

South Seattle Community College

Bachelor of Applied Science: Hospitality Management

Focus Group Research

EXECUTIVE SUMMARY

The staff of the Seattle Community Colleges conducted four focus groups with community leaders and industry experts as part of the market research in preparation for South Seattle Community College's proposed Bachelor's of Applied Science degree in Hospitality Management. The groups were used to assess the need for the program, the qualifications of the college to offer the degree, the content of the curriculum, employment demand and industry support.

Members of the various groups were clear in their opinions:

1. There is a great need in the west side of the state – especially the Seattle area – for a bachelor's degree program in hospitality management.
2. South Seattle Community College is ideally suited to offer the degree because of its location in the Seattle area (the location of most hotels and restaurants in the state, an international tourist venue and a prominent Pacific Rim trading partner), the excellence of its existing programs in culinary arts and wine, and the international diversity of its student body.
3. A curriculum can be designed that meets the needs of a broad spectrum of the hospitality industry, including hotels and restaurants. It should have a strong internship component and should provide a core curriculum that emphasizes the hard business skills such as math, accounting, and management. Human relations skills and professionalism are also important.
4. Graduates will find good jobs. There is an industry-wide lack of trained managers and leaders. Moreover, the industry is growing rapidly, with new hotels and restaurants opening frequently. The cruise ship industry will be a particularly important new source of jobs.
5. The industry will step forward as a partner in the undertaking and will offer advice, internship sites and financial sponsorships.

METHODOLOGY

As a key element of the market research in support of South Seattle Community College's proposal to the State Board of Community and Technical Colleges, the college staff conducted a series of four focus groups during the summer and fall of 2005. All four groups were facilitated by Dr. Richard Penny, the college's Director of Development. Additional members of the staff who participated were:

- Malcolm Grothe, Dean for Technical Education;
- Betsy Hale, Associate Dean for WorkSource;
- Joseph Hauth, Director of Research for the Seattle Community Colleges;
- Dr. Jill Wakefield, President.

The focus groups were intended to capture qualitative information from knowledgeable constituency members on the following issues:

- Need for the proposed program in hospitality business management
- Whether the college is positioned to offer the degree
- Content and emphasis of the curriculum
- Employment demand for graduates
- Community and industry support

Responses from the participants were captured by transcription and by audio recordings.

Group One. Focus Group One was conducted on July 26, 2005. The 17 participants were drawn from the 41 members of the Advisory Committee for the proposed degree.¹ The committee consists of hospitality and tourism experts, drawn from industry, government and academia. Participants were provided with a limited overview of the potential program, and then were asked the following questions:²

- 1. What is the business outlook for tourism and hospitality in the greater Seattle area?*
- 2. Discuss the need for a degree or certificate program in hospitality business management in the Seattle area. Would it help industry to have local expertise that not only could train students, but might offer continuing education, consulting, seminars and conferences help the industry? Would there be jobs for the graduates?*
- 3. In thinking about your current employees and candidates for jobs, where do you perceive the greatest gap in skills and knowledge?*
- 4. Does a vocational B.A.S. offered by a community college make sense? And what are your views on whether South Seattle Community College has the expertise and capacity to do a good job with this degree program?*

¹ A list of the members of the Bachelor of Applied Science Advisory Committee appears as Appendix One.

² A condensed transcript of Focus Group One appears as Appendix Two.

5. *Discuss the content of the curriculum, and let us know whether it should focus on a particular area – such as tourism, restaurants or hotels – or whether it should have a more general orientation?*

Group Two. The second focus group was convened on September 13. The 18 participants were drawn once again from the larger 41-person Advisory Committee. At this session, the group was provided with more extensive background on the proposed degree before being engaged with questions.³

The initial presentation was provided by Dr. Nancy Swanger of the School of Hospitality Management at Washington State University. Dr. Swanger provided a summary of the curriculum used in the very successful and nationally recognized WSU program. Malcolm Grothe followed with a presentation on how the degree program might be structured at South. After these presentations, the focus panel discussed the following two questions.

1. *After hearing these presentations, let's discuss the curriculum in greater depth. What are your thoughts on the curriculum content? What did you hear in Nancy and Malcolm's presentations that you liked? What would you change?*
2. *Let's talk about this from the student perspective. What would you define as the student learning outcomes? What are the skills and experiences that the students should have at the conclusion of the program? What is the difference between the classroom learning and the learning occurring through internships?*

Following this session, Joseph Hauth presented the results of his preliminary research on enrollment and employment demand. After his presentation, the group discussed two related questions:

1. *Let's begin by discussing the job prospects for graduates. Where do you think demand exists for hiring potential graduates of this bachelor's program? Discuss some potential employers and some potential positions at those employers?*
2. *Now let's turn our attention to enrollment. What kinds of students might enroll? What would they be doing at the time they would decide to work toward a degree? How could the college best reach out to potential students?*

Group Three. A third focus group was held on October 28. Participating were 13 members of the college's President's Advisory Council, a 27-member body composed of corporate CEO's and other business and community leaders.⁴ The participants were provided a brief summary of the proposed degree program and then were asked the following five questions:⁵

1. *What is the business outlook for tourism and hospitality in the greater Seattle area?*

³ A condensed transcript of Focus Group Two is included as Appendix Three.

⁴ A list of the members of the President's Advisory Council is included as Appendix Four.

⁵ A condensed transcript of Focus Group Three appears as Appendix Five.

2. *What is changing and what is new in the industry?*
3. *Let's discuss the need for this degree. Will there be jobs available for the students that complete the program? Is this the type of training that South should get into?*
4. *Please talk about what should be included in the curriculum. What should students learn in the program? What were the critical skill sets that you think will be needed for the graduates to be successful in moving forward in the field?*

Group Four. A fourth and final focus session was held on November 15. There were 18 participants, drawn from the 25-member board of directors for the South Seattle Community College Foundation.⁶ The purpose of this group was to gauge the extent of support for the project on the part of a group of dedicated college volunteers, as well as to assess the potential opportunities for philanthropic fundraising on behalf of the project.

The members of the SSCC Foundation board were uniquely well qualified to comment on the latter question. In 2003 they completed a \$2.5 million Culinary Arts Capital Campaign, which funded a number of new and renovated facilities associated with the college's culinary arts center. In 2005 they completed a \$1.2 million Landscape Horticulture Capital Campaign, an effort that will result in the construction of a new Landscape Horticulture classroom and lab building, scholarships, internships, and new program equipment. Several members of the board have prominent positions in hospitality-related industries.

The group explored two questions:⁷

1. *Does it make sense for South to offer this Hospitality BAS Degree and is the College prepared to do this?*
2. *What is your assessment of opportunities to attract external support for the program? If we were to try to engage volunteers around gathering support, would they be excited to do that?*

⁶ A membership list is included as Appendix Six.

⁷ A condensed transcript appears as Appendix Seven.

RESULTS

Need for the Proposed Program. Participants were unanimous in their belief that there exists a great need for a hospitality degree program on the west side of the state. Indeed, it was somewhat difficult for the facilitator to draw people out on this point – they saw it as a “no-brainer” and were anxious to move on to other issues.

While group members very aware of the program offered by Washington State University, they felt that a program that could serve students who had accumulated vocational college credits would be entirely different. Many participants commented that the vast majority of the state’s hotel rooms and restaurant seats are located in the greater Seattle area. Other participants pointed to the rapid growth in the industry, a factor that will be developed further below.

Many participants stated that it is difficult to find employees who have the capacity to advance into supervision and management. A Hospitality Management degree at South would help fill that void.

Another group of comments centered on the Seattle region’s role in international trade and the significance of its position on the Pacific Rim. The internationally-oriented participants tended to see the hospitality and tourism industry as a driver for international trade and economic development in general. They saw the degree program therefore as a way to enhance the ability of the region to make international connections.

“There is absolutely a need for further education in this area. WSU is great but it does not meet the need for the whole state. There is clearly a need here, and South has the strength to build and develop this program.”

Marc Zanner
President, Great Western Dining

“Records show that 90% of all food service licenses issued in Washington are for the Seattle Area. Also, the Washington State Hotel and Lodging Association reports that 90% of the hotel room inventory is in Seattle. Hospitality is the largest aggregate private employer in the State of Washington, second only to government.”

Chef Paul Magnant
Dean of Hospitality Programs, SSCC

Whether the College is Positioned to Offer the Degree. On this question the committee was unanimous once again. The college’s location in the city of Seattle was a top selling point for most – the internship opportunities are around, there are dozens of potential partners and collaborators, and the jobs are where the hotels and restaurants are located. Others pointed out that SSCC’s location in the southwestern end of the city is an advantage as well. It would be easy to commute to internships downtown or in the Seatac area.

Others commented on the college's existing reputation for an outstanding culinary program, and they noted the new wine program as well. "Build on what you do best" was the theme for this group.

Finally, the members with an international perspective were outspoken here too. They pointed to the great number of first- and second-generation immigrant students at the college, and the college's reputation for diversity of origin. The ability of students to speak second and third languages would be a very positive thing in tourism-related fields. The college would be able to take what might otherwise be a challenge to social assimilation and economic success and turn it into a selling point for student employability.

"The reputation of the culinary program at South would make this a natural next step."

Sunny Kobe Cook
Founder, Sleep Country USA

"The one thing that resonates with me is that South has a high number of international students. Note of the WSU classes I reviewed dealt with the non-English speaking tourist. The base of Asian, Hispanic and other ethnicities of students at South will be valuable to front desks and marketing positions."

Larry Granat
Owner, Seattle Hospitality

"As far as location and capabilities, yes [it makes sense for the college to offer the degree]. South is uniquely qualified because the college has both the qualified people and the prime geographic location for hospitality here in Seattle."

Dick Ingalls
Owner, TourMap Inc.

"The hospitality industry has more diverse employees and that fits with our student demographics."

Lincoln Ferris
Lincoln Ferris Public Relations
(formerly Director of Public Relations, Food Service of America)

"The College not only has a diverse student body, but many of them are also bilingual. The hospitality industry needs employees who are bilingual and it should give our graduates a distinct advantage. That's why the diversity of the college really works— not only in serving an underserved population, but taking these things that might be a barrier somewhere else and turning it into a wonderful, positive advantage!"

Ed Parks
Ed Parks Public Relations
(Formerly Manager of International Relations, Port of Seattle)

“The College has land so we have the capability to raise money and build a building dedicated to the program if needed in the future.”

Marjorie Alhadeff

Marjorie I. and Michael D. Alhadeff Charitable Foundation

Content and Emphasis of the Curriculum. Not surprisingly, members of the focus groups were most forthcoming with their opinions with regard to what should be included in the curriculum. Participants clearly saw themselves as experts on this question and were eager to share their opinions.

In preparing for the focus groups, one concern of the college staff was the possibility that the needs of the hospitality industry would be so diverse that a common curriculum would not emerge in the group discussions. We wondered whether industry experts might think that the training for restaurant management, for example, would be completely different from that for hotel management. Therefore we took considerable pains to draw out the groups on this very question.

Participants made it clear that our concerns were not justified. As John Blackman of Argosy Cruises put it, “the hospitality industry has common factors in whatever area you might be in, whether it is the restaurant industry, hotel industry, boats, or etc. A manager is looking for someone who understands leadership and who has management and customer relations skills.”

It is worth noting however that there were limits to the endorsement of generalization. Community members from disciplines outside the hospitality industry sometimes argued that some of the upper-level courses for the degree (in areas such as accounting, human resources, management, and so forth) be structured so that they could serve other students. Industry leaders tended to speak spiritedly against these ideas, arguing that the curriculum should be specialized and dedicated to the unique needs of the hospitality industry.

Members of the groups were clear about the core knowledge for the degree, and they saw the classroom as the place where students would learn to use this information. Examples included:

- Accounting and managerial accounting
- Cost control
- Human resources
- Management and supervision
- International relations
- Math
- English
- Hotel operations
- Restaurant operations

Participants were unanimous that there should be a strong internship component to the program. Indeed they saw much of the learning outcomes for the program coming from the practical, real-world experience that student would gain from the internships. In consequence, they expected

the college to devote considerable thought and resources to recruitment of internship sites and to the placement and supervision of students.

The members of the group were also outspoken about the need strong personal commitment coupled with a variety of “soft-skills” that were seen as every bit as critical to success as the hard information content. Participants tended to see a passion for service to others as a prerequisite to success. Professionalism and good customer relations skills were seen as some of the critical components.

“Most hotel managers will agree that internship is the only way that the individual can see things from the inside... The internship should be scheduled and planned for a successful internship on all side, student, college and employer.”

Richard Boustead
Radisson Hotels

“It’s the core skills that are needed.”

Lori Main
The Roosevelt Hotel

“Math, accounting and English are all very important.”

Roberta Greer
Tillicum Village

“The traditions... and etiquette from other cultures should be taught.”

Larry Granat
Seattle Hospitality

“Team building and communication skills for dealing with guests, members and other employees [should be taught].”

Dan Thiessen
Salty’s on Alki

“Look for the passion that the students have. Passion is contagious.”

Russ Goodman
Ultimate Journeys

Employer Demand. Participants in all four sessions felt that there would be strong hiring demand for skilled graduates of the program. Most often the participants pointed to growth in the industry, citing the current construction of four very large hotels in Seattle, the growth of the cruise ship industry, and the expansion of the high-end restaurant trade into Seattle’s residential neighborhoods and the suburbs east of Lake Washington.

Many members of the group commented that the internship program would be very effective in helping students find jobs. Participants who hire large numbers of managers and supervisors pointed out that many of their top employees started as interns.

“With four new Seattle hotels being constructed, including the Pacific and the Four Seasons, there will be 1,000 new rooms added to the city which will require approximately 3,000 employees to manage. That is a 20% increase in tourism in the city of Seattle.”

Lori Main
General Manager, The Roosevelt Hotel

“There has been a lot of growth happening. For example the Sheraton is growing and the brand new Westin is completely sold out and it is not even completed yet. These examples will bring a lot of new employment opportunities to the area.”

Sunny Kobe Cook
Founder, Sleep Country USA

“The cruise ship industry will continue to explode and this bodes well for the future of tourism.”

John Blackman
Owner, Argosy Cruises
(Formerly Vice President for Sales and Marketing, Delta Airlines)

It is important to note, however, that participants emphasized that a diploma, in and of itself, would not guarantee employment or advancement and is certainly not an automatic ticket to a management position. (This point was even more pointedly expressed in the later structured interviews.) The hospitality industry, unlike many others, has not historically based advancement opportunities on credentials. People are expected to prove themselves, show good job skills, good people skills and a display a high degree of professionalism. Participants tended to say that if the degree program at South can help employees add to these skill sets, then they would be hired and would advance more quickly than their compatriots.

Community and Industry Support. Participants were without reservation in their assessment of community and industry support for the proposed degree program. Moreover, most readily committed themselves and their companies to support. Members of the SSCC Foundation board who participated in the fourth focus group, were confident that they would be successful in soliciting corporate financial support for the Hospitality Management Program.

“There are many companies ... who would like the opportunity to help develop operational support as well as financial support.”

Keith Schreiber
Schreiber and Lane Architects

“We would see gifts.”

Marjorie Alhadeff
Marjorie I. and Michael D. Alhadeff Foundation

“There would be a pipeline created in the future with interns who become employees who then sponsor scholarships.”

Lincoln Ferris
Lincoln Ferris Public Relations

“The companies that benefit by hiring the graduates or getting the interns should be grateful to step forward with financial sponsorships for the program.”

Ed Parks
Ed Parks Public Relations

APPENDIX ONE

South Seattle Community College Hospitality Bachelor's Degree Advisory Committee

Roberta Greer, Chair

Valerie Abbott
Kim Abello
Harry Alhadeff
Ted Baseler
Fran Bigelow
John Blackman
Richard Boustead
Chris Brandmier
Don Brunell
Susan Crane
Nancy Damon
Keith Donner
Jan Drago
Lincoln Ferris
Mike Flynn
Rachel Garson
Russ Goodman
Jeff Gouge
Bud Gould
Larry Granat
Linda Granat
Kathryn Kurtzman
Steve Leahy
Fred Leitz
Nancy Lucks
Lori Main
Daniel Mitchell
Patti Mullen
Tom Norwalk
Ed Parks
Joanne Patrick
Robin Pollard
John Powers
John Sarich
Bill Stafford
Diane Summerhays
Nancy Swanger
Dan Thiessen
Terry Umbreit
Gene Vosberg
Dr. Jill Wakefield
Don Welsh
Marc Zanner

Senior VP, Chief Administrative Officer, Tillicum Village

Director HR, Seattle Marriott Waterfront Hotel
Washington Wine Commission
Owner, Apex Winery
Chairman, Washington Wine Commission; CEO, Chateau St. Michelle
President, Fran's Chocolates
President and CEO, Argosy
PAC, GM, Raddison Hotel, Seatac
Highline Community College
President, Association of Washington Business
Executive Director, Port Jobs
Executive Director, Southwest King County Chamber of Commerce
Doubletree Guest Suites
Seattle City Council Candidate
President, Lincoln Ferris Public Relations
Publisher, Puget Sound Business Journal
Port of Seattle
President, Ultimate Journeys
General Manager, Seattle Airport Hilton
Owner, Anthony's Restaurants
Seattle Hospitality
Seattle Hospitality
Executive Director, Southside Visitors Center
President and CEO, Seattle Chamber of Commerce
Donor, Stephen Sparks Endowed Scholarship
President, Seattle 4 Rotary
General Manager, The Roosevelt Hotel
Owner, Mitchell Family Restaurants
President, West Seattle Chamber of Commerce
COO, Seattle Hospitality Group, LLC
Principal, Parks Public Relations Consulting
Seattle Public Schools
Executive Director, Washington Wine Commission
President, Economic Development Council of Seattle King County
Executive Chef, Chateau St. Michelle
President, Trade Development Alliance of Greater Seattle
Port of Seattle
Washington State University
Executive Chef, Salty's on Alki
School of Hospitality Business Management, WSU
President, Washington Restaurant Association
President, South Seattle Community College
President, CEO, Seattle's Convention and Visitors Bureau
President, Great Western Dining

APPENDIX TWO

FOCUS GROUP ONE

Bachelor of Applied Science Advisory Committee
Tuesday, July 26, 2005, 7:30 a.m. Breakfast, Alhadeff Grill

Richard Penny. What is the business outlook for tourism and hospitality in the greater Seattle area?

Lori Main: With four new Seattle hotels being constructed, including the Pacific and the Four Seasons, there will be 1,000 new rooms added to the city which will require approximately 3,000 employees to manage. That is a 20% increase in tourism in the city of Seattle.

Patti Mullen. There are currently 25,000 tourists taking the water taxi to West Seattle every year, and that number is anticipated to rise to 60,000 by 2010.

John Blackman added that it is important from a visitor's standpoint that the city is an attractive place to visit. The cruise ship industry will continue to explode and bodes well for the future of tourism. Current research has shown that Washington does *not* rank among the top 10 places to visit because the state does not support the tourism industry in marketing.

Richard Penny. Are any downsides or risks to being in the tourism/hospitality industry?

Dan Thiessen commented that there are always risks but it is important to conduct business as usual. Lately there has been huge growth with everything that has added. The growth pattern in Bellevue for example has recently been high, and people are now having success with smaller, neighborhood restaurants. Others on the committee agreed.

Richard Penny. Discuss the need for a degree or certificate program in hospitality business management in the Seattle area. Would it help industry to have local expertise that not only could train students, but could offer continuing education, consulting, seminars and conferences help the industry? Would there be jobs for the graduates?

Mike Flynn, Larry Granat and Diane Summerhays spoke up and answered yes to all of the above questions. Others agreed. It would increase the employment pool and not just have students in the program to get through school. Those who signed up for the hospitality program really want to be in the industry.

Lori Main commented that when a person wants to enter the hospitality program it is because they want to be in this industry. The work should be presented in a way shows the student there is an effective way to make a good living in the industry. It should not be a program that a student takes just along with their other studies.

Dan Thiessen added that it needs to be reinforced with all students that they will still be at an entry-level position when they enter the workforce. They will not enter as an executive chef; however, they will graduate as highly trained for entry-level positions.

Susan Crane also added that students should have some real skills to work with and they should understand how they could move up in their own company. Even though the students will be at an entry-level position, they will expect to be paid a little more than someone coming in with no experience. There needs to be commitment from the industry to those students coming out of the program, stated Chris Brandmeir.

Richard Penny asked, what are ways that this group or others could help bring the realistic expectations of the industry to the college?

Roberta Greer commented that interns are great because they enter with some experience already. Larry Granat added that they have a lot of interns for his event planning business. Internships are great because they get a “taste” of what hospitality is about and what is important in the industry.

Richard Boustead commented that most hotel managers will agree that the internship is the only way to make sure that the individual can see things from the inside, to see what part of the industry appeals to them the most. Developing internships can be accomplished if adequate concern is given to the needs of the industry as well. The internship should be scheduled and planned for a successful internship on sides, student and employer.

Also, **Marc Zanner** added, opportunities and needs for internships are present. Continuing Education for those already in the business is also an area of need.

Richard Penny added that some students that are coming back for continuing education to specialize in a certain area and, in fact, the average age of the students at South is 31. Students are not generally coming in straight out of high school.

Richard Penny. Does a vocational B.A.S. offered by a community college make sense? And what are your views on whether South Seattle Community College has the expertise and capacity to do a good job with this degree program?

Roberta Greer: Computers are important, as well as understanding the buying behaviors of people. She also added that math, accounting and English are all very important. If students are going for a four-year degree it seems like all areas of being a good manager should be addressed. The committee agreed. Jill added that in the first two years of the technical degree the focus is on the technical. With the final two years of the bachelor’s degree you get more of liberal arts and the management.

Lori Main added, “Don’t forget housekeeping.”

Richard Boustead commented that with such a lot to learn in a vast area of knowledge, the program could be easily divided into different sections to give the student an overall view of how to break the business down into sections, such as, accounting, marketing and so on.

Richard Penny. Discuss the content of the curriculum, and let us know whether it should focus on a particular area – such as tourism, restaurants or hotels – or whether it should it have a more general orientation?

John Blackman commented that the hospitality industry has some common factors in whatever area you might be in, whether it is the restaurant industry, hotel industry, boats, etc. A manager is looking for someone who understands leadership and has management and customer service skills.

Lori Main added, it's the core values that are needed. She suggested started off with a core values curriculum, and then the student could choose what area of hospitality to move forward with. It takes a completely different skill-set to manage people than it does to prepare a five-course meal. A manager has to make several decisions that may not have anything to do with cooking; for example, it is knowing how to work with the different personalities of employees and customers. It's knowing how to make those split second decisions in any situation that might arise. There should be a program that teaches students to make a judgment call in certain situations when not necessarily knowing the answers.

Richard Boustead added there is a specific art to managing people there is a right and wrong way. The students need to understand what the concepts are.

Richard Penny. Given everything heard so far, does a vocational BAC degree being offered by a community college make sense? Are there particular partnerships we would need?

Mike Flynn added that there is certainly a place for it but is there some way to separate from other colleges and not overlap. Are we effectively using aid?

Jill Wakefield added that the RFP process is that no colleges will become four-year universities through this. They will be looking at schools on the East and West side and the chosen schools will be very broad. Everyone is watching it very closely. There may be Nursing or IT or others. As far as Jill knows we are the only college looking at this specific area.

Other suggestions by the committee were to bring a more diverse population to the committee for a different perspective. It was also mentioned that different languages should be incorporated into the program. One area of opportunity might be the Asian population. It is considered to be a great opportunity for the Asian population to come here to study. Jill added that we have an Asian studies program and it would be easy to tie into the transfer program. A lot of international folks have been interested in this program.

Marc Zanner added that there is absolutely a need for further education in this area. WSU is great but it does not meet the need for the whole state. There is clearly a need here, and South has the strength to build and develop this program. Several members of the committee spoke up in agreement.

APPENDIX THREE

FOCUS GROUP TWO

Bachelor of Applied Science Advisory Committee
Tuesday, September 13, 2005, 7:30 a.m. Breakfast, Alhadeff Grill

Hotel and Restaurant Administration Program at Washington State University: Results of a Curriculum Study – **Dr. Nancy Swanger (7:35 a.m.)**

Dr. Nancy Swanger of Washington State University addressed the committee. Nancy has previously helped design a bachelor's program at Lewis State College, and she currently owns several Subway shops. She agreed that there is a huge demand for people in the hospitality industry in this region. Nancy recently conducted a survey of 2,300 industry operators, asking what they felt were important qualities for students coming out of hospitality management programs. The survey showed that ethics and leadership were the most critical qualities. Neither one, at the time, was offered in the curriculum at WSU!

Nancy went on to say that Dr. Terry Umbreit and WSU would help South in the application to offer a bachelors degree in a variety of ways, including offering distance learning classes such as operational analysis, hospitality marketing, service management, general management, or leadership.

Jill commented that having a four-year university help South develop the program would be looked upon fondly by the HEC board and the State Board for Community and Technical Colleges. With WSU being such a leader in the hospitality area it would be great having them work with South.

Hospitality B.A.S. at South: Curriculum Possibilities – **Malcolm Grothe (7:50 a.m.)**

Malcolm Grothe gave some examples of how this bachelor's degree at South could allow the college to do more for students and change their lives for the better. For example, this degree will allow students who have earned an AAS degree increase their opportunities to get into a four-year program. The degree program will also provide an applied internship program where the students take what skills they learn in the program and immediately apply them to the workplace.

Focus Group Session I – **Group with facilitation by Dr. Richard Penny (8:00 a.m.)**

Richard emphasized the need for the committee's input and support in moving forward with the application process. Community input is important; the college prides itself on the relationships formed with the business community.

Richard asked: **What do you think is important to include in the curriculum? What are the key experiences that students need to have?**

Larry Granat: The one thing that resonates with him is that South has a **high number of international students**. None of the WSU classes he reviewed dealt with the non-English-speaking tourists. The base of Asian, Hispanic students and other ethnicities that South attracts will be valuable people in front desks and marketing positions. They have things that not all students are exposed to in their educations. The traditions in different cultures should be taught in some of the hospitality venues. Etiquette from other cultures should be taught. He personally has never had experience with any other type of etiquette besides his culture.

Dan Thiessen: The top ten list is [in the handout from Nancy Swanger] is what students are lacking in all colleges. The younger person has a lack of team building and communication skills for dealing with guests, members or other employees. Students also don't understand the cost of the product they are dealing with. Students that he works with from all colleges do not understand cost controls.

Ed Parks: A strong internship program is a strong part of on the job training. Most of the students at South are using savings or working while at school. Internships could help them in their course base and moving forward with their schooling.

Richard asked: What are the student learning outcomes that should happen? What should the students learn in the classroom and how do internships play a role? How are those different?

Lori Main: Accounting in a private business vs. a public business is different. Having a concrete understanding of actual output is critical. One fundamental shortcoming is an understanding of cash and profit flow. A student should be able to decipher how profits reveal become additional business opportunities. Students should also understand what they are entering into as a business because while you can have empathy for people, the business does not and it is just a business.

Nancy Swanger: To put together useful internships, you would need to work with your internship partners and have components worked into the internships to have it take on a different structure and to have more meaning to the students rather than just waiting tables on their lunch hour. Exposing the students to the different aspects of the business, such as, thinking critically and being able to analyze the numbers monitor the cost is also useful.

Richard Boustead: The internship part of this is so important and should be structured in a specific way. There should be components for operations, food and beverage, and front of the house. There should also be marketing sales, and accounting. It would be effective to have students should go through the typical four parts of a running a hotel.

Joanne Patrick: Students are the most successful when the curriculum is structured. Students need to be prepared to think with a business mind rather than just a student's mind. Internships should be made as practical as possible. The students should have to deal with the angry customer or handle the accounting aspect of the business. Students should be given the opportunity to fail and the opportunity to make it into a positive experience rather than being rescued by instructors. Students need a broad foundation and should be exposed to all aspects of the hospitality business so they can make the decision on whether or not they really want to move forward in the business.

Chris Brandmier: Hopefully, students will find one thing they think they will like to do before starting their internship. Then during their internships they have a chance to experience other aspects of the business, such as accounting and hospitality accounting. Secondly, there is another class to understand managerial accounting. In his program, students concentrate on one thing for a couple days per quarter, and they like it that way. Also they have added cultural awareness as well as additional human relations because that is what students need who are coming out of the program.

Russ Goodman: When partnering with Seattle Central on student scholarships he had the opportunity to ask students, is this what you want to do for the rest of your life? He could figure out who were the worker bees and who had the skills to be good managers. Some people have that skill and don't know it until they are put in the environment where they can shine. He would give those people the opportunity to shine. Students who can think ahead and have an insight of what could be, are needed. Look for the passion that students have. Passion is contagious.

Enrollment and Employment Demand – **Joseph Hauth (8:20 a.m.)**

Joe announced that South will be submitting a proposal to the state board and briefed the committee on where they are on gathering that information. He explained that there is a strong case for employment demand because of the increase in job skill needed, and the increase in travel and tourism in the state. Seattle, in particular, is working hard to bring hospitality and tourism to the area. In addition, South wants to show that employers and students are looking for this program. To do so, a survey has been conducted of summer students and will also be conducted again in the fall to get an idea of what is going to help students move forward.

Focus Group Session II – **Group with facilitation by Dr. Richard Penny (8:35 a.m.)**

Richard asked: What are thoughts on the examples of who might hire some of these graduates, what kind of title would they have and what kind of setting would they start out in?

Lori Main: The opportunity to know that this service is out there. Maybe it should be the human resource people that make these decisions since they have requirements and mandates within all the different aspects of the businesses.

Roberta Greer: This information will be pulled from the interviews.

Lori Main: Lori mentioned that Melissa at the Sheridan should be interviewed on that. She also said that sanitation and housekeeping are different. There is chemistry involved and needs to have value and it is often looked down upon. This is an important area that is often overlooked.

Roberta Greer: When the student is fully educated and have their degree, adding a little humility along the way would be a great and they need to be qualified in that way. It is okay to start at the bottom and work their way up.

Lori Main: How will this differ from other schools, how will it differ from WSU and what would the outcome be if they had different classes than WSU?

Richard Penny asked the group how should they differ? What would make it stand out?

Lori Main: Maybe they should talk about understanding a need and knowing how to fill it. What is the need out there? She proposed that the need is location. Secondly there is a cultured environment of people here. This is what our focus is because this is what we know we can create.

Ed Parks: Ed sees it as an opportunity to give students a running start to assimilate more easily to an existing program. It teaches students the relationships and responsibilities and eases them through the transition to the “real world.” He did an internship for three years first and so it was not just jumping into a cold pool when he went into the workforce.

APPENDIX FOUR

South Seattle Community College President's Advisory Council (Updated October 11, 2005)

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APPENDIX FIVE

FOCUS GROUP THREE

President's Advisory Council

Tuesday, October 18, 2005, 7:30 a.m. Breakfast, Alhadeff Grill

Welcome and Introductions – Dr. Jill Wakefield

Dr. Wakefield explained that recently SSCC has recently decided to submit an application to offer a four-year technical bachelor's degree. The area of choice for South is a degree in Hospitality Business Management, preparing students for management careers in hotels, restaurants, tourism venues, and related occupations. In preparation, a BAS Hospitality Advisory Committee, chaired by Roberta Greer of Tillicum Village, has recently been formed; the committee consists of over 40 leaders from industry, academia and government. Jill introduced Roberta Greer and thanked her for chairing the committee.

Roberta began by sharing a letter she recently received from Nancy Buffington Lucks, President of Seattle #4 Rotary. The letter gave praise and support for South's endeavor to apply for the four-year degree.

Vocational Bachelor's Degrees at Community Colleges: The National Experience and the Opportunity in Washington – Malcolm Grothe

Malcolm started off with a question and answer session with the group. Community Colleges only came about 100 years ago. They started as schools to prepare people to go to four-year universities. He pointed out that the G.I. Bill was an important stimulus

These students added populations to the schools and then adult basic education was picked up, as well as apprenticeships. Community colleges now serve a wide spectrum of people in the community. He also commented that as community college are evolving, the next step for them is to offer four-year degrees. He also added that community colleges in Canada have been offering these degrees for quite some time. These Canadian four-year community colleges are called "university colleges." While Canada is ahead in this area, the trend is moving south. Right now, there are between nine and 11 states in the USA where community colleges can offer four-year degrees.

Malcolm also told the group that the Seattle Community College system is the second largest college in the state after the University of Washington. So it makes sense that Seattle community colleges would offer a four-year degree – the demand and organizational capacity exists.

As it stands now, Associate of Applied Science degrees – in areas such as culinary arts, business information technology, landscape horticulture and so forth – are offered now but it is not generally transferable to a University. This new program could offer wage

progression for the students and give them more opportunity. Right now there is no place for students to get this type of degree besides at a University, which have much higher tuition.

Jill added that Washington State University (WSU) would like to work with and mentor South through the process of applying for the degree. Representatives from WSU will be meeting with us at South and will be providing input to derive a curriculum. By Jan. 14th we should have a competitive application to submit to the State Board of Seattle Community Colleges and from there the application would go to the HEC Board. There are probably six to 10 other colleges that are also applying to offer the degree. Only four will be chosen to offer degrees in the first year. With the help and recommendations of WSU, South should be in a very competitive position.

Enrollment and Employment Demand – Joe Hauth

Joe Hauth, Director of Research for the district, has been helping with the project. He is looking at two important areas using the tools of market research. First, the state board will be looking for evidence that employers want the skill set that will result from the degree. Second, we need to know that there will be students that want to enroll. Both quantitative and qualitative information will be needed.

Referring to the green handout, Joe reviewed some of the jobs in high demand in the Seattle area, including general and operations managers, first-line supervisors, meeting and convention planners and travel agents. The cruise ship field has also been expanding greatly and this is expected to continue for some time. In the couple years following 2001 it has really made a comeback. There is good job growth demand in the Seattle area and people are increasingly setting the bar for higher education.

Joe explained that the staff has been conducting interviews with students that are good candidates for the program – including culinary students and others. Questions are being asked such as, “What would you like to see in the program?” “Do you think this program should be offered?” The committee is also working with employees of South, and they are conducting interview with outside affiliates in the hospitality industry. One thing that fits well here is that you can start at a low level and work up to a very high level through management if you are willing to work hard and continue your education.

Sunny Kobe Cook commented that she has a couple of people in mind for the structured interviews. She has close friends at the Sheridan and the Westin. She also offered to talk with her two chefs about participating. She also added that Anthony Horton would be a good candidate for an interview; he has had a lot of influence in developing the careers of several successful chefs in the area. All of these people would be able to give input on the less glamorous parts of the industry such as cost control. Another useful resource would be the Washington State Meeting Planners Association.

Jill added that we are going to the Washington Restaurant Association to make a request of support.

Roberta Greer announced that there is a Governor’s Tourism Summit taking place in November. **Patti Mullen** added that would be a great thing to take advantage of.

Harold Hill asked what this does to our staff as it stands now? Jill answered that the state funding would allow the college to hire a couple of teachers. If we get the funding, we have a year to create the program. There is also an internship element that goes along with this; it is a 90 credit program as decided by the HEC board.

WSU is the only college in the state that has a program like this, the larger portion at the main campus, but with a satellite that was offered in Seattle. The WSU program was formerly its own school- a stand alone in the university. They have since dissolved that school and moved it into the business school. About that time they also closed the Seattle portion. We asked WSU if they wanted to consider coming back, and they said they would rather help us develop a program at South. They would be willing to help us design the curriculum and would offer some distance learning classes taught by their professors.

Rojelio Rojas commented that students that are not in the hospitality program should be able to take the “Hospitality Accounting” class and it should transfer just like a regular accounting class would. Malcolm added that there is a committee that works on these types of issues and the idea would need to go before them.

FOCUS GROUP

Focus Group Session – Group with facilitation by Dr. Richard Penny

Richard announced that the next phase of participation today will help with the market research to develop this program. He asked the members of the committee to participate in a focus group session that will address some of the key planning areas.

He noted that while faculty and administrators at South are justifiably proud of our institution, we also approach our work with a great dose of humility. We are fully aware that academics don’t always have all the answers. In coming into something new like this – we have to engage with the community, our industry partners and students. We look at what are the needs of the students and what are the needs of our industry partners in the area. We are designing something that will fulfill those needs and it is that philosophy that will make this work. The questions that he will pose in this focus group session are part of this listening and inquiry process.

Richard - What is the business outlook for tourism and hospitality in the greater Seattle area?

Ed Parks – This is a tremendous growth area. We are looking at the international aspect of the industry. South is strongly linked to the tourism industry by being able to bring international students to the area. The Northwest is also a safe destination in the U.S. Another aspect of tourism would be the people that travel by car or RV. They will also be staying in the hotels and eating at the restaurants in the area.

Paul Magnant - Does anyone have access to an economic study for the multiplying affect on tourists on the industry?

Rob Stewart - Jim Hebert from Hebert Research would have that information.

Joe Hauth - According to the green handout, “In Seattle and King County, more than 8.7 million visitors spent almost \$4 billion in 2004, generating more than 59,000 jobs and \$342 million in state and local tax revenues.”

Richard Penny – **What is changing and what is new in the industry?**

Sunny Kobe Cook - There has been a lot of growth happening. For example the Sheraton is growing and the brand new Westin is completely sold out and it is not even completed yet. These examples will bring a lot of new employment opportunities to the area.

Roberta Greer - When the hotels are full the restaurants also benefit.

Patti Mullen - Locally, the West Seattle Chamber has been approached by several individuals to develop the bed and breakfasts in the community. She has an understanding the new owner of the Alki Homestead would be turning the operation into something that would accommodate meetings. The chamber has been trying to show off Alki and West Seattle as a tourist destination.

Richard Boustead - Overseas, contacts such as China would be a good place from which to recruit students. A great source of information and help would also be the Port of Seattle. They want to attract Asian airlines as their North American hub. Not only are people coming for business, but also for fishing and tourism.

Rob Stewart - Where are the students going to live? Can they afford the housing in this area once they are employed?

Richard Penny - There has been research on what these students will earn after graduation; it looks like it will be in the high 30K – 50K range, so there should be possibilities for housing.

Richard – Let’s discuss the need for this degree. Will there be jobs available for the students that complete the program? Is this the type of training that South should get into?

Sunny Kobe Cook- The reputation for culinary program at South would make this a natural next step.

Richard Boustead - It is so important to focus on the need of the industry but also to identify the type of student that will take this course. I am concerned about diluting the content of the course. It is a great concept to have general accounting courses, but in the hotel industry it should be more focused toward the industry. The person that enters the course has made the decision that they want to be in the hospitality industry, therefore, they should have specialized courses.

Richard Penny - Please talk about what should be included in the curriculum. What should students learn in the program? What were the critical skill sets that you think will be needed for the graduates to be successful in moving forward in the field?

Rob Stewart - They should have good communication skills.

Patti Mullen - They should have good contractual knowledge.

Richard Boustead - They should be entrepreneurs. They need to set and achieve goals.

Sunny Kobe Cook – People skills. So many graduates have limited people skills. They need know how to manage and motivate other people, particularly in this service industry. One way to implement this into the program would be to have a guest lecturer address the class periodically. There are a lot of industry people that can come in and speak to different subjects. However, this should be done in small doses

Roberta Greer - An introduction to liberal arts. Help the students to broaden themselves so they are comfortable in their environment.

APPENDIX SIX

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APPENDIX SEVEN

FOCUS GROUP FOUR

SSCC Foundation Board of Directors

Tuesday, November 15, 2005, 11:30 a.m. Lunch, President's Board Room

Special Presentation: Proposed Bachelor's degree in Hospitality Business Management – Malcolm Grothe, Paul Magnant, Betsy Hale and Joseph Hawth

Dr. Penny introduced Chef Paul Magnant, new Dean for Technical Education and Joseph Hawth who is the Director of Research for the Seattle Community Colleges District.

Dr. Penny reported that South Seattle Community College is exploring the opportunity to offer a Bachelor's Degree in Hospitality. This is the first time that the Washington State Legislature is allowing a select number of Community Colleges to offer this type of four-year degree. There are seven or eight community colleges applying for these four-year degree program spots. South is the only college applying for a hospitality degree program.

Joseph Hawth reported that the degrees offered are all Bachelor of Applied Science degrees, so the emphasis is on technical degrees. The proposals need to meet the criteria from the State Board of Education. There are three main areas of emphasis: 1) Are employers in favor of the degree? 2) Is this a program in which students are interested? 3) Does the College have what it takes to offer a quality program?

The Hospitality BAS Committee has been doing structured interviews with industry leaders, focus groups led by Richard Penny, and employee surveys. Many of the employees surveyed said they would be interested in the degree and provided useful information for helping students take advantage of the program. The data is helping to build a very strong case for South's application. Students were also surveyed. There were many who said they would be very likely to enroll at South, and there will only be 20 spots in the program initially.

Chef Paul Magnant reported that one thing which uniquely positions South is that we have all the structure already in place. We have the majority of the things needed and we do them very well. Chef Paul has done this already in Virginia, at Johnson and Wales College and they grew it to approximately 150 students in 24 months.

Chef Paul stated that records show that 90% of all food service licenses issued in Washington are for the Seattle area. Also the State Hotel Association reports that 90% of the hotel room inventory is in Seattle. The unemployment rate for the hospitality industry is ahead of other industries and it is a cyclical business. Hospitality is the largest aggregate employer in the State of Washington second only to government. As the Baby Boomer generation ages, statistics show that the number of times per week people eat out has increased from 2.7 times per week to 4.3 times per week.

All of these factors point to growth. There will be a definite need for people with degrees in Hospitality as a whole, not just Food Service or Hotel Management. The curriculum will include accounting, supervision, marketing and product development all of which would be specific to the hospitality industry. The skills will be transferable within the industry whether the graduate's job will be in a restaurant, casino, resort or hotel. There is also a very significant internship component in the curriculum. This program is clearly intended to be a bridge to employment and is an excellent way to be a good steward to our community.

Community support for the bachelor's degree – Roberta Greer and Dr. Jill Wakefield

Dr. Wakefield reported that Roberta Greer has been lending a tremendous amount of support through her leadership of an advisory board for the project. We are very fortunate to have her on the Foundation Board and leading this mission. She has given us invaluable guidance on the structure of the program and input in the way of industry contacts.

Focus group session – Group with facilitation by Dr. Richard Penny

Dr. Penny reported that three focus group sessions have been held so far, from which very useful information has been gathered. Richard said that the Foundation Board represents the heart, mind & soul of the College's community supporters. He thanked the Board for being in the forefront supporting South's initiatives and for agreeing to participate in the focus group today. Two questions were asked and Richard opened each one up for comment:

Richard Penny. Does it make sense for South to offer this Hospitality BAS Degree and is the College prepared to do this?

Dick Ingalls—As far as location and capabilities, yes. South is uniquely qualified because we have both the qualified people and the prime geographic location for hospitality here in Seattle.

Lincoln Ferris—The hospitality industry has more diverse employees and that fits with our student demographics.

Ed Parks—The College not only has a diverse student body, but many of them are also bilingual. The hospitality industry needs employees who are bilingual and it should give our graduates a distinct advantage. That's why the diversity of the college really works—not only in serving an underserved population, but taking these things that might be a barrier somewhere else and turning it into a wonderful, positive advantage!

Marjorie Alhadeff—The College has land so we have the capability to build a building dedicated to the program if needed in the future.

Keith Schreiber—It leverages the College’s base, which it already has in this area. Keith mentioned that he was in Ellensburg recently and spoke with a gentleman whose child was going to be attending South Seattle Community College in the Culinary Arts Program. Keith said that our program is already drawing students from across the state and this will make for a very strong case in our application.

Winnie Lee—South Seattle Community College already has graduate chefs employed in prominent hospitality businesses in the Seattle area. South’s graduate chefs have a very good reputation.

Richard Penny. What is your assessment of opportunities to attract external support for the program? If we were to try to engage volunteers around gathering support, would they be excited to do that?

Keith Schreiber—There are many companies from this industry that are based in the area who would like the opportunity to help them develop operational support as well as financial support.

Marjorie Alhadeff—There could be a club-type atmosphere created which would encourage support. We would see gifts.

Lincoln Ferris—There would be a pipeline created in the future with interns who become employees who then sponsor scholarships.

Ed Parks—Getting potential firms who will offer these internships/scholarships involved in the program will feed the resources that will keep the program self sustaining. The companies that benefit by hiring the graduates or getting the interns should be grateful to step forward with financial sponsorships for the program.

Dick Ingalls—There are several associations and guilds involved with the hotel industry. This would be of great interest to the guilds. This kind of background would help concierges and similar employee advance in their companies.