

Comprehensive Program Review Report

Culinary Arts

BOR Approved Instructional Programs
2013-2016

Campus Strategic Plan: Mission, Vision, Values, and Commitments 2015-2021

Mission Statement:

Kapi'olani Community College provides students from Hawai'i's diverse communities open access to higher education opportunities in pursuit of academic, career, and lifelong learning goals. The College, guided by shared vision and values, and commitment to engagement, learning, and achievement, offers high quality certificate, associate degree, and transfer programs that prepare students for productive futures.

Vision Statement:

Kapi'olani Community College is a leading indigenous serving institution whose graduates strengthen the social, economic and sustainable advancement of Hawai'i's diverse communities in an evolving global community.

Values Statement:

Kapi'olani Community College enacts the following values:

- Kūpono:** Practicing honesty and integrity with clarity in all relationships.
- Kuleana:** Sharing a common responsibility to support the future of our students, college, community, land, and sea.
- Kūloa'a:** Ensuring that the needs of our students are met with support and service.
- Kūlia:** Creating meaningful curricula and learning experiences that serve as a foundation for all to stand and move forward.

Kapi'olani Commitments – Outcome 1: Graduation

- Continue development of STAR, student registration interface, and guided pathways to completion and transfer.
- Increase availability of information on mobile devices.
- Improve data system for planning and management and with DOE.
- Develop predictive analytics for student success.
- Participate in UHCC innovation fund to achieve strategic outcomes (\$1.25 million/year) related to Strategic Plan-Reducing Time to Degree Initiatives and Hawai'i Strategy Institutes.

Kapi'olani Commitments – Outcome 2: Innovation

- Develop sector visualization to display top employment sectors with salaries and degree attainment.

- Develop a tracking system to fully understand employer needs, apprenticeship, internship, clinical, and graduate placements, graduate earnings and advancement, and needs for further education and training.
- Build better workforce development system through credit and continuing education programs.
- Develop Native Hawaiians for leadership roles at the College and in the community.
- Advance the use and understanding of the Hawaiian language and culture.
- Develop community partnerships locally and globally that advance the college's indigenous serving goals.
- Develop baselines and benchmarks for 'āina-based and for place-based learning, undergraduate research, and teacher preparation.
- Improve enrollment management systems.
- Eliminate cost as a barrier to education.
- Continue to increase Pell grant participation.
- Increase private fund raising for needs based aid.
- Implement Open Educational Resources (OER) to replace most textbooks.

Kapi'olani Commitments – Outcome 3: Enrollment Growth

- Invest in outreach to high schools, GED programs, Native Hawaiian and Pacific Islander community partnerships.
- Integrate recruitment of working age adults into overall workforce development system.
- Target outreach strategies to innovative programs.
- Focus on campus-based re-enrollment strategies.

Kapi'olani Commitments – Outcome 4: Modern, Sustainable, Teaching and Learning Environments

- In conjunction with the Long Range Development Plan, impart a Hawaiian sense of place on campuses through landscaping, signage and gathering spaces to enable social and cultural sustainability of campus communities.
- Improve financial management systems.
- Reduce deferred maintenance backlog.
- Implement campus technology plan and develop a system of planned equipment replacement.
- In conjunction with the Long Range Development Plan, serve as role models and consultants to the community on sustainability.
- In conjunction with the campus Long Range Development Plan, design, develop, and build an on-campus training hotel that in addition to providing essential lodging, culinary, meeting and conference services, will serve as a catalyst to foster interdisciplinary collaboration with programs such as: Hawaiian Studies, Information Technology, Accounting, Marketing, and Massage Therapy.
- In collaboration with Lē'ahi Hospital and their Master Plan, develop a Kūpuna Clinical Teaching Hospital for Health Academic Programs.
- In conjunction with the Long Range Development Plan, participate in Modern Facilities Task Force to:

- 1) Define optimal design and learning elements for 21st century, 3rd decade educational infrastructure;
- 2) Establish goals for state-of-the art, digitally enabled, labs, classrooms, offices, and centers to support community engagement and partnerships across the state.

Program Mission Statement: Clear statement of program purposes and links to the College’s Strategic Plan.

Mission Statement: Our mission is to provide a quality education in the culinary and pastry arts with an emphasis on blending the classical techniques with the global influences of Hawaii’s unique geographic location. This mission is achieved through a progressive curriculum, operational excellence, multi-industry alliances and the promotion of lifelong learning.

Part I. Executive Summary of CPR and Response to previous ARPD recommendations

Since the previous Comprehensive Program Review, the Culinary Arts program has achieved an overall status of healthy in all three years, with only a single cautionary rating in all of its effectiveness indicators. Similarly, the program has met or exceeded all Perkins Core Indicators with the exception of its 4P1.

Summary of ARPD Health Indicators for Last 3 Years:

Health Indicators	2013	2014	2015
Overall Program Health	Healthy	Healthy	Healthy
Demand Indicators	Healthy	Healthy	Healthy
Efficiency Indicators	Healthy	Healthy	Healthy
Effectiveness Indicators	Healthy	Cautionary	Healthy
Perkins 1P1	Met	Met	Met
Perkins 2P1	Met	Met	Met
Perkins 3P1	Met	Met	Met
Perkins 4P1	Met	Not Met	Not Met
Perkins 5P1	Met	Met	Met
Perkins 5P2	Met	Met	Met

Although the Culinary Arts program has been rated as being **Healthy** for the last six academic years, the Department’s faculty and staff remain committed to implementing proactive action plans to ensure continuous quality improvement.

Demand Action Plan: With the recent reunification of the Culinary credit and non-credit programs and fueled by grant funding, in our effort to grow enrollment (Strategic Plan: Outcome #3) and build better workforce development system through credit and continuing education programs enrollment (Strategic Plan: Outcome #2), the Department has embarked upon a mission of creating a system of apprenticeship and workforce

development programs that articulate with our credit programs. This synergy has resulted in several participants of both our short-term GoCook Hawaii and long-term ACF Apprenticeship programs already transitioning into our culinary degree program.

Also in our efforts to increase our enrollment, we have increased the career options for our majors by finalized a 2+2 articulation agreement for an academic pathway in Culinology (the blending of the art of culinary with the science of food) that will provide our students with the ability to obtain a baccalaureate degree and qualify for higher paying jobs.

Efficiency Action Plan: Although the current efficiency levels indicate a healthy program, the small classes in the advanced professional certificate have and will continue to negatively impact these indicators. The Department will develop a plan to increase efficiency in our AS degree program to help offset those factors, but must also rely upon increased State funding. To offset the large unbudgeted overloads caused by the faculty's instructional workloads, in 2015 the Department submitted a major curriculum revision that reduced the amount of unfunded teaching overloads for the majority of its instructors. The Department has also begun the process necessary to implement a Program Fee to help offset the high cost of food and general supplies utilized in the instructional labs.

Effectiveness Action Plan: Together with the 3+1 Bachelors of Applied Science in Culinary Management articulation with UH West Oahu, the recent 2+2 articulation with a Bachelor's of Science Degree in Culinology at the College of Tropical Agriculture and Human Resources at the University of Hawaii Manoa marks our transition to the center for culinary and .

Perkins IV Core Indicators Action Plan: For the entire review period, the Culinary program has met all of the Perkins performance indicators with the exception of 4P1, Student Placement. The program will continue to lobby for hiring a half-time counselor that should improve our ability to match students with our industry partners. The department was able to obtain a Perkins grant that was utilized to establish a LinkedIn Alumni Group. This has helped us connect directly to our alumni and obtain data on current employment and the skill sets that are now utilizing.

Part II. Program Description

History: Founded in 1946, the Culinary Arts is the longest running program in the college and provides students with numerous program options that allow them to match their educational pathways with their career goals.

Program Goals / Occupations: The Certificate of Competence (COM) programs in Culinary Arts, Pastry Arts and Dining Room Service options are designed to help students acquire technical skills that will qualify them for entry-level employment after one semester's training. The Certificate of Achievement (CA) in Culinary Arts program option is attained after three semesters and provides the student with the skills and

knowledge required to pursue a journey worker Culinarian position within the industry. For those whose career goals include supervisory or managerial level careers within the industry, the college offers an Associate in Science (AS) degree in Culinary Arts with concentrations available in Culinary Arts, Pastry Arts and Institutional Food Service. For those aspiring upper management or executive level careers in the Culinary Industry, in 2010, the college added an Advanced Professional Certificate (APC) in Culinary Management to its program, which articulates to a Bachelors of Applied Science (BAS) in Culinary at UH West Oahu. To meet the growing demand for food scientists or those trained in both the art of culinary and the science of food, in 2015, the program collaborated with the College of Tropical Agriculture and Human Resources (CTAHR) at the University of Hawaii, Manoa (UHM) to articulate its AS Degree in Culinary Arts with a concentration in Institutional Food Service with a Bachelor's of Science Degree (BS) in Culinology. Our program's Culinology pathway is one of only 16 programs in the nation that has earned certification by the Research Chefs of America (RCA).

In addition to its regular credit program, the Department operates an American Culinary Federation Apprenticeship program that allows participants to earn as they learn. The markets for this program are either those who must work to support themselves and/or their families and thus can't afford to take on a traditional college degree or those who are strong hands-on learners, but require too extensive levels of remedial general education. In addition to the over 400 hours of instruction, completers of this program have undertaken 6,000 work hours and are provided with a recognized industry certification as a Certified Culinarian (CC) by the ACFEF.

In 2014, utilizing \$1Million in grant funds from the US Department of Labor Employment & Training Administration (DOLETA), KCC Culinary began its National Restaurant Association Educational Foundation's ServSafe Food Handler certification training for incumbent workers that corresponded to the rollout of the State of Hawaii Department of Health's new restaurant placard system. The ServSafe Food Handler Program is a complete solution that delivers consistent food safety training to employees. The program covers five key areas: Basic Food Safety, Personal Hygiene, Cross-contamination & Allergens, Time & Temperature, and Cleaning & Sanitation.

In 2015, based upon industry needs and with funding from the DOLETA grant, it began enrolling participants into its "GoCook Hawaii" a 10-week basic culinary skills training program that provides them with the hard and soft skills needed to obtain an entry-level job in the food service industry. This grant also facilitated the development of the Culinary Innovation Center that is tasked with assisting farmers, growers, ranchers and other local entrepreneurs in developing value-added products utilizing locally grown ingredients.

The strength of the Culinary and Patisserie Programs continues to be the reinforcement of theory through applied academics in active laboratory settings. In the June 2014 edition of FSR, this national periodical for the restaurant industry named Kapi`olani Culinary Arts as one of the Top 20 Culinary Programs in the United States. In 2009, a student team

representing KCC Culinary Arts won the American Culinary Federation’s National Student Culinary Competition, earning it the title of the “Best in the Nation”.

In July 2012, the program was provided with the maximum 7 year re-accreditation from its external accrediting body, the American Culinary Federation Educational Foundation (ACFEF) and honored with Exemplary Program status. “Exemplary Programs symbolize the highest educational standards recognized by the American Culinary Federation Education Foundation Accrediting Commission (ACFEFAC). The award is presented to programs that have proven full compliance with all ACFEFAC accreditation requirements in the last visiting team report along with excellent management of the program.”

The Program has successfully obtained extramural funding that allows it to also focus on its various initiatives including: Combating Childhood Obesity through Cooking for Health and Wellness; Food Service Sustainability; and Increasing Food Security through Food Innovation, Production and Manufacturing.

Program Student Learning Outcomes (SLO):

Program Learning Outcome
Integrate the knowledge, skills and attitudes in all areas of basic food preparation, advanced culinary arts, basic baking, nutrition, menu planning, guest services, and operational controls and management required to meet the requirements for a Certified Culinarian by the American Culinary Federation Foundation.
Incorporate within their work ethic the standards in attendance, behavior, grooming and dress that reflect the mature work attitude expected of industry professionals
Make effective decisions with intellectual integrity to solve problems and/or achieve goals utilizing the skills of critical thinking, creative thinking, information literacy, and quantitative/symbolic reasoning. (Liberal Arts PLO)
Ethically compose and convey creative and critical perspectives to an intended audience using visual, oral, written, social, and other forms of communication. (Liberal Arts PLO)
Evaluate one's own ethics and traditions in relation to those of other peoples and embrace the diversity of human experience while actively engaging in local, regional and global communities. (Liberal Arts PLO)
Through various modes of inquiry, demonstrate how aesthetics engage the human experience, revealing the interconnectedness of knowledge and life. (Liberal Arts PLO)
Explore and synthesize knowledge, attitudes and skills from a variety of cultural and academic perspectives to enhance our local and global communities. (Liberal Arts PLO)

Admission requirements: None

Credentials, licensures offered: Optional credentials: As we are accredited by the American Culinary Federation Educational Foundation (ACFEF), all graduates of our AS Degree in Culinary Arts with a Specialization in Culinary Arts or Pastry Arts qualify as either a Certified Culinarian (CC) or Certified Pastry Culinarian (CPC). All that they have to do to obtain this credential is to become a member of the ACF and submit their proof of degree within one year of graduation.

Faculty and staff: The Department employs 13 regular tenure-track full-time faculty members, with ten being 9-month and three being 11-month G-funded positions (1 Dept. Chair, 1 Counselor and 1 Instructor). It also employs ten lecturers, of which 6 typically teach 8 or more credits per semester. It has an instructional support staff consisting of a Civil Service Secretary (G-fund), an APT Operations Manager (Operational funds), an APT Cafeteria Manager (Operational funds), an APT Non-credit Coordinator (Special Funds), a Civil Service Reservationist (Operational funds), a Civil Service Cook III (Operational funds) and 15 student assistants (Operational funds). In addition to the UH employees, our Commercial Enterprise unit employs 22 operational personnel through the Research Corporation of the University of Hawaii (RCUH) to help run both our Ohia Cafeteria and Banquet / Catering operations (Operational funds). Using various grant funds, it employs a full-time Health & Wellness Coordinator, a full-time Research Chef and various on-call trainers and student assistants.

Faculty List

Instructor	Rank	Date of Hire
Brown, David	Assistant Professor	01/08/2010
Chau, Aaron	Associate Professor	08/01/2005
Itomitsu, Grant	Assistant Professor	01/01/2007
Leake, Frank	Professor	08/01/1989
Maehara, Lori	Associate Professor	10/01/1992
Peel, Jason	Instructor	08/02/2013
Santamaria, Manuel John	Instructor	09/01/2013
Sato, Grant	Instructor	08/01/2014
Swift, Daniel	Instructor	08/01/2015
Takahashi, Ronald	Professor	08/01/1989
Tsuchiyama, Alan	Professor	08/01/1999
Uchida, Warren	Assistant Professor	09/01/2009
Wetter, Dan	Associate Professor	08/01/2000

Lecturers	Level	Date of Hire
Casale, Robert	A	01/11/2016*
Fujimoto, Kristie	B	09/01/2007
Holthaus, Henry	C	09/01/2000
Leong, Cyndi	A	09/01/2015
Liechty, Barbara	C	09/01/2008
Masutani, Tiffanie	A	09/01/2010
O'Malley, Gale	A	09/01/2013
Rhee, Walter	A	01/16/2014
Shinsato, Lee	B	09/01/2011
Tamamoto, Lauren	B	09/01/2013

Resources, including student support services:

Student Support: The Department does have a full-time 11-month counselor embedded within the Department and a grant-funded Social Media Coordinator that oversees our LinkedIn KCC Culinary Alumni Group.

Financial Resources: During the last three years covered by this CPR, the Department did expend over **\$1.67 Million** in external funds to support both our students and our mission statement. Of that \$1.67+ Million, **\$945,000** was in donations to our Department from which:

- **\$252,000** was used for scholarships to our students.
- **\$181,000** was used to repair, maintain or replace instructional and operation equipment.

External Funds:

UHF Donations	2013	2014	2015	CPR Total
Scholarships	110,565.25	86,784.49	56,740.00	254,089.74
R&M	13,010.19	11,416.94	14,034.89	38,462.02
FF&E	1,735.31	50,325.62	90,862.42	142,923.35
Other	184,287.28	175,715.14	149,477.96	509,480.38
Total	309,598.03	324,242.19	311,115.27	944,955.49

Grants & Contracts	2013	2014	2015	CPR Total
USDA/NIFA	104,962.00	104,700.00	104,700.00	314,362.00
Hawaii State DOH		76,681.00		76,681.00
Hawaii State DOA	30,500.00			30,500.00
US DOLETA (Budget)		124,804.00	601,774.00	726,578.00

Repair, Maintenance and Replacement of Equipment:

In addition to the **\$181,385.37** in external funds used to repair, maintain or replace our instructional and operational equipment, the Department utilized **\$299,800** of its instructional and operational funds, bringing the grand total for the three years for the repair, maintenance and replacement of equipment to **\$481,185**, not including the **\$382,500** in new equipment that was funded by the DOLETA’s C3T3 grant.

Instructional and Operational Funds

	2013	2014	2015
Equipment R&M	111,530	108,187	80,083

Articulation Agreements:

- 3+1 Bachelor of Applied Science (BAS) Degree in Culinary Management with UH West Oahu

- 2+2 Bachelor of Science (BS) Degree in Food Science with a Culinary Option with the College of Tropical Agriculture and Human Resources (CTAHR) at UH Manoa

Community connections, advisory committees, Internships, Coops, DOE:

KCC Culinary works closely with many community and industry connections including: the Hawaii Food & Wine Festival, the Hawaii Culinary Education Foundation, Les Dames d'Escoffier Hawaii, the Chaine de Rotisserie, and various chapters of the Rotary Club of Honolulu.

The Culinary Advisory Committee meets twice per year. The primary purpose of the Spring Advisory Committee meeting is to update its members on program results and its plans for the future. We utilize the Fall Advisory Committee meeting to obtain valuable input from all of our stakeholders.

Rather than develop its own internship program, the Culinary Department currently utilizes the Hospitality Department's HOST 293e Hospitality Internship course.

Distance delivered/off campus programs, if applicable: Although we currently offer online sections of our FSHE 185, CULN 111, and CULN 112 courses, programs are not offered entirely distance delivered.

Part III. Curriculum Revision and Review

100% of all active courses have been reviewed within the last five years, except for those courses that are scheduled to be submitted for deletion when the Kualii Curriculum program comes online.

DISCIPLINE	ACTIVE/INACTIVE DELETION	APPROVAL DATE	COMPLIANCE
CULN 111	ACTIVE	12/12/14	100%
CULN 112	ACTIVE	12/6/14	100%
CULN 115	ACTIVE	12/6/14	100%
CULN 120	ACTIVE	12/6/14	100%
CULN 130	ACTIVE	12/6/14	100%
CULN 150	ACTIVE	12/12/14	100%
CULN 155	ACTIVE	12/6/14	100%
CULN 160	ACTIVE	12/6/14	100%
CULN 205	DELETION	4/3/15	100%
CULN 207	ACTIVE	4/9/15	100%
CULN 208	ACTIVE	4/9/15	100%
CULN 221	ACTIVE	12/6/14	100%
CULN 222	ACTIVE	12/6/14	100%
CULN 231	NEW/ACTIVE	4/9/15	100%
CULN 240	ACTIVE	12/6/14	100%
CULN 252	ACTIVE	12/6/14	100%
CULN 253	ACTIVE	12/6/14	100%
CULN 271	ACTIVE	4/9/15	100%
CULN 310	ACTIVE	4/9/15	100%
CULN 321	ACTIVE	4/9/15	100%
CULN 322	ACTIVE	4/9/15	100%
CULN 330	ACTIVE	4/9/15	100%
CULN 330B	ACTIVE	11/23/12	100%

CULN 330C	DELETION		100%
CULN 360	ACTIVE	4/9/15	100%
CULN 380	ACTIVE	4/9/15	100%
CULN (26 Courses)			26/26 = 100%

DISCIPLINE	ACTIVE/INACTIVE DELETION	APPROVAL DATE	COMPLIANCE
FSHE 185	ACTIVE	4/11/15	100%
FSHE 228	DELETION PLANNED		0%
FSHE 260	DELETION PLANNED		0%
FSHE 281	DELETION PLANNED		0%
FSHE 294	DELETION		100%
FSHE (5 Courses)			5/5 = 100%

Part IV. Survey Results

1. Student satisfaction, including student support services

GRADUATE SURVEY 5-16-2014

WHAT OBSTACLES DID YOU ENCOUNTER WHILE WORKING TOWARD YOUR EDUCATIONAL GOALS AT KAPI'OLANI COMMUNITY COLLEGE?

(N/A & blank responses NOT recorded)

- Working full-time
- Classes take up so much time (lab)
- Lack of funds, financial aid
- Meeting new people
- Scheduling while working
- Waking up early
- A lot
- Figuring out what career I wanted
- Going to UH West Oahu
- Financial
- None, maybe time to take long classes
- Transportation, \$\$
- Signing up for classes
- Work
- Work schedule
- Getting into classes
- Time
- Time
- Getting up early & parking
- Didn't foresee
- Financial Aid (international student who is ineligible for FAFSA)
- Scheduling work while taking labs

BASED ON YOUR EXPERIENCE AT KAPI'OLANI COMMUNITY COLLEGE, WHAT IS THE MOST IMPORTANT THING THAT THE COLLEGE COULD DO TO SUPPORT STUDENTS GRADUATING?

- They supported me through it all.
- Everything!
- Have instructors there for support
- The supportive instructors.
- More Pepsi & Pizza for culinary students.
- Time Management & Studying
- Already doing great
- Awesome teachers/instructors/counselors
- Job Placement
- More orientation & Pizza and Pepsi
- Counselor Lori is really helpful
- Job Placement (happy face)
- Study!
- Real industry experience, job placement
- The teachers
- Future employment opportunities
- More job/study
- Job placement
- \$
- Providing a lot of help
- Show they care
- Knowledge of subject
- Learning
- Nothing. Everything is fine
- Keep it up!
- Money
- Job placement
- The support of chefs and classmates
- Job placement
- Not done yet (CC completer; still pursuing AS)

2. Occupational placement in jobs (for CTE programs)

Field of Work Survey:

1900 - MARCH 2016
 231 of 5,075 in Culinary Arts/Chef Training

Field of Work	Population
Operations	118
Entrepreneurship	28
Sales	17
Education	9

Media & Communication	7
Support	7
Arts & Design	7
Healthcare Services	6
Human Resources	5
Administrative	4
Engineering	4
Program & Project Management	3
Business Development	3
Community & Social Services	3
Consulting	3
Accounting	2
Information Technology	2
Marketing	2
Military and Protective Services	2
Real Estate	2
Research	2
Finance	1
Purchasing	1

3. Employer satisfaction (for CTE programs)

Job Site Survey March 2016

Job Site Listed	Population
Starwood Hotels & Resort Worldwide, INC.	4
MGM Grand Hotel & Casino Las Vegas	2
US Navy	2
Kaiser Permanente	2
Whole Foods Market	2
State of Hawaii	2
Hilton Worldwide	2
United States Postal Service	2
HFM Foodservice	2
Hotels & Resorts of Halekulani	2
Two Rooms Grill Bar	1
The Cosmopolitan of Las Vegas	1
Desert Island Restaurants	1
Cannery Casino Resorts	1
Kuakini Medical Center	1
Mauna Lani Bay Hotel & Bungalows	1

Wynn Las Vegas	1
Unilever	1
Nobu Restaurant	1
Arcadia Retirement Residence	1
The Kahala Hotel & Resort	1
DOE	1
Nestle	1
Gap Inc./Old Navy	1
General Assembly	1

4. Graduate/Leaver

Residency Survey March 2016

Residency	Population
United States	224
Hawaiian Islands	131
Las Vegas, Nevada Area	11
San Francisco Bay Area	9
Greater New York City Area	8
Greater Los Angeles Area	7
Greater Seattle Area	6
Greater San Diego Area	5
Portland, Oregon Area	4
Japan	3
Houston, Texas Area	3
China	2
Charlottesville, Virginia Area	2
Cleveland/Akron, Ohio Area	2
Greater Denver Area	2
Phoenix, Arizona Area	2
Springfield, Massachusetts Area	2
Tampa/St. Petersburg, Florida Area	2
Washington D.C. Metro Area	2
Canada	1
British Columbia, Canada	1
Chongqing City, China	1
Shanghai City, China	1
Indonesia	1
Yogyakarta Area, Yogyakarta Indonesia	1

Skills Set Survey March 2016

Skill Set	Population
Customer Service	73
Culinary Skills	71
Catering	67
Menu Development	66
Food	66
Restaurants	58
Hospitality	57
Cooking	49
Fine Dining	48
Restaurant Management	47
Banquets	46
Food & Beverage	44
Event Planning	43
Hospitality Management	41
Microsoft Office	41
Recipes	41
Management	37
Cuisine	37
Event Management	36
Sales	35
Microsoft Word	33
Hospitality Industry	32
Social Media	32
Hotels	31
Training	30

Part V. Quantitative Indicators for Program Review

Overall Program Health: Healthy

Majors Included: CULN Program CIP: 12.0500

Demand Indicators		Program Year			Demand Health Call
		12-13	13-14	14-15	
1	New & Replacement Positions (State)	520	599	632	Healthy
2	*New & Replacement Positions (County Prorated)	232	284	300	
3	*Number of Majors	492	443	391	
3a	Number of Majors Native Hawaiian	87	74	67	
3b	Fall Full-Time	46%	41%	39%	
3c	Fall Part-Time	54%	59%	61%	
3d	Fall Part-Time who are Full-Time in System	2%	2%	3%	
3e	Spring Full-Time	42%	40%	41%	
3f	Spring Part-Time	58%	60%	59%	
3g	Spring Part-Time who are Full-Time in System	2%	1%	2%	
4	SSH Program Majors in Program Classes	4,564	5,319	5,503	
5	SSH Non-Majors in Program Classes	1,828	1,951	1,995	
6	SSH in All Program Classes	6,392	7,270	7,498	
7	FTE Enrollment in Program Classes	213	242	250	
8	Total Number of Classes Taught	84	92	96	

Efficiency Indicators		Program Year			Efficiency Health Call
		12-13	13-14	14-15	
9	Average Class Size	21.6	21.6	20.9	Healthy
10	*Fill Rate	85.3%	88.8%	85.4%	
11	FTE BOR Appointed Faculty	11	11	12	
12	*Majors to FTE BOR Appointed Faculty	44.6	40.2	32.5	
13	Majors to Analytic FTE Faculty	34.8	33	28.3	
13a	Analytic FTE Faculty	14.1	13.4	13.8	
14	Overall Program Budget Allocation	\$1,389,872	\$1,298,630	\$1,335,413	
14a	General Funded Budget Allocation	\$1,212,012	\$987,216	\$1,162,185	
14b	Special/Federal Budget Allocation	\$0	\$0	\$0	
14c	Tuition and Fees	\$177,860	\$311,414	\$173,228	
15	Cost per SSH	\$178	\$177	\$186	
16	Number of Low-Enrolled (<10) Classes	11	9	3	

Effectiveness Indicators		Program Year			Effectiveness Health Call
		12-13	13-14	14-15	
17	Successful Completion (Equivalent C or Higher)	80%	79%	82%	Healthy
18	Withdrawals (Grade = W)	120	132	111	
19	*Persistence Fall to Spring	77.8%	73.9%	76.9%	
19a	Persistence Fall to Fall	58.3%	53%	58.6%	

20	*Unduplicated Degrees/Certificates Awarded	241	207	233
20a	Degrees Awarded	99	101	88
20b	Certificates of Achievement Awarded	45	53	63
20c	Advanced Professional Certificates Awarded	5	4	10
20d	Other Certificates Awarded	310	172	262
21	External Licensing Exams Passed	Not Reported	Not Reported	N/A
22	Transfers to UH 4-yr	8	8	8
22a	Transfers with credential from program	3	2	4

Distance Education: Completely On-line Classes		Program Year		
		12-13	13-14	14-15
23	Number of Distance Education Classes Taught	7	6	6
24	Enrollments Distance Education Classes	216	191	200
25	Fill Rate	88%	91%	95%
26	Successful Completion (Equivalent C or Higher)	66%	66%	79%
27	Withdrawals (Grade = W)	7	8	5
28	Persistence (Fall to Spring Not Limited to Distance Education)	54%	53%	62%

Perkins IV Core Indicators 2010-2011		Goal	Actual	Met
29	1P1 Technical Skills Attainment	91.00	91.97	Met
30	2P1 Completion	47.00	54.74	Met
31	3P1 Student Retention or Transfer	75.21	86.76	Met
32	4P1 Student Placement	68.92	57.25	Not Met
33	5P1 Nontraditional Participation	17.50	43.03	Met
34	5P2 Nontraditional Completion	16.00	48.10	Met

Performance Funding		Program Year		
		12-13	13-14	14-15
35	Number of Degrees and Certificates	149	158	161
36	Number of Degrees and Certificates Native Hawaiian	18	25	26
37	Number of Degrees and Certificates STEM	Not STEM	Not STEM	Not STEM
38	Number of Pell Recipients	140	115	103
39	Number of Transfers to UH 4-yr	8	8	8

Part VI. Analysis of the Program

1. Alignment with mission

Just as in ancient times when Hawaiians utilized the stars to navigate by, KCC

culinary utilizes its mission statement as its wayfinder. Our mission has enabled us to formulate a clear vision of who we are, what we value and the principles that we operate under.

Vision & Value Statement: The Culinary Arts Department of Kapi`olani Community College embraces the motto of the college, of “kulia i ka nu’u”, or to strive for the highest in everything that it undertakes. In order to be the best that we can be, we embarked upon a strategy of excellence that guides us in all our decisions and are based upon the underlying concept that our beliefs are based upon these three key dimensions:

What can we be the best in the world at? We can be the best state-supported, ACF-certified, two-year culinary institution in the world that focuses on the blending of Western and Asian/Pacific cuisines with an emphasis on cooking for health and wellness and sustainability.

What drives our economic engine? Our continuing education and training and our operational programs are mechanisms that generate profits needed to sustain our programs in an atmosphere of declining state funding.

What are we deeply passionate about? We are passionate about culinary and pastry arts, but most of all, we are passionate about our students.

The components of the KCC’s Mission Statement and Strategic Plan that the Culinary Arts Department will plan to help the College achieve include:

- Build better workforce development system through credit and continuing education programs.
- Develop community partnerships locally and globally that advance the college’s indigenous serving goals.
- Improve enrollment management systems.
- Eliminate cost as a barrier to education.
- Increase private fund raising for needs based aid.
- Integrate recruitment of working age adults into overall workforce development system.
- Target outreach strategies to innovative programs.
- In conjunction with the Long Range Development Plan, serve as role models and consultants to the community on sustainability.
- In conjunction with the campus Long Range Development Plan, design, develop, and build an on-campus training hotel that in addition to providing essential lodging, culinary, meeting and conference services, will serve as a catalyst to foster interdisciplinary collaboration with programs such as: Hawaiian Studies, Information Technology, Accounting, Marketing, and Massage Therapy.

2. **Current Situation**

Internal: Although KCC Culinary has achieved a healthy rating in all categories for each of the three annual reviews of program data covered by this comprehensive program review, we have undertaken a strategy of continuous program improvement.

External: Kapi`olani Community College’s Culinary Arts program is considered to be the premier culinary program in Hawaii and the only culinary program in the state to have won a national title. In 2009, a student team representing KCC Culinary Arts won the American Culinary Federation’s National Student Culinary Competition, earning it the title of the “Best in the Nation”. In 2012, based upon our attached self-study and verified through a site visit by a national accrediting team, the American Culinary Federation Educational Foundation Accrediting Commission re-accredited our program for the maximum seven-year period and awarded us status as an exemplary program. *"Exemplary Programs symbolize the highest educational standards recognized by the American Culinary Federation Education Foundation Accrediting Commission (ACFEFAC). The award is presented to programs that have proven full compliance with all ACFEFAC accreditation requirements in the last visiting team report along with excellent management of the program."* (American Culinary Federation, 2013)

3. Assessment Results for Program SLOs.

The Culinary program has assessed all of its Program Learning that the Department has the ability to assess. The Liberal Arts PLOs are to be assessed through the General Education courses.

Program Learning Outcome	2013	2014	2015
Integrate the knowledge, skills and attitudes in all areas of basic food preparation, advanced culinary arts, basic baking, nutrition, menu planning, guest services, and operational controls and management required to meet the requirements for a Certified Culinarian by the American Culinary Federation Foundation.	Yes	Yes	Yes
Incorporate within their work ethic the standards in attendance, behavior, grooming and dress that reflect the mature work attitude expected of industry professionals	Yes	Yes	Yes
Make effective decisions with intellectual integrity to solve problems and/or achieve goals utilizing the skills of critical thinking, creative thinking, information literacy, and quantitative/symbolic reasoning. (Liberal Arts PLO)	N/A	N/A	N/A
Ethically compose and convey creative and critical perspectives to an intended audience using visual, oral, written, social, and other forms of communication. (Liberal Arts PLO)	N/A	N/A	N/A

Evaluate one's own ethics and traditions in relation to those of other peoples and embrace the diversity of human experience while actively engaging in local, regional and global communities. (Liberal Arts PLO)	N/A	N/A	N/A
Through various modes of inquiry, demonstrate how aesthetics engage the human experience, revealing the interconnectedness of knowledge and life. (Liberal Arts PLO)	N/A	N/A	N/A
Explore and synthesize knowledge, attitudes and skills from a variety of cultural and academic perspectives to enhance our local and global communities. (Liberal Arts PLO)	N/A	N/A	N/A

Part VII. Tactical Action Plan

KCC Culinary Arts Department's Strategic Outcome
A. Increase the enrollment, persistence and completion of our Culinary Arts majors.
B. Attract external funding to support our culinary innovation, health & wellness, and sustainable food service initiatives.
C. Utilizing innovative practices and in collaboration with the other higher education institutes, prepare students for high-skill / high-demand / high-pay occupations.
D. Provide external funding that will subsidize faculty and staff efforts to improve their professional and teaching skills.
E. Attract external funding to repair, maintain or renovate current facilities and to become a model for sustainable food service practices.

Strategies:

Outcome	A1. Increase CULN majors by two percent per year through 2017
Performance measures	<ul style="list-style-type: none"> • 2014-15 - 391 (actual) • 2015-16 - 399 • 2016-17 - 407 • 2017-18 - 415
Strategies	<p>Utilize various printed material and marketing media opportunities to promote program and academic pathways.</p> <p>Promote our academic pathways that lead to STEM-related and/or other high-demand, high-pay careers.</p> <p>Partner with both public and private feeder schools to promote a high level of culinary education by introducing the NRAEF ProStart Program in the Hawaii Department of Education.</p> <p>Attract students through a visionary and progressive curriculum that integrates experiential learning through cutting-edge technology</p>

	Partner with UH Manoa FSHN Department to envision an academic pathway that leads towards a 2+2 Baccalaureate degree in Dietary Management Collaborate with our HOST Department to create an academic pathway of our AS degree in Culinary Arts with a Specialization in Restaurant and Catering Management
Means of assessment, data to be gathered	Annual Program Review, Quantitative Indicator #3
Position(s) responsible	Department Chair, Program Counselor
Synergies with other programs, units, emphases and initiatives	<ul style="list-style-type: none"> • UH Manoa – College of Tropical Agriculture and Human Resources, Food Science and Human Resource Department • KCC Hospitality and Tourism Department • KCC STEM initiative
Key community partners (if any)	<ul style="list-style-type: none"> • KFive Television Station or other media partner • Hawaii Department of Education (DOE) • National Restaurant Association Educational Foundation’s ProStart Program

Outcomes	A2. Invest in technology that will align technical skills with industry standards.
Performance measures	<ul style="list-style-type: none"> • 2014 – 15: • 2015 – 16: Obtain data • 2016 – 17: Obtain funding of \$150,000 - \$200,000 • 2017 - 18: System in place and operational
Strategies	Procure cloud-based Enterprise Management System that integrates all information systems utilized by the department including: Point of Sales (POS), Inventory Management, Catering and Banquet Management, Back Office & Management Information System.
Means of assessment, data to be gathered	Evidence of Industry Validation: Employer Survey
Position(s) responsible	Department Chair
Synergies with other programs, units, emphases and initiatives	<ul style="list-style-type: none"> • KCC CELTT • KCC Auxiliary Services
Key community partners (if any)	<ul style="list-style-type: none"> • Hawaii philanthropic NGOs • Perkins Funding

Outcomes	A3. Successfully open the Culinary Institute of the Pacific at Diamond Head
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Performance measures	<ul style="list-style-type: none"> • 2016 – 17: Advanced Professional Certificate relocated to the CIP at Diamond Head
Strategies	<p>Develop policies & standard operational procedures for the CIP at Diamond Head</p> <p>Procure all equipment, smallwares and supplies needed to effectively operate</p> <p>Hire, train and staff both instructional and operational staff</p> <p>Advertise and market the CIP at Diamond Head</p>
Means of assessment, data to be gathered	Courses relocated and CIP open for business
Position(s) responsible	Department Chair
Synergies with other programs, units, emphases and initiatives	<p>UH Foundation</p> <p>KCC CELTT</p> <p>KCC Auxiliary Services</p>
Key community partners (if any)	KFive or other media partner

Outcomes	B1. Obtain grant(s) or contract for services that will facilitate the continuation of the Culinary Innovation Center
Performance measures	<ul style="list-style-type: none"> • 2014 - 15: \$88,743 (actual) • 2015 – 16: \$100,000 • 2016 – 17: \$100,000 • 2017 – 18: \$100,000
Strategies	<p>Form consortium with Innovate Hawaii and the Hawaii Department of Labor and Industrial Relations to apply for grant(s).</p> <p>Obtain contract for services from food manufacturing corporations</p>
Means of assessment, data to be gathered	UH Kualii Reports & UHF Reports
Position(s) responsible	Department Chair
Synergies with other programs, units, emphases and initiatives	<ul style="list-style-type: none"> • KCC CELTT • KCC OFIE • Culinary Programs within the UH system
Key community partners (if any)	<ul style="list-style-type: none"> • Hawaii Department of Labor and Industrial Relations • Hawaii High Tech Development Corporation - Innovate Hawaii • Hawaii’s philanthropic NGOs

Outcomes	C1. Sign an articulation agreement with CTAHR – UH Manoa for a BS Degree in Nutrition with an Option in Dietetics
Performance measures	<ul style="list-style-type: none"> • 2016 – 2017: Develop articulation • 2017 – 2018: Sign articulation
Strategies	Obtain release time for 1 KCC instructor to develop articulation
Means of assessment, data to be gathered	2017 – 18 KCC Course Catalog
Position(s) responsible	Department Chair, Nutrition Instructor, CTAHR faculty
Synergies with other programs, units, emphases and initiatives	UHM, College of Tropical Agriculture and Human Resources, Human Nutrition, Food and Animal Science Department
Key community partners (if any)	Dietetic Managers Association (DMA)

Outcomes	C2. Increase the number of students matriculating into the BAS Degree in Culinary Management to 15 by 2017
Performance measures	<ul style="list-style-type: none"> • 2014 – 15: 5 (actual) • 2015 – 16: 8 • 2016 – 17: 11 • 2017 – 18: 15
Strategies	Market academic pathway BAS degree in Culinary Management both internally and externally Market the Culinary Institute of Pacific at Diamond Head as the new home of the Advanced Professional Certificate, which articulates with the BAS Degree in Culinary Management
Means of assessment, data to be gathered	Enrollment in the KCC Culinary APC
Position(s) responsible	Department Chair, KCC Program Counselor, UHWO Counselor
Synergies with other programs, units, emphases and initiatives	UH West Oahu
Key community partners (if any)	KFive or other media partner

Outcomes	D1. Obtain 10% more in external funding each year to be made available to CULN faculty and staff for professional development purposes
Performance measures	<ul style="list-style-type: none"> • 2014-15 - \$30,000 (actual) • 2015-16 - \$33,000

	<ul style="list-style-type: none"> • 2016-17 - \$36,300 • 2017-18 - \$39,930
Strategies	Raise and earmark funds for the professional development of program faculty and staff Promote utilization of the funds among faculty and staff
Means of assessment, data to be gathered	UHF report
Position(s) responsible	Department Chair
Synergies with other programs, units, emphases and initiatives	UHF KCC CELTT
Key community partners (if any)	Hawaii's philanthropic community

Outcomes	E1. Obtain at least \$180,000 per year in extramural funds to maintain, repair, or replacement equipment
Performance measures	<ul style="list-style-type: none"> • 2014 – 15: \$181,185 • 2015 – 16: \$180,000 • 2016 – 17: \$180,000 • 2017 – 18: \$180,000
Strategies	Participate in high impact events that cultivate existing and develops new relationships with donors and sponsors
Means of assessment, data to be gathered	UH Foundation Reports
Position(s) responsible	Department Chair
Synergies with other programs, units, emphases and initiatives	<ul style="list-style-type: none"> • KCC CELTT • KCC OFIE • KCC Health Sciences Unit
Key community partners (if any)	<ul style="list-style-type: none"> • Hawaii Food Manufacturers Association • Innovate Hawaii • Hawaii Department of Labor and Industrial Relations • Hawaii Health Systems Corporation

Part VIII. Resource and Budget Implications

#	Strategy	Human	Physical	Technology	Fiscal
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A1	Increase CULN majors by two percent per year through 2017	1.0 FTE Instructor 0.5 FTE Counselor		2 Desktop Computers 2 printers	\$100,000 G-funds
A2	Invest in technology that will align technical skills with industry standards.			Cloud Based POS System with Enterprise Mgmt.	\$200,000 POS system
A3	Successfully open the Culinary Institute of the Pacific at Diamond Head	0.5 FTE Security 0.5 FTE Maintenance Worker 0.5 FTE Clerical			\$150,000 G-funds \$350,000 Start-up \$500,000 Equipment
B1	Obtain grant(s) or contract for services that will facilitate the continuation of the Culinary Innovation Center	1.0 FTE Research Scientist 0.5 FTE Clerical			\$300,000
C1	Sign an articulation agreement with CTAHR – UH Manoa for a BS Degree in Nutrition with an Option in Dietetics	3 credit release time			\$10,000
C2	Increase the number of students matriculating into the BAS Degree in Culinary Management to 15 by 2017				\$10,000 Printing \$20,000 Marketing
D1	Obtain 10% more in external funding each year to be made available to CULN faculty and staff for professional development purposes				\$10,000 Donor Cultivation
E1	Obtain at least \$180,000 per year in extramural funds to maintain, repair, or replacement equipment				\$10,000 Donor Cultivation