orient staff I1 1 2 3 4	Orient staff I1 1 2 3 4	Human Resources Management 1 2 3 4
Recruit staff / volunteers I2 1 2 3 4	Recruit staff / volunteers I2 1 2 3 4	Human Resources Management 1 2 3 4
Train staff I3 1 2 3 4	Train staff I3 1 2 3 4	Hospitality Simulation, Human Resources Management, Advanced Restaurant Service 1 2 3 4
Evaluate staff I4 1 2 3 4	Evaluate staff I4 1 2 3 4	Advanced Restaurant Service, Human Resources Management 1 2 3 4
Discipline staff I5 1 2 3 4	Discipline staff I5 1 2 3 4	Advanced Restaurant Service, Human Resources Management 1 2 3 4
Terminate staff I6 1 2 3 4	Terminate staff I6 1 2 3 4	Advanced Restaurant Service, Human Resources Management 1 2 3 4
Create work schedules I7 1 2 3 4	Create work schedules I7 1 2 3 4	Advanced Restaurant Service, Rooms Management, Human Resources Management 1 2 3 4
Work with unions I8 1 2 3 4	Work with unions I8 1 2 3 4	Human Resources Management 1 2 3 4

Create policies	Create policies	Human Behaviour-Hospitality, Hospitality Simulation, Human Resources Management
I9	I9	
1	2	1
2	3	2
3	4	3
4		4
Develop staff	Develop staff	Human Behaviour-Hospitality, Hospitality Simulation, Human Resources Management
I10	I10	
1	2	1
2	3	2
3	4	3
4		4
Coach staff	Coach staff	Human Behaviour-Hospitality, Hospitality Simulation, Human Resources Management
I11	I11	
1	2	1
2	3	2
3	4	3
4		4
Administer performance management system	Administer performance management system	Human Behaviour-Hospitality, Hospitality Simulation, Human Resources Management
I12	I12	
1	2	1
2	3	2
3	4	3
4		4
Write job specifications	Write job specifications	Human Resources Management
I13	I13	
1	2	1
2	3	2
3	4	3
4		4
Write job descriptions	Write job descriptions	Human Resources Management
I14	I14	
1	2	1
2	3	2
3	4	3
4		4
Interview staff	Interview staff	Human Resources Management
I15	I15	
1	2	1
2	3	2
3	4	3
4		4
Hire staff	Hire staff	Human Resources Management
I16	I16	
1	2	1
2	3	2
3	4	3
4		4
Reward and recognize staff	Reward and recognize staff	Human Behaviour-Hospitality, Human Resources Management
I17	I17	
1	2	1
2	3	2
3	4	3
4		4

Identify talent	Identify talent	Human Behaviour-Hospitality, Cooperative Education Preparation, Human Resources Management, Hospitality Simulation
I18	I18	
1	1	1
2	2	2
3	3	3
4	4	4
Comply with legislation and regulations (e.g., employment standards, compensation and benefits, worker compensation, human rights, criminal code, labour laws, employment equity, diversity training, workplace violence protection plan, etc.)	Comply with legislation and regulations (e.g., employment standards, compensation and benefits, worker compensation, human rights, criminal code, labour laws, employment equity, diversity training, workplace violence protection plan, etc.)	Workplace Diversity Awareness, Hospitality Law , Human Resources Management, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
I19	I19	
1	1	1
2	2	2
3	3	3
4	4	4
Create staffing guidelines	Create staffing guidelines	Rooms Management, Hospitality Simulation, Human Resources Management
I20	I20	
1	1	1
2	2	2
3	3	3
4	4	4
Follow staffing guidelines	Follow staffing guidelines	Rooms Management, Hospitality Simulation, Human Resources Management, Advanced Restaurant Service
I21	I21	
1	1	1
2	2	2
3	3	3
4	4	4
Respect diversity	Respect diversity	Customer Service, Human Behaviour-Hospitality, Restaurant Service Theory and Simulation, Workplace Diversity Awareness, Human Resources Management
I22	I22	
1	1	1
2	2	2
3	3	3
4	4	4
Create a safe (inclusive) work environment	Create a safe (inclusive) work environment	Customer Service, Human Behaviour-Hospitality, Restaurant Service Theory and Simulation, Workplace Diversity Awareness, Human Resources Management
I23	I23	
1	1	1
2	2	2
3	3	3
4	4	4
USE TECHNOLOGY	USE TECHNOLOGY	USE TECHNOLOGY
J	J	J
Use word processing skills	Use word processing skills	Hospitality Computer Applications 1, Hospitality Computer Applications 2
J1	J1	
1	1	1
2	2	2
3	3	3
4	4	4

Use spreadsheets	Use spreadsheets	Introductory Accounting B, Hospitality Computer Applications 1, Introduction Accounting A, Inventory Management, Menu Development, Hospitality Simulation, Hospitality Computer Applications 2
J2	J2	
1	2	3
4	4	4
Use presentation software	Use presentation software	Hospitality Computer Applications 1, Hospitality Computer Applications 2
J3	J3	
1	2	3
4	4	4
Use internet	Use internet	Introduction to Tourism, Cooperative Education Preparation
J4	J4	
1	2	3
4	4	4
Use email	Use email	Customer Service, Cooperative Education Preparation, Hospitality Computer Applications 1
J5	J5	
1	2	3
4	4	4
Use electronic day timer	Use electronic day timer	Hospitality Computer Applications 1
J6	J6	
1	2	3
4	4	4
Use office technology	Use office technology	Customer Service, Front Office, Restaurant Service Theory and Simulation, Advanced Restaurant Service
J7	J7	
1	2	3
4	4	4
Use a variety of communication devices	Use a variety of communication devices	Customer Service, Front Office, Co-operative Education Work Placement 1 & Co-operative Education Work Placement 2
J8	J8	
1	2	3
4	4	4
Use social media	Use social media	Cooperative Education Preparation
J9	J9	
1	2	3
4	4	4
Collaborate on line	Collaborate on line	Customer Service, Front Office
J10	J10	
1	2	3
4	4	4

Use P.O.S. systems	Use P.O.S. systems	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
J11	J11	
1 2 3 4	1 2 3 4	1 2 3 4
Use basic accounting softw are	Use basic accounting softw are	Check which courses teach and assess this skill
J12	J12	
1 2 3 4	1 2 3 4	1 2 3 4
Use industry-specific softw are	Use industry-specific softw are	Front Office, Sales & Catering, Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
J13	J13	
1 2 3 4	1 2 3 4	1 2 3 4
Use property management systems	Use property management systems (e.g., OPERA)	Front Office
J14	J14	
1 2 3 4	1 2 3 4	1 2 3 4
Use database softw are	Use database softw are (e.g., site benefits)	Restaurant Service Practical, Restaurant Service Theory and Simulation, Advanced Restaurant Service
J15	J15	
1 2 3 4	1 2 3 4	1 2 3 4
Use industry ordering systems	Use industry ordering systems	Inventory Management, Menu Development
J16	J16	
1 2 3 4	1 2 3 4	1 2 3 4
Operate audiovisual equipment	Outside scope of program	
J17	J17	
1 2 3 4	1 2 3 4	1 2 3 4
Use desktop publishing softw are	Use desktop publishing softw are	Hospitality Computer Applications 1, Hospitality Computer Applications 2
J18	J18	
1 2 3 4	1 2 3 4	1 2 3 4
Explain technology to guests	Outside scope of program	
J19	J19	
1 2 3 4	1 2 3 4	1 2 3 4

<p>Create and maintain web pages</p> <p>J20</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>DEMONSTRATE SALES, CATERING & MARKETING SKILLS</p> <p>K</p>	1	2	3	4	<p>Create and maintain web pages</p> <p>J20</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>DEMONSTRATE SALES, CATERING & MARKETING SKILLS</p> <p>K</p>	1	2	3	4	<p>Hospitality Computer Applications 2</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>DEMONSTRATE SALES, CATERING & MARKETING SKILLS</p> <p>K</p>	1	2	3	4																																																																								
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Identify external stakeholders / partners	Identify external stakeholders / partners	Introduction to Tourism
K8	K8	
1 2 3 4	1 2 3 4	1 2 3 4
Identify industry trends	Identify industry trends	Introduction to Tourism, Bartending and Mixology, Menu Development, Sales & Catering, Rooms Management, Hospitality Simulation, Restaurant Design & Layout
K9	K9	
1 2 3 4	1 2 3 4	1 2 3 4
Create promotional materials	Create promotional materials	Marketing, Public Relations & Advertising (?) , Sales & Catering
K10	K10	
1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate negotiation skills	Demonstrate negotiation skills	Meetings & Conventions, Sales & Catering
K11	K11	
1 2 3 4	1 2 3 4	1 2 3 4
Implement marketing strategies	Implement marketing strategies	Marketing, Public Relations & Advertising (?)
K12	K12	
1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate research skills	Outside scope of program	
K13	K13	
1 2 3 4	1 2 3 4	1 2 3 4
Develop a marketing plan	Develop a marketing plan	Marketing, Public Relations & Advertising (?)
K14	K14	
1 2 3 4	1 2 3 4	1 2 3 4
Design marketing strategies	Design marketing strategies	Marketing, Public Relations & Advertising (?)
K15	K15	
1 2 3 4	1 2 3 4	1 2 3 4
Develop a sales plan	Develop a sales plan	Marketing, Public Relations & Advertising (?) , Sales & Catering
K16	K16	
1 2 3 4	1 2 3 4	1 2 3 4

Report to stakeholders	Outside scope of program	
K17	K17	
1 2 3 4	1 2 3 4	1 2 3 4
Demonstrate corporate social responsibility	Demonstrate corporate social responsibility	Human Behaviour-Hospitality, Human Resources Management
K18	K18	
1 2 3 4	1 2 3 4	1 2 3 4
Negotiate sponsorships	Outside scope of program	(Formerly taught in Tourism)
K19	K19	
1 2 3 4	1 2 3 4	1 2 3 4
Manage sponsorships	Outside scope of program	(Formerly taught in Tourism)
K20	K20	
1 2 3 4	1 2 3 4	1 2 3 4
Manage social media	Outside scope of program	(Formerly taught in Tourism)
K21	K21	
1 2 3 4	1 2 3 4	1 2 3 4
Manage public relations	Manage public relations	Check Marketing, Public Relations & Advertising
K22	K22	
1 2 3 4	1 2 3 4	1 2 3 4
Conduct sales calls	Conduct sales calls	Sales & Catering (?)
K23	K23	
1 2 3 4	1 2 3 4	1 2 3 4
Track discussion forums	Track discussion forums	Customer Service
K24	K24	
1 2 3 4	1 2 3 4	1 2 3 4
Use accurate contract terminology	Use accurate contract terminology	Front Office, Meetings & Conventions, Sales & Catering (?)
K25	K25	
1 2 3 4	1 2 3 4	1 2 3 4

<p>Create donations strategy / policy</p> <p>K26</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Track social media trends</p> <p>K27</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Manage donations strategy</p> <p>K28</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p style="text-align: center;">CATER EVENTS</p> <p style="text-align: center;">L</p> <p>Plan an event</p> <p>L1</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Manage contracts</p> <p>L2</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Create a function sheet</p> <p>L3</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Develop a floor plan</p> <p>L4</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Coordinate logistics</p> <p>L5</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	<p>Create donations strategy / policy</p> <p>K26</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Track social media trends</p> <p>K27</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Manage donations strategy</p> <p>K28</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p style="text-align: center;">CATER EVENTS</p> <p style="text-align: center;">L</p> <p>Plan an event</p> <p>L1</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Comply with contracts</p> <p>L2</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Create a function sheet</p> <p>L3</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Develop a floor plan</p> <p>L4</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Coordinate logistics</p> <p>L5</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	<p style="color: red;">Marketing, Public Relations & Advertising (?)</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p style="background-color: #ADD8E6;">Discussed - part of social media (see K24 above)</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p style="color: red;">Check Marketing, Public Relations & Advertising</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p style="text-align: center;">CATER EVENTS</p> <p style="text-align: center;">L</p> <p>Meetings & Conventions, Sales & Catering</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p style="color: red;">Check Hospitality Law</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Sales & Catering</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Sales & Catering, Restaurant Design & Layout, Advanced Restaurant Service</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table> <p>Meetings & Conventions, Sales & Catering</p> <table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
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Outsource rentals	Outsource rentals	Hospitality Simulation
L6	L6	
1 2 3 4	1 2 3 4	1 2 3 4
Plan for contingencies	Plan for contingencies	Hospitality Simulation
L7	L7	
1 2 3 4	1 2 3 4	1 2 3 4
Set up meeting rooms	Set up meeting rooms	Restaurant Service Practical, Meetings & Conventions, Sales & Catering, Advanced Restaurant Service
L8	L8	
1 2 3 4	1 2 3 4	1 2 3 4
Conduct pre-event meeting	Conduct pre-event meeting	Restaurant Service Practical, Meetings & Conventions, Sales & Catering, Advanced Restaurant Service
L9	L9	
1 2 3 4	1 2 3 4	1 2 3 4
Troubleshoot audiovisual equipment	Outside scope of program	
L10	L10	
1 2 3 4	1 2 3 4	1 2 3 4
USE SAFE WORK PRACTICES	USE SAFE WORK PRACTICES	USE SAFE WORK PRACTICES
M	M	M
Apply WHMIS principles	Apply WHMIS principles	WHMIS Workshop, Basic Food Preparation, Restaurant Service Practical, Restaurant Service Theory and Simulation, Bartending and Mixology, Advanced Restaurant
M1	M1	
1 2 3 4	1 2 3 4	1 2 3 4
Apply HACCP principles	Apply HACCP principles	Basic Food Preparation, Restaurant Layout & Design
M2	M2	
1 2 3 4	1 2 3 4	1 2 3 4
Maintain clean work environment	Maintain clean work environment	All lab courses, Certified Food Handler Training Program Level 1
M3	M3	
1 2 3 4	1 2 3 4	1 2 3 4

Practice safety, security, and emergency preparedness	Practice safety, security, and emergency preparedness	All lab courses, Front Office, Hospitality Simulation, Emergency First Aid
M4	M4	
1 2 3 4	1 2 3 4	1 2 3 4
Use and maintain personal protective equipment	Use and maintain personal protective equipment	All lab courses, WHMIS Workshop
M5	M5	
1 2 3 4	1 2 3 4	1 2 3 4
Identify and report safety hazards	Identify and report safety hazards	All lab courses, WHMIS Workshop
M6	M6	
1 2 3 4	1 2 3 4	1 2 3 4
Observe safe work practices in others	Observe safe work practices in others	All lab courses
M7	M7	
1 2 3 4	1 2 3 4	1 2 3 4
Create and maintain a safe environment	Create and maintain a safe environment	All lab courses, Serving It Safe, Human Resources Management, WHMIS Workshop, Certified Food Handler Training Program Level 1
M8	M8	
1 2 3 4	1 2 3 4	1 2 3 4
Identify risky behaviour / behavioural change	Identify risky behaviour / behavioural change	Serving It Safe, Front Office, Advanced Restaurant Service
M9	M9	
1 2 3 4	1 2 3 4	1 2 3 4
Create procedure manuals	Create procedure manuals	Hospitality Simulation, Human Resources Management
M10	M10	
1 2 3 4	1 2 3 4	1 2 3 4
Create job assessments	Outside scope of program	
M11	M11	
1 2 3 4	1 2 3 4	1 2 3 4
Conduct job assessments	Outside scope of program	
M12	M12	
1 2 3 4	1 2 3 4	1 2 3 4

Comply with legislation and regulations (e.g., WSH Act & Regulations, WCB, MLLC)	Comply with legislation and regulations (e.g., WSH Act & Regulations, WCB, MLLC)	Serving It Safe, Bartending and Mixology, Hospitality Law , Hospitality Simulation, Restaurant Design & Layout, Human Resource Management, Advanced Restaurant Service, WHMIS Workshop, Certified Food Handler Training Program Level 1, Emergency First Aid
M13	M13	
1 2 3 4	1 2 3 4	1 2 3 4
Identify staffing safety requirements	Identify staffing safety requirements	Serving It Safe, Bartending and Mixology, Hospitality Law , Hospitality Simulation, Restaurant Design & Layout, Human Resources Management, Advanced Restaurant Service, WHMIS Workshop, Certified Food Handler Training Program Level 1, Emergency First Aid
M14	M14	
1 2 3 4	1 2 3 4	1 2 3 4
Apply First Aid / CPR / AED	Apply First Aid / CPR / AED	Emergency First Aid
M15	M15	
1 2 3 4	1 2 3 4	1 2 3 4
Implement safety procedures	Implement safety procedures	All lab courses
M16	M16	
1 2 3 4	1 2 3 4	1 2 3 4
Deliver safety training	Outside scope of program	
M17	M17	
1 2 3 4	1 2 3 4	1 2 3 4
Complete incident reports	Complete incident reports	Human Resources Management
M18	M18	
1 2 3 4	1 2 3 4	1 2 3 4
Manage safety risks	Out of scope of program	
M19	M19	
1 2 3 4	1 2 3 4	1 2 3 4

APPLY ACCOUNTING AND FINANCIAL SKILLS					APPLY ACCOUNTING AND FINANCIAL SKILLS					APPLY ACCOUNTING AND FINANCIAL SKILLS				
N					N					N				
Manage owner relationships					Manage owner relationships					Introductory Accounting B, Introduction Accounting A, Hospitality Management Accounting				
N1					N1									
1	2	3	4		1	2	3	4		1	2	3	4	
Report to stakeholders					Report to stakeholders					Introductory Accounting B, Introduction Accounting A, Hospitality Management Accounting, Hospitality Simulation				
N2					N2									
1	2	3	4		1	2	3	4		1	2	3	4	
Manage accounts receivable and accounts payable					Manage accounts receivable and accounts payable					Introductory Accounting B, Introduction Accounting A, Hospitality Management Accounting, Front Office, Hospitality Simulation				
N3					N3									
1	2	3	4		1	2	3	4		1	2	3	4	
Create a business plan					Create a business plan					Restaurant Design & Layout				
N4					N4									
1	2	3	4		1	2	3	4		1	2	3	4	
Set and maintain internal controls					Set and maintain internal controls					Inventory Management, Rooms Management				
N5					N5									
1	2	3	4		1	2	3	4		1	2	3	4	
Record payroll					Calculate payroll costs					Introductory Accounting B, Introduction Accounting A				
N6					N6									
1	2	3	4		1	2	3	4		1	2	3	4	
Manage cash flows					Manage cash flows					Introductory Accounting B, Introduction Accounting A, Hospitality Management Accounting				
N7					N7									
1	2	3	4		1	2	3	4		1	2	3	4	
Identify fixed costs					Identify fixed costs					Introductory Accounting B, Introduction Accounting A, Hospitality Management Accounting, Inventory Management, Meetings & Conventions, Rooms Management, Hospitality Simulation, Restaurant Design & Layout				
N8					N8									
1	2	3	4		1	2	3	4		1	2	3	4	

Reconcile cash	Reconcile cash	Introductory Accounting B, Introduction Accounting A, Front Office, Restaurant Service Practical, Advanced Restaurant Service
N9	N9	
1 2 3 4	1 2 3 4	1 2 3 4
Calculate net operating income (NOI), Gross Operating Profit (GOP), Gross Margins (GM), Earnings before Interest, Taxes, and Depreciation (EBITAD)	Calculate net operating income (NOI), Gross Operating Profit (GOP), Gross Margins (GM), Earnings before Interest, Taxes, and Depreciation (EBITAD)	Introductory Accounting B, Introduction Accounting A, Hospitality Management Accounting, Rooms Management
N10	N10	
1 2 3 4	1 2 3 4	1 2 3 4
Manage labour costs	Manage labour costs	Introductory Accounting B, Introduction Accounting A, Hospitality Management Accounting (check all accounting courses), Hospitality Simulation, Human Resource Management
N11	N11	
1 2 3 4	1 2 3 4	1 2 3 4
Manage budgets	Manage budgets	Hospitality Simulation
N12	N12	
1 2 3 4	1 2 3 4	1 2 3 4
Prepare budgets	Prepare budgets	All accounting courses, Rooms Management, Hospitality Simulation
N13	N13	
1 2 3 4	1 2 3 4	1 2 3 4
Analyze financial statements	Analyze financial statements	All accounting courses, Inventory Management, Meetings & Conventions, Rooms Management, Hospitality Simulation
N14	N14	
1 2 3 4	1 2 3 4	1 2 3 4
Calculate profit margins	Calculate profit margins	All accounting courses, Inventory Management, Meetings & Conventions, Menu Development, Rooms Management, Hospitality Simulation, Restaurant Design & Layout
N15	N15	
1 2 3 4	1 2 3 4	1 2 3 4
Prepare cost / benefits analysis	Prepare cost / benefits analysis	Hospitality Management Accounting, Rooms Management, Hospitality Simulation
N16	N16	
1 2 3 4	1 2 3 4	1 2 3 4

Manage inventory	Manage inventory	Inventory Management
N17	N17	
1 2 3 4	1 2 3 4	1 2 3 4
Apply math skills	Apply math skills	All accounting courses, Front Office, Basic Food Preparation, Restaurant Service Practical, Bartending and Mixology, Hospitality Computer Applications 1, Inventory Management, Meetings & Conventions, Menu Development, Rooms Management, Hospitality Simulation, Hospitality Computer Applications 2, Restaurant Design & Layout, Economics, Wine, Human Resource Management, Advanced Restaurant Service
N18	N18	
1 2 3 4	1 2 3 4	1 2 3 4
Manage forecast	Outside scope of program	
N19		
1 2 3 4	1 2 3 4	1 2 3 4
Control variable costs	Identify variable costs	Introductory Accounting B, Introduction Accounting A, Hospitality Management Accounting, Inventory Management, Meetings & Conventions, Rooms Management, Hospitality Simulation, Restaurant Design & Layout
N20	N20	
1 2 3 4	1 2 3 4	1 2 3 4
MANAGE REVENUE	MANAGE REVENUE	MANAGE REVENUE
o	o	o
Manage yields	Manage yields	Front Office, Rooms Management, Hospitality Simulation, Hospitality Management Accounting (?)
O1	O1	
1 2 3 4	1 2 3 4	1 2 3 4
Upsell	Upsell	Front Office, Rooms Management, Advanced Restaurant Service
O2	O2	
1 2 3 4	1 2 3 4	1 2 3 4
Identify revenue streams	Identify revenue streams	Menu Development, Marketing, Public Relations & Advertising (?) , Sales & Catering, Rooms Management, Hospitality Simulation, Restaurant Design & Layout
O3	O3	
1 2 3 4	1 2 3 4	1 2 3 4

Manage daily operations	Out of scope of program	
O4	O4	
1 2 3 4	1 2 3 4	1 2 3 4
Establish daily targets	Establish daily targets	Front Office, Rooms Management, Hospitality Simulation
O5	O5	
1 2 3 4	1 2 3 4	1 2 3 4
Cross-sell / promote	Cross-sell / promote	Customer Service, Front Office, Sales & Catering (?)
O6	O6	
1 2 3 4	1 2 3 4	1 2 3 4
Capitalize on demand (prices)	Capitalize on demand (prices)	Front Office, Sales & Catering, Rooms Management, Hospitality Simulation
O7	O7	
1 2 3 4	1 2 3 4	1 2 3 4
Create forecast	Create forecast	Rooms Management, Hospitality Simulation
O8	O8	
1 2 3 4	1 2 3 4	1 2 3 4
Manage risks	Manage risks	Front Office, Meetings & Conventions, Sales & Catering, Rooms Management, Hospitality Simulation
O9	O9	
1 2 3 4	1 2 3 4	1 2 3 4
Strategize market mix	Strategize market mix	Sales & Catering, Rooms Management, Restaurant Design & Layout
O10	O10	
1 2 3 4	1 2 3 4	1 2 3 4
Deliver on forecast	Out of scope of program	
O11	O11	
1 2 3 4	1 2 3 4	1 2 3 4

MANAGE EXPENSES					MANAGE EXPENSES					MANAGE EXPENSES				
P					P					P				
Project a profit					Project a profit					All accounting courses, Menu Development, Rooms Management, Hospitality Simulation, Restaurant Design & Layout				
P1					P1									
1	2	3	4		1	2	3	4		1	2	3	4	
Cost a menu					Cost a menu					Inventory Management, Menu Development, Hospitality Simulation, Wine (?) , Advanced Restaurant Service				
P2					P2									
1	2	3	4		1	2	3	4		1	2	3	4	
Analyze pricing					Analyze pricing					Menu Development				
P3					P3									
1	2	3	4		1	2	3	4		1	2	3	4	
Negotiate prices					Out of scope of program									
P4					P4									
1	2	3	4		1	2	3	4		1	2	3	4	
Purchase products					Purchase products					Inventory Management				
P5					P5									
1	2	3	4		1	2	3	4		1	2	3	4	
Receive products					Receive products					Basic Food Preparation, Inventory Management				
P6					P6									
1	2	3	4		1	2	3	4		1	2	3	4	
Manage food and beverage inventory					Manage food and beverage inventory					Inventory Management				
P7					P7									
1	2	3	4		1	2	3	4		1	2	3	4	
Calculate food and beverage costs					Calculate food and beverage costs					Inventory Management, Menu Development, Hospitality Simulation, Wine				
P8					P8									
1	2	3	4		1	2	3	4		1	2	3	4	

Maintain costs	Maintain costs	Basic Food Preparation, Restaurant Service Practical, Bartending and Mixology, Advanced Restaurant Service
P9	P9	
1 2 3 4	1 2 3 4	1 2 3 4
Manage productivity	Manage productivity	Rooms Management, Hospitality Simulation, Human Resource Management
P10	P10	
1 2 3 4	1 2 3 4	1 2 3 4
Measure productivity	Measure productivity	Human Resource Management
P11	P11	
1 2 3 4	1 2 3 4	1 2 3 4
Forecast capitol expenses (e.g., furniture, equipment, glassware, small wares, etc.)	Forecast capitol expenses (e.g., furniture, equipment, glassware, small wares, etc.)	Hospitality Management Accounting
P12	P12	
1 2 3 4	1 2 3 4	1 2 3 4

Appendix D – Graduate Profile

Hotel & Restaurant Management Program
Graduate Profile
June 3, 2013

The Hotel & Restaurant Management graduate:

- A. Demonstrates effective verbal, non-verbal and written communication skills to achieve personal and business goals.
- B. Demonstrates professionalism through positive attitude, ethical behavior, adaptability, and a commitment to personal and professional growth.
- C. Demonstrates leadership skills to effectively inspire staff and maintain the culture and vision of the organization.
- D. Provides efficient and personalized customer service to exceed expectations, solve problems, and create memorable experiences.
- E. Exceeds expectations in serving food and beverages while applying industry practices and standards.
- F. Demonstrates industry specific skills to successfully manage and operate accommodations, ancillary, and food and beverage outlets.
- G. Maintains facilities and equipment to successfully complete required functions to the highest industry standards and government regulations.
- H. Maintains a business concept through applying the vision and brand standards to create memorable experiences for guests.
- I. Manages human resources by complying with legislation and regulations in accordance with industry standards and practices.
- J. Uses a variety of technology and information systems to improve productivity, communication, and effectiveness.
- K. Demonstrates sales and marketing skills to effectively qualify and service specific market segments.
- L. Plans and executes all logistical components of catered events to satisfy client and business expectations.
- M. Works safely, following government and industry guidelines, regulations, and standards.
- N. Applies basic accounting and financial knowledge to plan, administrate, analyze, and make decisions to achieve organizational goals.
- O. Manages revenue to maximize profitability by using industry revenue management practices.
- P. Manage expenses to maximize profitability by forecasting and controlling inventory, labour, and other costs.

Appendix E – Focus Group Summaries

**Hotel & Restaurant Management Program
Current Student Focus Groups
September 27, 2013**

Facilitated by Lorna Smith, Program and Curriculum Development

Marketing / Information / Application Process

1. Why did you choose Red River College for your Hotel and Restaurant Management education? Who or what influenced your decision to take the program?
 - Heard good things about the program, success stories from other people who were in the program and from online reviews.
 - Four participants had attended university and switched to Red River because
 - the program looked interesting
 - it offered content relevant to working in a hotel
 - the format was appealing in terms of duration of program, content, smaller classes, and instructors
 - it focuses and engages students
 - it offered the opportunity for a co-op at Disney in second year
 - Two participants initially entered into the program for the Tourism major. Indicated they were not advised the tourism component was no longer offered until all fees (i.e., tuition, textbooks, fees) were paid.
 - If a tourism component was offered at some point in the near future, they may consider enrolling.

2. How did Red River College help you determine if the program (and career) would be a good fit for you?
 - Instructors were very helpful as they come from and have a thorough knowledge of the industry. Instructors provide good examples, stories, feedback, and know what type of personality it takes to succeed in the industry, which helps students decide whether or not program will be a good fit for them.

What additional information that would have been helpful?

Tourism

- Advance notice that the Tourism program was not available.

Co-ops

- To be advised in advance, including posting information clearly on line, being verbally advised, and providing an upfront, complete breakdown of the cost to allow the students to budget (for food, expenses, etc.). The mailed statement provided a fee breakdown and a note to be prepared to pay an approximate amount for books but did not indicate a cost for the co-op. Students followed up with the teachers/Dean/Chair and were they advised the co-op was considered a course and thus had an associated cost.
- To know in advance that you may have to quit your current part-time job to work in the co-op as well as pay the co-op fee. Students whose part-time jobs were above

minimum wage (e.g., \$13/hour) experience some financial loss taking a minimum wage co-op position.

Program/Course Confirmations/Scheduling

- First year – confirmation of acceptance not received until August. Second year confirmation received later. Students needed more notice in order to advise employers and rearrange work schedules.
- Confirmation of courses and sections in second year not received until a week before school. Last minute section changes caused issues:
 - if a student had already purchased/opened books for one section, could not obtain a full refund, and had to purchase additional books for the new section.
 - with part-time jobs – employers require advance notice of up to one month in terms of worker availability.
- Cost of tuition and books not received until one week before class - makes it difficult for students who may not have sufficient funds readily accessible.
- Local and international students who obtain co-ops outside of Winnipeg or Canada are unable to purchase books until the first day of classes.
- Schedule is difficult to read – e.g., small font, limited information. Suggestion: organize and present information in weekly calendar type format, and provide at least two weeks in advance for students who need to schedule part-time work.
- Ensure passwords are current and students know how to get help accessing schedules on the portal.
- Extend current Bookstore hours (8:00-4:00) for students who work in part-time employment right up to the first day of classes.

3. How aware were you, before starting the program, of the demands of the program and the working conditions/expectations in this field?

- Orientation sessions provided this information. In the May orientation session, graduates talked about what the program consisted of in general, however, no information about working in the restaurant/outlets, for example, was provided until after admission to the program.
- The two-day fall orientation presentations by second year students concerned participants who were told to delete Facebook and Twitter accounts as they wouldn't have time to socialize. Students were concerned about balancing working and going to school, felt discouraged, questioned their ability to be successful, and their overall decision to enroll in the program. Only after the students started the program did they realize success depends on what kind of person and learner you are.
 - A good idea to involve second year students if they share helpful information about the coursework; e.g., number of hours in-class and in the restaurant (theory vs. practical), factual information combined with some personal experiences/recommendations such as the need to be organized, etc.

Program Effectiveness

4. What parts of the program have been most effective in preparing you for the industry? Why?

Practical

- Restaurant service at lunch in a smaller group allows you to work as a team—facilitates bonding as a class. Students get to know each other, help each other out – a very good environment to be in for your college education.
- Emulates industry where you're very likely to be working in teams. Good to have practical experience and teamwork as part of the college program.
- All classes in first year provided valuable, useful information that was used in the first co-op – e.g., bartending, customer service, restaurant service – very practical, hands-on for anyone working in a hotel. All practical work in courses offers good skills development.

Instruction

- The instructors are organized, consistent, clear in their expectations, and the breakdown of courses is good.
- Overall balance between theory and practical is good.
- College expectations of student performance in the program are reasonable.
- Students like receiving marks on multiple choice questions immediately. If there are concerns about a question, students are allowed to note it on long answer booklet for instructor review. Teachers are fair, will ask students how they understood the question and take time to discuss/explain. If they take marks off on the long answers or project assignments, instructors are really good at explaining the rationale for doing so.
- Instructors do a good job of returning smaller projects and tests in a timely manner – the next class or the one after. Large project assignments take longer to mark, but are still returned in good time.

5. What parts of the program have been least effective in preparing you for the industry? Why?

Curriculum

- Based on initial information provided, students expected to be able to choose a major in second year (i.e., tourism).
- Students interested in a focus on hotel management felt that courses on the restaurant side were irrelevant.
- Students would like to specialize in year two - tailor second year to focus on the career area of interest – e.g., spa management in hotel management, instead of menu development or restaurant.
- Business Communication 1 & 2 perhaps more effective for international students who aren't familiar with Canadian business practices. Participants suggested:
 - condense Business Communication 1 & 2 into one course. Have computers one term and business the next term. Don't need a full year of each.
 - Business Communication - allow more time on interview skills (currently only one class).
- Computer applications - everyone uses a computer now. Reduce time spent on how to start the computer and how to use Word. Focus more on Excel, Web Design, and PowerPoint.

Practical

- After serving in co-ops all summer, students felt six weeks in evening dining was excessive. A shorter duration (2-3 weeks) would be ideal and allow students to earn more income at part-time jobs as tips made in evening dining don't make up for lost wages.

Co-ops

- Four of five students did not use any accounting. One student obtained a part-time supervisory position for the co-op and used some accounting at front desk – debit, credit, invoicing, POS, etc.
- When partnering with businesses, clearly explain what is expected for the co-op for hotel *management*. Perhaps include a job shadowing component so student can see what managers do on a day-to-day basis.
- Ensure employers:
 - are visible and communicate with students (not just by email)
 - provide an orientation to the job
 - give students regular and constructive feedback on job performance
- Students suggested co-ops include the following:
 - More information on the hosting organization's expectations of students when they are on the job.
 - Have faculty share College's expectations for the co-op with the co-op hosts.
 - Since co-op is treated as a course, ensure all the same details/requirements for courses are fulfilled for the co-op – i.e., link co-op positions to program outcomes, and ensure the positions challenge students.
 - Ensure employers who agree to participate in co-ops are aware students are "paying for" no less than 400 hours of experience. [Focus group participants perceived that employers are paid to have co-op students and that it's a tax write-off, so they should make sure they get the full 400 hours.]
- Send resumes out to several potential employers so students aren't left to find their own co-ops.
- Ensure co-op placement is a good fit. Instructors are available if there's a problem with the placement, but the student still has to complete that co-op.
- Students would like more contact/visits by instructor on co-ops beyond the 20 minutes close to the end of the co-op. Some students received no visits if the instructor was on holidays or out of country (e.g., China).

Instruction

- Expectation to complete group projects outside of school is challenging when some of the students are in evening dining, others are in food prep, and others are working at part-time jobs. More in-class time for group projects would be helpful.
- Business Communication - Different instructors teach different resume styles and spend weeks on this and how to write a cover letter. Students requested more focus on what constitutes quality of the content of resumes, rather than on the placement of information. One resume format/structure specific to the expectations of industry would be less confusing.
- Hospitality Accounting in year two has a fast-paced, tight schedule. If you lose track in beginning, you're lost in the end.
 - The 7 hours of tutoring available is difficult to schedule in second year due to evening dining which ends anywhere from 9:00-9:30 p.m.

- All the other courses in the program are good. Instructors help you in class, and respond to email communications.

Delivery

- A full-time program is good – 2 years and you're done, out in the workforce and earning money.
- Part-time option over 3 years instead of full time in 2 years might appeal to students who live on their own by allowing them to work more often and make money to help offset the expense of going to school and paying bills.

Facilities and Equipment

- All students like the new campus, but noted a few hiccups at first for laptop programs. Weren't enough plug-ins to charge laptops. More power bars are being installed but not yet in all rooms (e.g., 315).

Early Leaving

6. Have you ever considered leaving the program prior to completion? Why? Why did you decide to stay?

- Monetary reasons and because the co-op experience was very disheartening.
- Other students who shared negative co-op experiences impacted attitude toward to the program. Hard to focus on the positives when they hear about the negative side of the industry.
- Educational burnout towards the end of year one, which some students attributed to being in the windowless basement at Notre Dame Campus.

General

7. Is there anything that you would like to comment on that you were not asked?

- Too much focus on restaurant in the program. Food and beverage in hotel is good, but provide more focus on hotel, and bring back tourism.

**Hospitality & Restaurant Management Program
Graduate Focus Group
October 21, 2013**

Facilitated by Lorna Smith, Program and Curriculum Development

Marketing / Information / Application Process

1. Why did you choose Red River College for your Hospitality & Restaurant Management (HRM) education? Who, or what, influenced your decision to take the program?
 - Only program offered locally (other than in Brandon).
 - Chose over university because of the hands-on learning.
 - Red River program is transferrable for credit to degree programs at various universities (Calgary, Vancouver, Australia, etc.)
 - A recognized college, a good reputation over other colleges.
 - A quick two year course and you can jump right into industry. For students with not a lot of hands-on work experience, the co-ops are great.

2. How did Red River College help you determine if the program (and career) would be a good fit for you? What additional information that would have been helpful?
 - Online descriptions provide good information on program and course outcomes, schedule of courses and co-ops. The cost of the co-ops and the cost of the program overall is provided.
 - The College is organized and provides students with documentation. The website and documentation from the College provide a lot of information. If students have questions about a course, the instructors or co-op coordinators are available to answer questions and provide a tour.
 - The May information session provides lots of information and offers the opportunity to ask questions. If you're not able to attend, the College sends a CD and brochure (Graduate satisfaction and employment stats) in the mail.

3. Before starting the program how aware were you of the demands of the program and the working conditions/expectations in this field?

Theory

- The CD and presentations provide the amount of time required in class for homework, the types of projects, etc., but the program was a little more intense than students expected. Heavy workload outside of class. Instructors were informative and emphasized the need to commit to studying the theory, and straightforward in the need to keep up on reading and assignments.

Practical skills to be developed/ Working at Prairie Lights in evenings

- Reading the course outlines was very informative and prepared you for the practical skills that you'd need to develop (Prairie Lights, bartending, etc.).

Co-op placement

- Encountered a few struggles in first year co-op in terms of the availability of co-op coordinator to assist students with finding employment. Some students were required to find their own co-ops. (Different and better processes now with new/current co-op coordinators.) Regardless, the overall co-op experience was very good.
- Students would like more flexibility/independence when applying for the co-op jobs – i.e., have the option to either go through the co-op coordinator or find a job on their own.
- One focus group participant was a student in the process of completing her second co-op. She had been given the choice to apply for as many jobs and wherever she wanted for her first co-op. The coordinator who helped her find her second co-op was very helpful. A good experience with co-ops.
- The co-op coordinator visits work site and explain the kinds of grants available, the process for paperwork and payroll, and all expectations on reporting back to the College.
- Co-op coordinators attended for on-site visits once and right at the end for the focus groups participants. Other students had visits midway through.

Hours

- It was made very clear that graduates would be working long hours in this industry. It was also made very clear that as students they would be putting in long hours.

Physical demands

- Instructors talk about the physical demands but nothing really prepares you.

Pace /Pressure/Service orientation (demanding customers)/Teamwork /Chain of command

- Website mentions the grade you have to achieve in order to graduate, so that prepares you as well.
- Instructors very good about providing real life examples. Instructors would also ask students to share their experiences in class.
- Lots of role-playing. Hotel simulation was the best – very relevant.
- Lots of time spent in the library brainstorming for projects.
- Having prior industry work experience helped with the customer service issues.

Program Effectiveness

4. What parts of the program were most effective in preparing you for the industry? Why?

- Accounting, Hotel Simulation, and Rooms Management.
- Customer Service course was really good – provided examples of difficult situations with customers and how to deal with them. Also Cross-Cultural Communications – taught you how to work with everyone.
- Restaurant Service, Human Resource Management, computer classes (Excel, Word, PowerPoint), wines/wine knowledge.
- First year interpretation – putting on a tour for the class and speaking in front of people is very valuable and lots of fun. Takes you out of your comfort zone and prepares you for public speaking and providing tours frequently required in the hotel industry.
- Practical application/hands-on skills were very effective.
- A 2010 graduate enjoyed working at the back of the house through all positions to Sous Chef.

5. What parts of the program were least effective in preparing you for the industry? Why?

Curriculum & Instruction

- The second year course in Economics – new instructor, no notes or handouts, had only the text to study from and no direction on what to focus on for exams. Content was very broad, assignments limited to researching, critiquing and presenting newspaper articles, and exam was open book. Students deemed economics important to the industry, but felt the course should have been customized to Hotel & Restaurant Management.
- Law, communications, marketing courses are from other programs and taught by instructors not familiar with HRM. Hospitality Law is important to HRM but was only one chapter in the course. Again, students stressed courses and assignments would be more valuable if customized to HRM industry.
- Business instructor allowed students to do a HRM related project, but they had to ask – it wasn't in the course outline.
- Would have preferred more time for basic food prep. Class was too big so it had to be split up into four groups, and there was only one lab at NDC.
- Very valuable to have tourism courses as electives, e.g., Special Event Management, interpretation/tour guiding, as HRM and Tourism are interrelated. Offer mandatory courses like Hotel Simulation, plus Tourism electives.

Delivery

- Full-time is preferable, but there are positive aspects to part-time – i.e., if students from HRM wanted to go back to take Culinary Arts (CA), a part-time CA program would be ideal. Not going to quit work to go back to school, then have to start over again in industry (from the bottom up).
- It is difficult to hold a part-time job when attending a full-time program.
- Online courses wouldn't work well, because face-to-face with instructors and listening to their stories are both very valuable and provide additional knowledge.

Practical

- The timing of a co-op is very important. The hotel industry's busy periods are September to November, and then March to May, which is when industry is looking to hire extra staff. Summers are dead periods, and the various intakes seem to make it more challenging to find a co-op.
- Second year evening dining – one student reported keeping a part-time job while working in evening dining was possible but the employer was very accommodating for the short duration required.

Relationships

- The program instructors are good mentors. They also keep in touch with you after graduation and support you. One focus group participant cited the opportunity to return to the College to provide a sausage demonstration for the Culinary Arts students.

Culture

- The College itself epitomizes cultural diversity. The Disney co-op is excellent example of cultural diversity - people from the around the world work at and visit Disney. The class scenarios also reflect the cultural diversity, which is essential because the hotel industry is filled with diverse individuals from many cultural groups.

Early Leaving

6. Did you ever consider leaving the program prior to completion? Why? Why did you decide to stay?

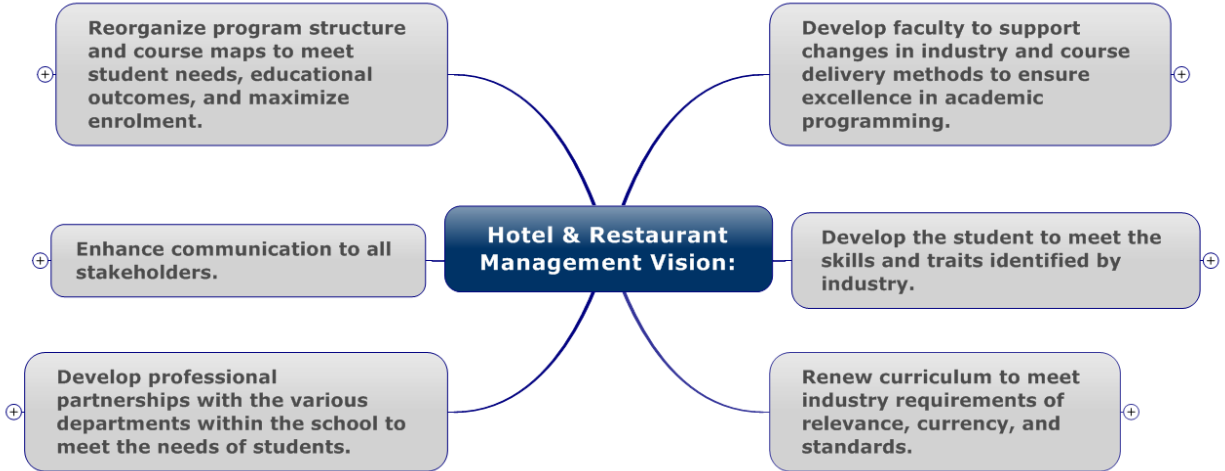
- One student cited stress as an issue, but stayed in the program because of support from family, friends, and the instructors.

General (10 minutes)

7. Is there anything that you would like to comment on that you were not asked?

- Heard that some of the first year courses have been taken away because Tourism is suspended. Felt this was not beneficial for the current second year students because the interpretation course was very effective for speaking skills, communicating with people. Should include some of the Tourism courses because tourism is part of hospitality – people are always asking you to provide tourism-type information.
- Special Events Management, tour guiding and interpretation – incorporate these courses as HRM grads are often required to give tours of restaurants and hotels.
- Public speaking very important – program graduates have so much more confidence than other people who did not receive their education at Red River.
- More programs on current marketing trends and social media - very important.
- Ensure business courses taught into program have relevant and current materials taught by instructors who are current in their field of expertise and familiar with the HRM industry.
- Have industry contacts visit the College, or have the students go into industry – e.g., for a beer tasting. Could be mandatory or voluntary, but somehow included as contact and involvement with industry is important to professional development. Students could organize extra-curricular activities, volunteer, start up a dinner group, etc.
- Important to have more representation by industry in the courses – Fairmont was involved, but not Delta or Radisson.
- Frequently remind students that they are going to have to start in lower level positions and then work their way up to a supervisory or management level position. The diploma program will be more valuable later in your career as you gain more experience in industry. Emphasize the importance of showing respect for others in the industry regardless of what positions they hold/have held for many years.

Appendix F – Program Renewal Vision, Goals and Actions



Goal #1: Develop faculty to support changes in industry and course delivery methods to ensure excellence in academic programming

Short Term:

- 1.1. Create a scheduled time to meet for academic discussions to occur pre-, mid- and post-term 3 hours/term)
- 1.2. Welcome and engage new and related instructors to our school
- 1.3. Establish hiring policy for all programs to ensure instructors have related industry experience in curriculum they are expected to teach
- 1.4. Develop instructor evaluation process

Medium Term:

- 1.5. Plan and attend annual academic retreat for all programs

Long Term:

- 1.6. Provide opportunities for instructors to engage in professional development

Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Develop Faculty (indicates number of votes)

- Plan year end retreat to review courses, plan for upcoming year (4) / Schedule time for academic discussions (1)
- Assign mentors to new instructors (2) / Plan instructor orientation day/week
- Educate faculty in technology (PD) (1)
- Orient business instructors (ACME) to our core programs/philosophy
- Develop instructor/student evaluation process (standard)
- Develop faculty
- Develop research skills
- Encourage lifelong learning
- Send instructors for professional development once / 2 years
- Assign professionals with industry experience to teach courses
- Practice what we teach for continuity
- Provide back to industry opportunities for instructors

Goal #2: Develop the student to meet the skills and traits identified by industry

Short Term:

- 1.7. Encourage community engagement (volunteerism)
- 1.8. Support lifelong learning
- 1.9. Ensure curriculum content matches skill outcomes
- 1.10. Set clear co-op education outcomes

Long Term:

- 1.11. Develop school activities to engage student body (outlets / activities outside of class time)

Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Develop Student (indicates number of votes)

- Focus on student needs (4)
- Encourage lifelong learning (3)
- Develop the whole student
- Develop analytical skills / Use case studies
- Practice public speaking / Develop communication skills / Develop writing skills
- Set clear achievement goals in program to ensure co-op partners have quality students
- Embrace hospitality principles / Show pride in profession
- Demonstrate respect for diversity
- Develop research skills
- Make it fun

Goal #3: Renew curriculum to meet industry requirements of relevance, currency, and standards

Short Term:

- 1.12. Complete Curriculum Framework based on 2013 Occupational Analysis ensuring course time frames align with skills development outcomes
- 1.13. Update Marketing course to be current and hospitality industry specific
- 1.14. Renew restaurant courses
- 1.15. Eliminate duplication between business and hospitality courses
- 1.16. Alter delivery of Professional Development course to meet student needs
- 1.17. Redesign computer applications to be more specific to hospitality
- 1.18. Redesign Interpretation/Guiding course to meet hospitality outcomes and re-institute
- 1.19. Explore post-grad course delivery opportunities
- 1.20. Create programming/testing to include mandatory English language training for students
- 1.21. Create specific programming for international students

Medium Term:

- 1.22. Review course assessments to ensure a focus on applied learning and authentic assessment.

Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Renew Curriculum (indicates number of votes)

- Eliminate repetition in courses unless it is a progression (4) / Follow set learning outcomes for each course as validated by DACUM / Balance time spent on each learning outcome with skill validated in the DACUM process
- Add some Tourism classes back into curriculum (3)
- Incorporate more authentic assessment (practical) (2) / Applied Learning (2)
- Renew Marketing course – e.g. add social media/more hospitality-specific / Create new course for Marketing & Sales with industry focus (2)
- Determine new Professional Development course (1)
- Review curriculum of business courses (1)
- Renew Advances Restaurant Service to be different from lunch service, and shorter (1)
- Determine new professional development course (1)
- Provide English Language Training to better prepare International students for our programs
- Provide Non-English Language training
- Renew computer applications courses – shorter, more specific
- Use industry related assignments in all business courses
- Consistent methods of evaluation

Goal #4: Develop professional partnerships with the various departments within the school to meet the needs of students

Short Term:

- 1.23. Clarify organizational structure, including roles and responsibilities, and reporting structure
- 1.24. Establish curriculum teams to work regularly within and across programs and other departments of the school (review articulation agreements)

Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Define roles re: Academic vs. Operations (indicates number of votes)

- Define (clearly) expectations for outlet operations within academic curriculum (5)
- Define (redefine) roles for co-op vs. student management (1)
- Cultivate culture of learning across all programs (re: instructors/eval)
- Schedule time for cross-program concerns to be discussed/formulate plans, i.e., lab rules
- Review articulation agreements
- Establish clear roles and purpose between RRC Strategic Council and Advisory Committee (not at cross-purposes)

Goal #5: Enhance communication to all stakeholders

Short Term:

- 1.25. Name programs appropriate to the content
- 1.26. Ensure all internal and external communication reflects the graduate profile

Medium Term:

- 1.27. Create a roadmap of program choices, articulation agreements, and employment opportunities to be used in all marketing
- 1.28. Create internal and external marketing plan to better engage community

Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Enhance communications (indicates number of votes)

- Improve communications re: name of program and all information on college websites (3)
- Create an internal school marketing plan to better engage community (compliment RRC) (1)
- Update website, handbook
- Finalize name of program
- Improve communications re: articulation agreements – with students, staff and partners

Goal #6: Reorganize program structure and course maps to meet student needs, education outcomes, and maximize enrolment

Short Term:

- 1.29. Review start/end dates to ensure highest enrolment and retention
- 1.30. Determine course sequence considering co- and pre-requisites and co-op educational terms
- 1.31. Identify areas of flexibility to allow for Individual Education Plans (IEP) for students
- 1.32. Revisit need for program majors / electives
- 1.33. Define certificate, diploma, degree (exit, entry, re-entry)

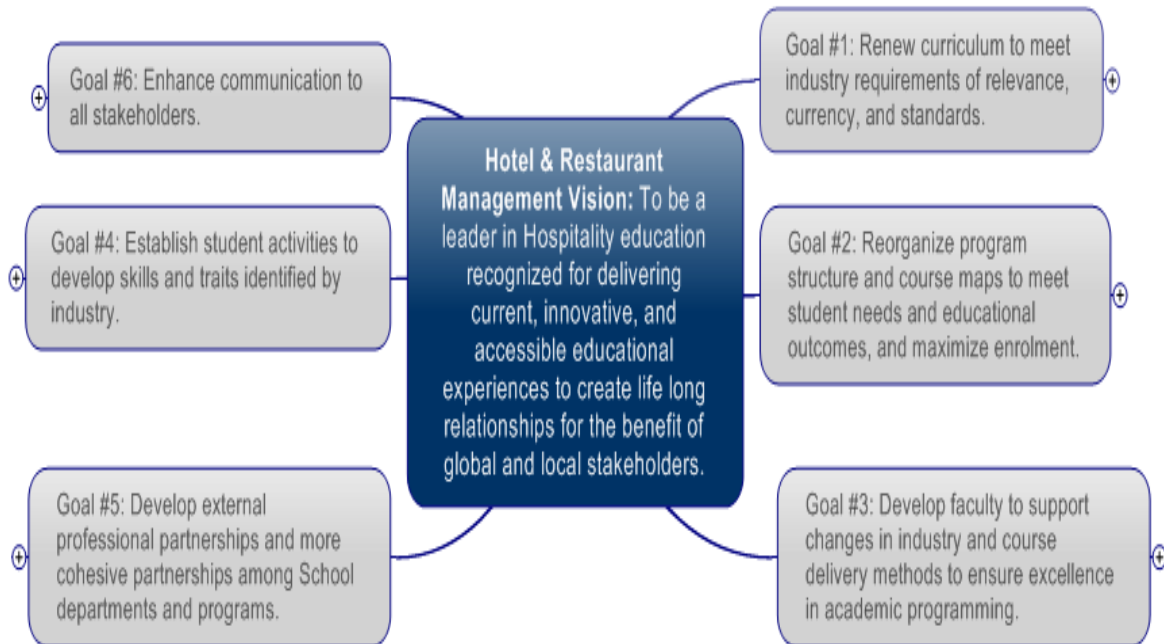
Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Review program structure/map (indicates number of votes)

- Review 3 intakes for Hospitality and Culinary (3)
- Review 3 intakes for HRM (1)
- Place intakes in program map to have highest enrolment and retention (1)
- Determine whether to continue with CAFCE model for our co-op requirement (1)
- Place co-op placement in course map to meet industry needs (1)
- Allow for flexibility in our programs to encourage IEPs (1)
- Have clear goals/outcomes at each exit point in the program
- Format program map to have best learning outcomes
- Assess sustainability of intakes with HTM certificate exits
- Revisit need for majors for hospitality if no tourism

Appendix G – 5 Year Program Renewal Plan (Draft)

Hotel & Restaurant Management Program Renewal Plan – DRAFT



Goal #1: Renew curriculum to meet industry requirements of relevance, currency, and standards

Short Term:

1.1 Complete Curriculum Framework based on 2013 Occupational Analysis ensuring course time frames align with skills development outcomes.

- 1.1.1 Update Marketing course to be current and hospitality industry specific
- 1.1.3 Renew restaurant courses
- 1.1.3 Eliminate duplication between business and hospitality courses
- 1.1.4 Eliminate duplication between business and hospitality courses
- 1.1.5 Alter delivery of Professional Development course to meet student needs
- 1.1.6 Redesign computer applications to be more specific to hospitality
- 1.1.7 Redesign Interpretation/Guiding course to meet hospitality outcomes and re-institute
- 1.1.8 Develop research skills to support lifelong learning

1.2 Review course assessments to ensure a focus on applied learning and authentic assessment

Medium Term:

1.3 Create testing and programming to address English skills of students (school wide)

1.4 Explore specific Pre-Hospitality Program upgrading courses

Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Renew Curriculum (indicates number of votes)

- Eliminate repetition in courses unless it is a progression (4) / Follow set learning outcomes for each course as validated by DACUM / Balance time spent on each learning outcome with skill validated in the DACUM process
- Add some Tourism classes back into curriculum (3)
- Incorporate more authentic assessment (practical) (2) / Applied Learning (2)
- Renew Marketing course – e.g. add social media/more hospitality-specific / Create new course for Marketing & Sales with industry focus (2)
- Determine new Professional Development course (1)
- Review curriculum of business courses (1)
- Renew Advances Restaurant Service to be different from lunch service, and shorter (1)
- Determine new professional development course (1)
- Provide English Language Training to better prepare International students for our programs
- Provide Non-English Language training
- Renew computer applications courses – shorter, more specific
- Use industry related assignments in all business courses
- Consistent methods of evaluation
- Develop analytical skills / Use case studies

Goal #2: Reorganize program structure and course maps to meet student needs and educational outcomes and maximize enrolment

Short Term:

- 2.1 Review start/end dates to ensure highest enrolment and retention
- 2.2 Set co-op education terms and outcomes
- 2.3 Ensure curriculum content matches skill outcomes
- 2.4 Determine course sequence considering co- and pre-requisites and co-op educational terms
- 2.5 Identify areas of flexibility to allow for Individual Education Plans (IEP) for students
- 2.6 Revisit need for program majors / electives
- 2.7 Identify additional specialization certificates (eg. Tourism, Event Planning, and Advanced Food & Beverage Management)
- 2.8 Define and articulate career path through certificate, diploma, and degree (exit, entry, re-entry)

Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Review program structure/map (indicates number of votes)

- Review 3 intakes for Hospitality and Culinary (3)
- Review 3 intakes for HRM (1)
- Place intakes in program map to have highest enrolment and retention (1)
- Determine whether to continue with CAFCE model for our co-op requirement (1)
- Place co-op placement in course map to meet industry needs (1)
- Allow for flexibility in our programs to encourage IEPs (1)
- Have clear goals/outcomes at each exit point in the program
- Format program map to have best learning outcomes
- Assess sustainability of intakes with HTM certificate exits
- Revisit need for majors for hospitality if no tourism

Goal #3: Develop faculty to support changes in industry and course delivery methods to ensure excellence in academic planning

Short Term:

- 3.1 Create a Curriculum Committee for the School with representation from all programs
- 3.2 Establish program teams to improve integration across programs and departments of the school
- 3.3 Plan and attend annual academic retreat for all programs
- 3.4 Formalize an orientation program to welcome and engage new and related instructors
- 3.5 Adhere to College hiring policy for all programs to ensure instructors have related industry experience in the curriculum they are expected to teach

Medium Term:

- 3.6 Review qualifications of related instructors to ensure relevance to the hospitality program
- 3.7 Review instructor evaluation process, student input, and follow-up through annual performance review
- 3.8 Provide opportunities for instructors to engage in professional development

Long Term:

- 3.9 Support faculty in pursuing higher education credentials

Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Develop Faculty (indicates number of votes)

- Plan year end retreat to review courses, plan for upcoming year (4) / Schedule time for academic discussions (1)
- Assign mentors to new instructors (2) / Plan instructor orientation day/week
- Educate faculty in technology (PD) (1)
- Orient business instructors (ACME) to our core programs/philosophy
- Develop instructor/student evaluation process (standard)
- Develop faculty
- Develop research skills
- Encourage lifelong learning
- Send instructors for professional development once / 2 years
- Assign professionals with industry experience to teach courses
- Practice what we teach for continuity
- Provide back to industry opportunities for instructors

Goal #4: Establish student activities to develop skills and traits identified by industry

Medium Term:

- 4.1 Develop school activities to engage student body in collaboration with RRC Student Association (e.g., outlets / activities outside of class time, competitions for cooking and cocktails/mixed drinks; activities for international students)
- 4.2 Encourage community engagement activities for students

Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Develop Student (indicates number of votes)

- Focus on student needs (4)
- Encourage lifelong learning (3)
- Develop the whole student
- Practice public speaking / Develop communication skills / Develop writing skills
- Set clear achievement goals in program to ensure co-op partners have quality students
- Embrace hospitality principles / Show pride in profession
- Demonstrate respect for diversity
- Develop research skills
- Make it fun

Goal #5: Develop external professional partnerships and more cohesive partnerships among school departments and programs

Short Term:

- 5.1 Clarify organizational structure, including roles and responsibilities, and reporting structure within School
- 5.2 Increase effectiveness of the program Advisory Committee (e.g. curriculum issues, employment for co-op students and graduates, career fairs, new student orientation, student competitions, guest speakers)
- 5.3 Identify suitable institutions for articulation agreements

Medium Term:

- 5.4 Establish criteria to develop ongoing community partnerships
- 5.5 Define expectations of students for outlet operations within academic curriculum

Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Define roles re: Academic vs. Operations (indicates number of votes)

- Define (clearly) expectations for outlet operations within academic curriculum (5)
- Define (redefine) roles for co-op vs. student management (1)
- Cultivate culture of learning across all programs (re: instructors/evaluation)
- Schedule time for cross-program concerns to be discussed/formulate plans, i.e., lab rules
- Review articulation agreements
- Establish clear roles and purpose between RRC Strategic Council and Advisory Committee (not at cross-purposes)

Goal #6: Enhance communication to all stakeholders

Short Term:

6.1 Name programs appropriate to the content.

Medium Term:

6.2 Ensure all internal and external communication accurately reflects program

6.3 Create internal and external marketing plans to better engage community

6.4 Create and communicate a roadmap of program choices, credential laddering, articulation agreements, and employment opportunities and use in all marketing

6.5 Create and communicate a potential career path for students

Developed from the following ideas to renew the program generated by faculty and Dean in the Vision and Goals workshop:

Enhance communications (indicates number of votes)

- Improve communications re: name of program and all information on college websites (3)
- Create an internal school marketing plan to better engage community (compliment RRC) (1)
- Update website, handbook
- Finalize name of program
- Improve communications re: articulation agreements – with students, staff and partners

