**Section 1 - Approvals**

**Approvals**

Name of Proposal: HTM Change in Major Requirements

Submitted by: Jeff Caneen

Date: 01 December 2015

<table>
<thead>
<tr>
<th>Procedure</th>
<th>Recommendation/Signature</th>
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<tr>
<td>Faculty Vote: For [ 4 ], Against [ 0 ], Abstain [ 0 ], Absent [ 0 ]</td>
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<tr>
<td>1. Approved by Department The Center for Hospitality &amp; Tourism at BYU-Hawaii</td>
<td>Signature:</td>
</tr>
<tr>
<td></td>
<td>Director: David Preece</td>
</tr>
<tr>
<td></td>
<td>Date: 12/4/15</td>
</tr>
<tr>
<td>2. Approved by College Business, Computing &amp; Government</td>
<td>Signature:</td>
</tr>
<tr>
<td></td>
<td>Dean: James Lee</td>
</tr>
<tr>
<td></td>
<td>Date: 12/4/15</td>
</tr>
<tr>
<td>3. Approved by General Education (if any GE course is affected)</td>
<td>Signature: N/A</td>
</tr>
<tr>
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<td>GE: David Beus</td>
</tr>
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<td>4. Approved by University Curriculum Committee</td>
<td>Signature:</td>
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<tr>
<td></td>
<td>UCC: Jennifer Lane</td>
</tr>
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<td></td>
<td>Date: 12/9/15</td>
</tr>
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<td>5. Approved by Deans’ Council</td>
<td>Signature:</td>
</tr>
<tr>
<td></td>
<td>AVP: John Bell</td>
</tr>
<tr>
<td>6. Approved by the President’s Council (for new programs)</td>
<td>Signature:</td>
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<td>Pres: John Tanner</td>
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Section 2 – Overview (Support)

Summary: This document proposes a change in the classes required to earn a B.S. degree with a major in Hospitality and Tourism Management (HTM). The proposal is made in response to four factors:

1.) Internal assessment over the last several years has identified these weaknesses in the program:
   - Most students have no practical industry experience and the program provides none until the internship in the senior year.
   - There is inadequate support for students to find required internships.
   - The curriculum does not provide courses in the most topical industry issues and trends.
   - The program is focused entirely on hotel management and does not offer training in other areas of the tourism industry.
   - In recent years the HTM program has been cannibalized and subsumed by the much larger business management program such that there is inadequate administrative attention and focus on HTM.

2.) The 2014 HTM program review was undertaken by a committee composed of outside HTM academics, industry representatives, and BYUH faculty. Their recommendations were to:
   - Strengthen ties with the PCC, Turtle Bay and the Laie Courtyard to provide students with more (and earlier) practical training opportunities.
   - Provide more and better support for internships and placement.
   - Make structural adjustments to the program that would facilitate more administrative focus. HTM should be an independent department.
   - Improve the branding and awareness of the program both internally and externally.

3.) The opening of the Laie Marriott Courtyard hotel and the willingness of the owners and managers to incorporate student-learning activities in their operations. This creates an opportunity to address some of the weaknesses noted above.

4.) A generous gift from the J. Willard and Alice S. Marriott Foundation for the purpose of creating the BYU-Hawaii Center for Hospitality and Tourism. This gift provides an opportunity to add the resources required to strengthen the program and its curriculum.

The following proposal will allow the HTM program to fully capitalize on opportunities presented by the opening of the Courtyard Hotel and the Marriott Foundation gift. It will make the program stronger and will enhance the placement opportunities of graduating students.

Changes in Graduation Requirements:
Total credit hours required to earn the HTM major will decrease from 64.0 to 57.0 (see the MRS comparison below for details). Generally the proposed curriculum requires fewer general business prerequisites in deference to more specific HTM-focused courses. The structure of the proposed curriculum will remove current bottlenecks from the curriculum (see flow diagram below) and allow classes to be offered more frequently.

Changes in Expected Teaching Load:
The modified curriculum will not alter the teaching load of any existing FTE faculty. It will however require additional adjunct and special instructor resources that will be supplied through the newly-created center for hospitality and tourism leadership and funded by the Marriott Foundation. See the attached annual teaching schedule for details.
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<thead>
<tr>
<th>COURSE</th>
<th>CHANGES</th>
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<td>HTM 200</td>
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<td>Activate</td>
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<td>HTM 133</td>
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<td>HTM 255</td>
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<td>Property Management and the Guest Experience</td>
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<td>BUSM 180, HTM 133</td>
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<td>HTM 440</td>
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<td>Marketing Strategy and Revenue Management</td>
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<td>HTM 285, HTM 304</td>
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<td>HTM 285, ENGL 101, GE 110</td>
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<td>Hospitality and Tourism Senior Seminar</td>
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<td>BUSM 301, 304, 310, HTM 275, 351, 404</td>
<td>HTM 399R</td>
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## Section 3 - Program Proposal

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new program proposal.

**Effective Date:** August 2016

**College:** College of Business, Computing, and Government (CBCG)

**Abbreviation:** HTM

### Current HTM Major Requirements

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<thead>
<tr>
<th>Business Prerequisites</th>
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<tr>
<td>Financial Accounting</td>
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<td>Finance and Accounting Software</td>
<td>ACCT 231 1.5</td>
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<td>Principles of Statistics</td>
<td>MATH 221 3.0</td>
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<td>Macro Economics</td>
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<td>Leadership and Management</td>
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<td>Career Mgt.</td>
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<td>Destination &amp; Marketing</td>
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<tr>
<td>Hospitality &amp; Finance</td>
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<td>Hospitality &amp; Tourism Op.</td>
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<td>Intermediate Accounting 1</td>
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<td>Intermediate Accounting 2</td>
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<td>FIN 360 3.0</td>
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<td>Real Estate Finance</td>
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<td>Operations</td>
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<td>Customer Relationship Mgt.</td>
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<td>HR Development and Training</td>
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### Proposed HTM Major Requirements

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<tr>
<td>Introduction to Hospitality &amp; Tourism</td>
<td>HTM 233 3.0</td>
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<td>Hospitality &amp; Tourism Practice</td>
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<tr>
<td>Property Management &amp; the Guest Experience</td>
<td>HTM 255 3.0</td>
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<tr>
<td>Hospitality Operations Management</td>
<td>HTM 285 3.0</td>
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<tr>
<td>Hospitality Accounting &amp; Finance</td>
<td>HTM 301 3.0</td>
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<tr>
<td>Hospitality &amp; Tourism Marketing</td>
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<td>Hospitality &amp; Tourism Law</td>
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<td>Management Internship</td>
<td>HTM 399R 3.0</td>
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<td>Travel Geography</td>
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<td>Food &amp; Beverage Operations</td>
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<td>Service Quality Management/6 Sigma</td>
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<td>Room Division Operations</td>
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<td>Marketing Strategy &amp; Revenue Management</td>
<td>HTM 440 3.0</td>
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<tr>
<td>Conservation Biology</td>
<td>BIOC 248 3.0</td>
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<tr>
<td>Public Policy</td>
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<td>ANTH 105 3.0</td>
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<td>Intercultural Communications</td>
<td>COMM 110 3.0</td>
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<td>BUSM 334 3.0</td>
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<td>FIN 365 3.0</td>
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BYU-Hawaii Center for Hospitality & Tourism

B.S. in Hospitality and Tourism Management
57 credits

Effective as of August 2016

Name: ___________________________ ID#: ___________________________ Graduation Date: ___________________________

### Business Foundations (18 credits)

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<td>ACCT 201</td>
<td>Financial Accounting</td>
<td>3</td>
<td>BUSM 180</td>
<td>F,W,S</td>
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<tr>
<td>BUSM 232</td>
<td>Business Analytics</td>
<td>3</td>
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### HTM Core (24 credits)

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### HTM Electives (12 credits, minimum 6 credits upper division)

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<td>HTM 351</td>
<td>Food &amp; Beverage Operations</td>
<td>3</td>
<td>HTM 285</td>
<td>F,W</td>
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<td>HTM 361</td>
<td>Service Quality Management/Six Sigma</td>
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<td>HTM 285</td>
<td>F,S</td>
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<td>HTM 370</td>
<td>Meeting and Convention Mgt.</td>
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<td>HTM 285</td>
<td>W,S</td>
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<td>Sales &amp; Customer Relationship Mgt.</td>
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<td>W,S</td>
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<td>W,S</td>
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<td>FIN 365</td>
<td>Real Estate Finance</td>
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<td>BUSM 301, FIN 360</td>
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### Advanced HTM Capstone Courses (3 credits)

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<tr>
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1) No more than one "D" grade may be applied towards the major. Other grades must be C- or better...............

2) One retake is allowed per class, for up to two major classes..................................................

3) MUST take a department-approved assessment test during the HTM 485 capstone course..................
<table>
<thead>
<tr>
<th></th>
<th>121</th>
<th>131</th>
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**Total Credits: 3**
Major classes flow of prerequisites

- B 180
- H 133
- H 200
- H 255
- H 270
- H 230
- B 232
- B 320
- A 201
- E 200
- E 201

H 285

- H 301
- H 304
- H 342
- H 351
- H 361
- H 399 R

- H 440
- H 485
<table>
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<th>Course</th>
<th>Instructor</th>
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<td>FTE 1 (Caneen)</td>
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<tr>
<td>Introduction to Commerce &amp; Enterprise</td>
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<tr>
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<td>Experience</td>
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<td>Events &amp; Meetings</td>
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<td>Meeting and Convention Mgt</td>
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</table>
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become
binding on the department and the university. Any material changes require a new
course proposal.

Effective Date: August 2016
College: Business, Computing & Government
Course Prefix: HTM
Course Number: 133

NEW COURSE. Reactivation

Full Title: Introduction to Hospitality and Tourism Management
Short Title (for Transcript, 30-char max): Intro to HTM

Catalog Entry (50-word recommended maximum): This class is an introductory study of
the Hospitality & Tourism industry. Its purpose is to familiarize the student with the structure
of the industry and its principal components in preparation for more advanced studies. A
secondary purpose is to investigate the types of jobs that are available in the industry so the
student can make meaningful academic and career plans.

Prerequisites: none
Credit Hours: 3.0
Frequency: F,W,S
Grading Method: A-B-C
Course Fees: none

Learning Objectives: Each student who passes this course will be able to do the following:
1. Describe the economic, social, cultural, and environmental impacts of the tourism
   industry.
2. Identify the different types of travelers and their motivation for traveling.
3. Describe the basic organization and function of each of the industries that comprise the
   Tourism system.
4. Differentiate between destinations and attractions.
5. Explain the primary responsibility of a Convention & Visitor's Bureau.
6. Evaluate the role of government in tourism.
7. Explain the unique and changing nature of the travel distribution system.
8. Discuss the challenges inherent in tourism development.
9. Identify available career paths in the Tourism industry.
10. Identify current trends and issues that affect Hospitality and Tourism

Immediately following this page, attach a sample syllabus if needed.

Following this page, attach PDF copies of the online catalog web pages that should
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made.
Section 4 - Course Proposal (core)

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Effective Date: Fall Semester 2016
College: College of Business Computing and Government
Course Prefix: HTM
Course Number: HTM 200

NEW COURSE.

Full Title: Hospitality and Tourism Practicum
Short Title (for Transcript, 30-char max): HTM Practicum
Catalog Entry (50-word recommended maximum): The practicum experience provides students the opportunity in their freshman or sophomore year to apply knowledge gained through introductory coursework. Structured, highly supervised practicum experiences help students to clarify career goals and develop context and skills in preparation for higher-level coursework.

Prerequisites: HTM 133, BUSM 180
Credit Hours: 3.0
Frequency: F,W,S
Grading Method: Pass / Fail
Course Fees: $50 for uniform and nametag

Learning Objectives: Each student who passes this course will be able to do the following:
1. Perform basic housekeeping tasks
2. Perform basic front office tasks
3. Perform basic food and beverage tasks
4. Perform basic sales and marketing tasks
5. Perform basic catering tasks
6. Perform basic repair and maintenance tasks
7. Perform basic HR and clerical tasks
8. Perform basic reservation tasks

Assessment Methods: Students will be graded based on performance evaluations completed by each task supervisor and on the basis of the student’s weekly diary.

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HTM 200 – Hospitality and Tourism Practicum

Prerequisite: HTM 133, BUSM 180
3.0 Credit Hours

Course Description:
The practicum experience provides students the opportunity in their freshman or sophomore year to apply knowledge gained through introductory coursework. Structured, highly supervised practicum experiences help students to clarify career goals and develop context and skills in preparation for higher-level coursework.

Required Text:
none

Course Objectives:
Upon the successful completion of this course, student will be able to:

1. Perform basic housekeeping tasks
2. Perform basic front office tasks
3. Perform basic food and beverage tasks
4. Perform basic sales and marketing tasks
5. Perform basic catering tasks
6. Perform basic repair and maintenance tasks
7. Perform basic HR and clerical tasks
8. Perform basic reservation tasks

Course Requirements

1. Students will meet with course director to prepare a resume and cover letter in application for practicum positions.
2. Students must purchase the approved practicum uniform and nametag and must keep the uniform in a clean, presentable condition throughout the practicum experience.
3. Students will report for work for a total of three hours per week as assigned by the course director.
4. Students must attend all practicum debriefs (4 classroom meetings) with the director.
5. Students will obtain ending supervisor evaluations for each of the eight work rotations assigned.
6. Students will create a term-paper report of the practicum experience including the following sections:
   A. Description of the operation
   B. Description of the physical plant
   C. The management structure
D. Quality of service
E. Tasks performed and value delivered
F. SWOT analysis

Compliance with the Honor Code is expected. Your personal worthiness and integrity is far more valuable than any grade.

BYU-Hawaii Sexual Harassment and Disabilities Statements:

Preventing Sexual Harassment
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Communication:
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Section 4 - Course Proposal (core)

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Effective Date: August 2016

College: Business, Computing & Government

Course Prefix: HTM

Course Number: 230

NEW COURSE. Reactivation

Full Title: Geography of Tourism

Short Title (for Transcript, 30-char max): Geography of Tourism

Catalog Entry (50-word recommended maximum): Tourism geography of the World. A study of destinations, culture, attractions, impacts, and people.

Prerequisites: HTM 133

Credit Hours: 3.0

Frequency: F,W,S

Grading Method: A-B-C

Course Fees: none

Learning Objectives: Each student who passes this course will be able to do the following:

1. Research and assess travel destinations.
2. Identify specific areas, cities and attractions on a map.
3. Describe the climate and the degree of seasonality for various destinations.
4. Recommend activities and attractions that are available in specific areas.
5. Identify the major language(s) spoken in various destinations.
6. Assess the relative ease and expense involved in visiting various destinations.
7. Describe how various cultures differ from your own.

Assessment Methods: Section quizzes and map identification, midterm exam, final exam, final report & travel itinerary.

Immediately following this page, attach a sample syllabus if needed.

Following this page, attach PDF copies of the online catalog web pages that should change as a result of this proposal. Indicate the location of changes that should be made.
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Fall Semester 2016
College: College of Business Computing and Government
Course Prefix: HTM
Course Number: HTM 255

Full Title: Property Management and the Guest Experience
Short Title (for Transcript, 30-char max): HTM Property Management
Catalog Entry (50-word recommended maximum): A study of hotel physical facilities and systems and their contribution to the total guest experience. Stresses the utilization of maintenance personnel for efficient operation. Property atmospherics and security are analyzed.
Prerequisites: HTM 133, BUSM 180
Credit Hours: 3.0
Frequency: F,S
Grading Method: A-B-C
Course Fees: none

Learning Objectives: Each student who passes this course will be able to do the following:
1. Understand how the design and the management of the physical facilities contributes in positive and negative ways to the overall guest experience
2. Understand what constitutes good hospitality design in regards to facilities management (efficiency, ease of use, durability, flow, cleaning/maintaining, cost, safety, etc.)
3. Be familiar with the different components of facilities management such as heating/cooling, lighting, safety/security, water/waste water, structure, etc. and their impact on guests
4. Be able to interact knowledgeably with facility designers, construction professionals, and maintenance personnel
5. Gain a greater appreciation of the environmental impact of facilities in conjunction with guests and how to minimize it
6. Incorporate elements into the design and in regards to facility management to enable all individuals including those with disabilities to have a positive experience in within a physical space.
7. Apply their knowledge to complex issues and problems in facility management and design along with the guest experience
8. Recognize the application of facilities management and design to their own personal dwellings and surroundings.

Assessment Methods: Quizzes that cover the chapter readings, homework assignments and case studies to reinforce concepts discussed in class, and four exams.
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: August 2016
College: Business, Computing & Government
Course Prefix: HTM
Course Number: 275

CHANGE COURSE NUMBER

Current: 275
Revised: 375

Full Title: Room Division Operations
Short Title (for Transcript, 30-char max): HTM Rooms
Catalog Entry (50-word recommended maximum): Organizational structure and front office positions. Reservation, registration and rooming process; management, financial, and policy control procedures; Evolving hotel management technology. Also organization, staffing, functions of housekeeping departments.

Prerequisites: HTM 285
Credit Hours: 3.0
Frequency: W,S
Grading Method: A-B-C
Course Fees: none

Learning Objectives: Each student who passes this course will be able to do the following:
1. Define industry terms and analyze basic performance measures.
2. Describe the franchise relationship and the impact of hotel branding.
3. Identify and describe basic room types.
4. Create a rooms division organization chart.
5. Make, change and delete individual and group reservations.
6. Describe methods of hotel distribution --- both traditional and emerging.
7. Correctly apply various forecasting models and compare their accuracy.
8. Outline a plan for evaluating and improving service quality.
10. Post charges to a guest folio.
11. Perform a simple night audit.
12. Perform guest check-out

Assessment Methods: Students are graded on objective quizzes and exams, case study analyses, and a semester-long group project / presentation
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: August 2016
College: Business, Computing & Government
Course Prefix: HTM
Course Number: 275

Inactivate Course – After changing it to new course number (HTM 375)
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Fall Semester 2016
College: College of Business Computing and Government
Course Prefix: HTM
Course Number: HTM 285

NEW COURSE.

Full Title: Hospitality Operations Management

Short Title (for Transcript, 30-char max): HTM Operations Management

Catalog Entry (50-word recommended maximum): A case-based, big-picture view of common issues and problems faced by hospitality managers with the objective of improving the analytical skills and strategic-thinking ability of students. A prerequisite to all upper-division HTM courses.

Prerequisites: HTM 200, BUSM 232, ACCT 201, ECON 201, BUSM 320
Credit Hours: 3.0
Frequency: F,W
Grading Method: A-B-C

Learning Objectives: Each student who passes this course will be able to do the following:

1. Discuss and analyze the key factors responsible for the growth and development of hospitality and tourism.
2. Describe the current trends and challenges faced by the hospitality and tourism industry, in the context of global economic, environmental, health and other social concerns.
3. Discuss hotel classifications and describe the different types of hotel ownership and development, i.e. franchising and management contracts.
4. Identify possible career paths for hospitality graduates with emphasis on the vast opportunities open to those who possess the knowledge, skills and personal qualities expected of potential industry leaders.
5. Discuss the importance of effective leadership and management, and the characteristics of effective leaders in the hospitality industry.
6. Make effective management decisions at a novice level.

Assessment Methods: Students will be graded on group and individual presentations, simulation results, written case-study analyses, traditional, objective quizzes and exams.

Immediately following this page, attach a sample syllabus if needed.

Following this page, attach PDF copies of the online catalog web pages that should change as a result of this proposal. Indicate the location of changes that should be made.
HTM 285 – Hospitality Operations Management

Prerequisite: HTM 200, BUSM 232, ACCT 201, ECON 201, BUSM 320
3.0 Credit Hours

Course Description:
A case-based, big-picture view of common issues and problems faced by hospitality managers with the objective of improving the analytical skills and strategic-thinking ability of students. A prerequisite to all upper-division HTM courses.

Required Text:

Course Objectives:
Upon the successful completion of this course, student will be able to:

1. Discuss and analyze the key factors responsible for the growth and development of hospitality and tourism.
2. Describe the current trends and challenges faced by the hospitality and tourism industry, in the context of global economic, environmental, health and other social concerns.
3. Discuss hotel classifications and describe the different types of hotel ownership and development, i.e. franchising and management contracts.
4. Identify possible career paths for hospitality graduates with emphasis on the vast opportunities open to those who possess the knowledge, skills and personal qualities expected of potential industry leaders.
5. Discuss the importance of effective leadership and management, and the characteristics of effective leaders in the hospitality industry.
6. Make effective management decisions at a novice level.

Grading Criteria:
Quizzes 10%
Case Analysis 15%
Mid Term Exams 20%
Simulation Results 20%
Final Report 15%
Final Exam 20%

Compliance with the Honor Code is expected. Your personal worthiness and integrity is far more valuable than any grade.

Teamwork
A great deal of your individual grade is based on your team results. You will be evaluated by your teammates three times throughout the semester. This is to judge your contribution to the team results. Although peer evaluations are not computed in Canvas as part of your grade, in the end your final course grade may be adjusted up or down if your evaluations are significantly higher or lower than others on your team.
Quizzes
Most of the "content" for this hybrid class is delivered online in the form of video lessons that should be completed before coming to class on the due date. Embedded within these lessons are quizzes that test your knowledge of both the textbook and the video-lesson material. You can watch the lessons and take the quizzes as often as you like. Only your latest score will be recorded in your Canvas grade book.

Case Analysis
You will be evaluated on your analysis of four business cases. Two cases will be in the form of oral team debates. Two cases will be individual, written analyses of topical industry issues.

Mid Term Exam
There are two multiple choice tests administered in the testing center on the dates indicated on the syllabus. It covers all of the material from class including lectures, on-line lessons, the E-text, and the Simulation student Guide.

Simulation Results
This class is built around a computer simulation called HOST. You will operate a hotel as part of a student team competing with other student teams. You will make decisions in terms of product development, marketing, operations, and finance. Your relative success in the simulation will be indicated by the financial statements generated. You will be graded on these results. Make good decisions, get a good grade. Make bad decisions, get a bad grade.

Final Report
At the end of the semester you will make a 10-minute final team presentation of your Foundation experience. See the assignment for details.

Final Exam
The final exam for this class is an online, open-book, take-home exam called HOST XM that is similar to HOST but in which you will make decisions individually rather than in teams. After each decision round the computer will generate questions based on the results of your business decisions. You are graded on your business decisions as well as on your answers to the test questions.

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Section 4 - Course Proposal (core)

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**Effective Date:** Fall Semester 2016

**College:** College of Business Computing and Government

**Course Prefix:** HTM

**Course Number:** HTM 361

NEW COURSE.

**Full Title:** Service Quality Management / Six Sigma

**Short Title (for Transcript, 30-char max):** Serv Qual Management

**Catalog Entry (50-word recommended maximum):** Principles and techniques related to providing consistent, measureable high-quality service encounters with an emphasis on the hospitality industry. Students will learn forecasting, queuing, layout, continuous improvement, project management, and inventory systems tools among others. Six Sigma methods are emphasized.

**Prerequisites:** HTM 285

**Credit Hours:** 3.0

**Frequency:** F,S

**Grading Method:** A-B-C

**Course Fees:** none

**Learning Objectives:** Each student who passes this course will be able to do the following:

1. Use and evaluate various forecast methods
2. Analyze service quality using GAP analysis
3. Create an appropriate inventory plan and identify optimal order quantity
4. Create an optimal layout for the kitchen, front office, and housekeeping departments
5. Plan a significant meeting using CPM
6. Develop statistical means of measuring the quality of “moments of truth”

**Assessment Methods:** Students will be graded on excel-based homework and exam problems. There will be one major group project presentation.

Immediately following this page, attach a sample syllabus if needed.

Following this page, attach PDF copies of the online catalog web pages that should change as a result of this proposal. Indicate the location of changes that should be made.
HTM 361 – Service Quality Management / Six Sigma

Prerequisite: HTM 285
3.0 Credit Hours

Course Description
Principles and techniques related to providing consistent, measureable high-quality service encounters with an emphasis on the hospitality industry. Students will learn forecasting, queuing, layout, continuous improvement, project management, and inventory systems tools among others. Six Sigma methods are emphasized.

Required Text

Student Learning Outcomes (SLO)
Upon the successful completion of this course, the student will be able to:

1. Use and evaluate various forecast methods
2. Analyze service quality using GAP analysis
3. Create an appropriate inventory plan and identify optimal order quantity
4. Create an optimal layout for the kitchen, front office, and housekeeping departments
5. Plan a significant meeting using CPM
6. Develop statistical means of measuring the quality of “moments of truth”

Student Performance and Evaluation

<table>
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<tr>
<th>Chapter Quizzes</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance &amp; Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Exams</td>
<td>85%</td>
</tr>
</tbody>
</table>

Total: 100%

Grades
Grades will be assigned based on the following scale:

A  93% and above
A- 90%-92%
B+ 87%-89%
B  83%-86%
B- 80%-82%
C+ 77%-79%
C  73%-76%
C- 70%-72%
D  60%-69%
F  Below 59%

Compliance with the Honor Code is expected. Your personal worthiness and integrity is far more valuable than any grade.
Chapter Quizzes
There are open book chapter quizzes in Canvas that must be complete before that chapter is discussed in class. You have two opportunities to get a perfect score. Quiz scores will constitute 5% of your grade.

Attendance & Participation
Attendance is a major factor as you cannot participate if you aren’t there. Prepare now for your professional life by making a contribution to the discussion. Managers don’t get paid for their silent hoarding of knowledge and judgment, the get paid to use their knowledge to solve problems. Overcome your fears now and you will be better prepared for a successful management career. Attendance and participation count for 10% of your grade.

Homework
Lectures will not be simply a repeat of the textbook material. Your reading assignment should prepare you for class by explaining the context in which you would use a particular tool. Lectures are designed primarily to help you learn to use a variety of analytical tools. Ask questions about any of the reading that you don’t fully understand.

While we will work some problems in class, you should practice by completing other practice problems on your own. You are strongly encouraged to do complete many of the problems at the end of each assigned chapter. The instructor will provide suggestions on which problems to concentrate on. The answers for even numbered problems are in the back of the textbook.

It is best to complete these problems using Excel or a similar computer spreadsheet program. Computer spreadsheets are invariably used in industry to solve OM problems. Now is a good time to hone your spreadsheet skills.

By completing the problems, you will be better prepared for the exams, which will be very similar to the problems at the end of each assigned chapter.

Exams
There will be 5 exams during the semester. They are composed entirely of 8 to 10 problems (no multiple-choice). You will select and use the appropriate analytical tools to make sound management decisions. Each will be completed using Excel and will be administered in class. These exams will account for 85% of your final grade.

Communication
The syllabus and schedule are subject to change as time and content require. I will communicate with you through this website and through the BYUH email system. It is your responsibility to check the website regularly and to check your BYUH email account daily. If you prefer to use another email account, set up your BYUH email to forward messages to your preferred account.

Honor Code
Students should willingly follow the BYU-Hawaii Honor Code (http://honorcode.byuh.edu/) in speech, behavior, dress and grooming—without creating the need for an instructor to report violations.

BYU-Hawaii students should also feel a unique responsibility for promoting ethical behavior in business, and this begins while still in school. Students are expected to not cheat in any way. An explicit statement on academic integrity is an important part of the Honor Code. Scholastic honesty excludes copying from other students, sharing information about exams or quizzes, plagiarizing on homework assignments or papers, buying reports or essays from students or websites, not properly attributing content produced by others, failing
to cite information or images from online sources, uploading homework or course information to sharing websites, and any other similar activity.

One particularly tempting form of academic cheating is plagiarism, the act of representing someone else’s intellectual property as one’s own without proper attribution. The temptation to plagiarize can be exacerbated by poor time management and bad study habits. Please take a few minutes to watch this excellent overview from a U.K. college about what defines plagiarism and how to avoid it:
https://www.youtube.com/watch?v=vG05iSBU_gM.

And here are some excellent FAQs on plagiarism from Georgetown University in the U.S.:
http://honorcouncil.georgetown.edu/whatisplagiarism.

At the instructor’s discretion, anyone caught cheating will be assigned a zero grade on that assignment or exam. But if the violation is repeated, or is intentional and particularly serious, the instructor may issue an “F” grade for the course. All academic integrity violations will be reported to Office of Honor.

University Statement on Nondiscrimination
The University is committed to a policy of nondiscrimination on the basis of race, color, sex (including pregnancy), religion, national origin, ancestry, age, disability, genetic information, or veteran status in admissions, employment, or in any of its educational programs or activities.

Title IX and Sexual Misconduct
Brigham Young University – Hawaii is committed to promoting and maintaining a safe and respectful environment for the campus community. Title IX prohibits all sexual misconduct against any participant in an educational program or activity.

Sexual Misconduct is defined as

**Sexual Harassment** is unwelcomed speech or conduct of a sexual nature which includes unwelcomed sexual advances, request for sexual advances, request for sexual favors and other verbal, non-verbal, or physical conduct is unwelcomed if it not requested or invited.

**Stalking** is repeatedly following, monitoring, harassing, threatening or intimidating another by phone, mail, electronic communication or social media without legitimate purpose.

**Domestic and Dating violence** is a pattern of abusive behavior in any relationship that is used by one partner to control another partner. This includes behaviors that intimidate, manipulate, humiliate, isolate, frighten, terrorize, coerces threaten, blame, hurt, injury or wound.

**Sexual violence/assault** is actual or attempted sexual contact with another person without that persons consent.

**Consent** cannot be obtained when someone is a minor, under the influence of drugs or alcohol or has certain disability. In the absence of an outward demonstration, consent does not exist. If at any time it is reasonably apparent that either party is hesitant, confused, or uncertain, both parties should stop.

The following individual has been designated to handle reports of sexual misconduct and other inquiries regarding BYU-Hawaii compliance with Title IX:

Debbie Hippolite-Wright PhD
Title IX Coordinator
Vice President of Student Development & Life
Lorenzo Snow Administrative Building
55-220 Kulanui St.
Laie, HI 96762
Office Phone: [808] 675-4819
E-Mail: titleix@byuh.edu
Sexual Harassment Hotline: (808) 780-8875

BYU-Hawaii’s Office of Honor upholds a standard which states that parties can only engage in sexual activity freely within the legal bonds of marriage between a man and a woman. Consensual sexual activity outside the bonds of marriage is against the Honor Code and may result in probation, suspension, or dismissal from the University.

University Grievance Policy
The policies listed on the syllabus can act as a contract and will be referenced if a student complains about the faculty.

Services for Students with Special Needs

If you have a disability and need accommodations, you may wish to self-identify by contacting:

Services for Students with Special Needs
McKay 181
Phone: (808) 675-3518 or (808) 675-3999
Email address: aumal@byuh.edu
*The Coordinator for Students with Special Needs is Leilani Auna.

Students with disabilities who are registered with the Special Needs Services should schedule an appointment with the instructor to discuss accommodations. If the student does not initiate this meeting, it is assumed no accommodations or modifications will be necessary to meet the requirements of this course. After registering with Services for Students with Special Needs, Letters of accommodation will be sent to instructors with the permission of the student.
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Fall Semester 2016
College: College of Business Computing and Government
Course Prefix: HTM
Course Number: HTM 370

NEW COURSE.

Full Title: Meeting and Convention Management
Short Title (for Transcript, 30-char max): Meetings and Conventions
Catalog Entry (50-word recommended maximum): Management and operation of conventions, meetings, trade shows and exhibitions for both profit and non-profit organizations. Emphasizes program planning, budgeting, contracts, marketing, public relations, site and facility selection, exhibit planning and marketing, transportation, food and lodging arrangements, and career opportunities. A convention/meeting planning project will be required for successful completion of the course.

Prerequisites: HTM 285
Credit Hours: 3.0
Frequency: W,S
Grading Method: A-B-C
Course Fees: none

Learning Objectives: Each student who passes this course will be able to do the following:

1. Describe an integrated marketing strategy that includes direct mail, press relations, advertising, and the Internet.
2. Define and discuss the components of planning a successful convention, meeting or trade show.
3. Describe how to recruit and retain volunteers for meeting management and support functions.
4. Discuss the role and mission of a convention and visitors bureau (CVB).
5. Identify the arrangements necessary for speakers to include contracts, letters of agreement, confirmations, etc.
6. Discuss legal issues pertaining to meeting management such as liability, insurance and risk management.
7. Discuss the steps involved for making arrangements for housing, transportation and food service.
8. Discuss the importance of conducting an evaluation of all aspects of a meeting.

Assessment Methods: Individual and group homework. Objectives examinations. One semester-long group project.
HTM 370 – Meeting and Convention Management

Prerequisite: HTM 285
3.0 Credit Hours

Course Description:
Management and operation of conventions, meetings, trade shows and exhibitions for both profit
and non-profit organizations. Emphasizes program planning, budgeting, contracts, marketing,
public relations, site and facility selection, exhibit planning and marketing, transportation, food
and lodging arrangements, and career opportunities. A convention/meeting planning project will
be required for successful completion of the course.

Required Text:

Course Objectives:
Upon the successful completion of this course, student will be able to:

1. Describe an integrated marketing strategy that includes direct mail, press relations,
   advertising, and the Internet.
2. Define and discuss the components of planning a successful convention, meeting or
   trade show.
3. Describe how to recruit and retain volunteers for meeting management and support
   functions.
4. Discuss the role and mission of a convention and visitors bureau (CVB).
5. Identify the arrangements necessary for speakers to include contracts, letters of
   agreement, confirmations, etc.
6. Discuss legal issues pertaining to meeting management such as liability, insurance
   and risk management.
7. Discuss the steps involved for making arrangements for housing, transportation and
   food service.
8. Discuss the importance of conducting an evaluation of all aspects of a meeting.

Student Performance and Evaluation

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance &amp; Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Pop Quizzes</td>
<td>10%</td>
</tr>
<tr>
<td>Assignments (6)</td>
<td>20%</td>
</tr>
<tr>
<td>Exam 1</td>
<td>20%</td>
</tr>
<tr>
<td>Exam 2</td>
<td>20%</td>
</tr>
<tr>
<td>Exam 3</td>
<td>20%</td>
</tr>
</tbody>
</table>

Total: 100%
Grades:
Grades will be assigned based on the following scale:
A  93% and above
A- 90%-92%
B+ 87%-89%
B  83%-86%
B- 80%-82%
C+ 77%-79%
C  73%-76%
C- 70%-72%
D  60%-69%
F  Below 59%

Compliance with the Honor Code is expected. Your personal worthiness and integrity is far more valuable than any grade.

Attendance & Participation:
Students are expected to attend class and participate in discussion. An ability to express one’s self verbally is vital to success in the hospitality and tourism industry. Use the class to practice those skills. Ten percent of your grade will be based on your participation in classroom discussion. Of course you will need to attend class to be able to participate. More than 4 absences will result in your losing all points in this category.

Exams:
Exams may not be made-up without prior notice and only under extreme circumstances.
The examinations will be comprised of materials presented to the student during class lectures/discussions, class assignments, and from the course text.

BYU-Hawaii Sexual Harassment and Disabilities Statements:

Preventing Sexual Harassment
Title IX of the education amendments of 1972 prohibits sex discrimination against any participant in an educational program or activity that receives federal funds, including federal loans and grants. Title IX also covers student-to-student sexual harassment. If you encounter unlawful sexual harassment or gender-based discrimination, please contact the Human Resources Services at 780-8875 (24 hours).

Students with Disabilities
BYU-Hawaii is committed to providing a working and learning atmosphere, which reasonable accommodates qualified persons with disabilities. If you have any disability that may impair your ability complete this course successfully, please contact the Students with Special Needs
Coordinator, Leilani Auna at 293-3518. Reasonable academic accommodations are reviewed for all students who have qualified documented disabilities. If you need assistance or if you feel you have been unlawfully discriminated against on the basis of disability, you may seek resolution through established grievance policy and procedures. You should contact Human Resources Services at 780-8875.

**Classroom Standards:**
1. Please be polite.
2. Note the class start and finish times. Be prompt and prepared to stay until the instructor dismisses the class. Avoid coming to class late and/or leaving early.
3. Listen and participate. Do not carry on social conversations during class lectures and discussions.
4. Work handed in late will be penalized 5% for every day that it is late.
5. There will be no “make-up” or “extra credit” work available
6. When a guest lecturers or visitors are scheduled, business attire or business casual attire is expected of you.
7. Leave the classroom clean.
8. Avoid chewing gum and candy.

**Communication:**
The syllabus is subject to change as time and content require. I will communicate with you through the use of Blackboard and through the BYUH email system. It is your responsibility to check Blackboard regularly and to check your BYUH email account daily. If you prefer to use another email account, set up your BYUH email to forward messages to your preferred account.

**Schedule:**
**January 10**
Introduction, Syllabus, Administrative Stuff
Introduction to Conventions/Meetings
*Ch. 1: Introduction to the Convention, Meetings and Trade Show Industry*
Reading: Ch. 1, 2-33

**January 12**
Trends in the Meeting Industry
*Ch. 2: Developing a Marketing Plan*
Reading: Ch. 2, 34-71

**January 15**
*Human Rights Day Holiday*

**January 17**
Marketing vs. Sales

**January 19**
Marketing Plan
*Ch. 3: Organizing for Convention Sales*
Reading: Ch. 3, 72-113

**January 22**
Organization
January 24
Assignment 1: Case Study (Ch. 3), pgs. 592-593
Records and Filing Systems
Ch. 4: Selling the Association Market
January 26
Assignations
January 29
Assignations
Ch. 5: Selling the Corporate Meeting Market
January 31
Assignment 2: Association Meeting Characteristics
Corporate Meetings
February 2
Ch. 6: Selling Other Markets
February 5
Non-Profit and SMERF
February 7
Government, Labor, Incentive, Insurance, & Medical
Ch. 7: Selling to the Meetings Market
February 9
Personal Sales Call
February 12
Telephone and Other Selling Techniques
February 14
Review
February 16
Exam 1: Chapters 1-7
Ch. 8: Advertising to the Meeting Planner
February 19
President's Day Holiday
February 21
Advertising
February 23
Assignment 3: Effective Advertising
Advertising Strategy and Public Relations
Ch. 9: Negotiations and Contracts
February 26
Letter of Agreement
Ch. 10: The Service Function
February 28
Convention Service Manager

March 2
**Field Trip**
*Ch. 11: Guestrooms*  
Reading: Ch. 11, 334-367

March 5
Reservations and Room Assignments

March 7
Managing the Room Block and Check-in/Check-out
*Ch. 12: Preparing for the Event*  
Reading: Ch. 12, 368-391

March 9
TBA

March 12
**Assignment 4: Field Trip Report or Alternative Reading**
Pre-Convention Meeting, Resume, Banquet Event Order, & Communication

March 14
Review

March 16
**Exam 2: Chapters 8-12**
*Ch. 13: Function Rooms and Meeting Setups*  
Reading: Ch. 13, 392-427

March 19
Function Rooms

March 21
Meeting Setups
*Ch. 14: Food and Beverage Service*  
Reading: Ch. 14, 428-467

March 23
**Assignment 5: Putting It All Together (Questions 1 & 2), pgs. 423-424**
Food Service

March 26
*Kuhio Day Holiday*

March 28
Beverage Service
*Ch. 15: Audiovisual Requirements*  
Reading: Ch. 15, 468-501

March 30
Audiovisual

April 2
Audiovisual
*Ch. 16: Admission and Other Services*  
Reading: Ch. 16, 502-525

April 4
Registration and Security

April 6
Other Services and Guest/Companion Programs

Ch. 17: Exhibits and Trade Shows

April 9
Exhibits and Trade Shows

April 11
Exhibit Billing and Shipping/Receiving

Ch. 18: Convention Billing and Post-Convention Review

April 13
Convention Billing

April 16
Assignment 6: Positive and Negative Experience
Post-Convention Review

April 18
Review

April 23
Exam 3: Chapters 13-18
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: August 2016
College: Business, Computing & Government
Course Prefix: HTM
Course Number: 404

CHANGE COURSE NUMBER

Current: 404
Revised: 301

Full Title: Hospitality Accounting and Finance

Short Title (for Transcript, 30-char max): HTM Finance

Catalog Entry (50-word recommended maximum): Principles of managerial accounting applied to hospitality and tourism. The use of financial statements to analyze operations and to make management decisions. Ratio analysis, pricing, cost control, budgeting, variance analysis, cash management, investments, and project feasibility are considered.

Prerequisites: HTM 285
Credit Hours: 3.0
Frequency: F,W
Grading Method: A-B-C
Course Fees: None

Learning Objectives: Each student who passes this course will be able to do the following:

1. Read and analyze a hospitality income statement.
2. Read and analyze a hospitality balance sheet.
3. Read and analyze a hospitality source and use of funds statement.
4. Establish and monitor internal controls.
5. Create and use an operating budget.
6. Establish competitive and profitable prices.
7. Use cash effectively.
8. Make well-informed investment decisions.
9. Understand the purpose and importance of hospitality feasibility studies.


Immediately following this page, attach a sample syllabus if needed.

Following this page, attach PDF copies of the online catalog web pages that should change as a result of this proposal. Indicate the location of changes that should be made.
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: August 2016

College: Business, Computing & Government

Course Prefix: HTM

Course Number: 404

Inactivate Course – After changing it to new course number (HTM 301)
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: August 2016
College: Business, Computing & Government
Course Prefix: HTM
Course Number: 304

New Course:

Full Title: Hospitality and Tourism Marketing
Short Title (for Transcript, 30-char max): HTM Marketing
Catalog Entry (50-word recommended maximum): Introduces basic principles of marketing management in an HTM context, including customer and market analysis, segmentation, positioning, branding, pricing, distribution, marketing communications, relationships, global marketing and ethics.
Prerequisites: HTM 285
Credit Hours: 3.0
Frequency: W,S
Grading Method: A-B-C
Course Fees: none

Learning Objectives: Each student who passes this course will be able to do the following:

1. Describe the purpose and process of marketing research
2. Explain customer analysis and market segmentation
3. Evaluate the value of a brand
4. Plan a marketing strategy in terms of the 4Ps of marketing
5. Describe the unique characteristics of hospitality and tourism marketing
6. Describe the variable pricing in the tourism industry
7. Create and evaluate job descriptions and an organizational structure for a hotel sales office
8. Describe the value and use of a contact management / guest history system
9. Modify marketing processes and strategies for an international brand
10. Understand and utilize the language of business and marketing

Assessment Methods: Team Projects, Individual and team case analyses, online objective quizzes, comprehensive final examination
HTM 304: Hospitality and Tourism Marketing

Prerequisites: HTM 285

3.0 credit hours


Course Description: Introduces basic principles of marketing management in an HTM context, including customer and market analysis, segmentation, positioning, branding, pricing, distribution, marketing communications, relationships, global marketing and ethics.

Learning Objectives: Each student who passes this course will be able to do the following:

1. Describe the purpose and process of marketing research
2. Explain customer analysis and market segmentation
3. Evaluate the value of a brand
4. Plan a marketing strategy in terms of the 4Ps of marketing
5. Describe the unique characteristics of hospitality and tourism marketing
6. Describe the variable pricing in the tourism industry
7. Create and evaluate job descriptions and an organizational structure for a hotel sales office
8. Describe the value and use of a contact management / guest history system
9. Modify marketing processes and strategies for an international brand
10. Understand and utilize the language of business and marketing

How Conducted: Follow the directions closely for each Canvas module and let the instructor know if something is not clear.

Students will be organized into teams during the term, and these team members will work closely together on a variety of activities and projects. This organizational structure is designed to simulate today’s typical professional work environment, and good teamwork is essential for success. Each team member is expected to be fully engaged with the team’s efforts and is required to contribute a fair share of the work. Team members will be asked to rate the performance of their fellow teammates at the end of the semester, and this rating will affect each student's course grade.

Students will also work on several individual assignments, and the final exam is an individual test of course knowledge. The comprehensive final exam is an important tool to evaluate student learning, particularly as it relates to applying key marketing concepts.

Canvas notifications and email will serve as the primary course communications tools. Students should monitor Canvas activity and check email regularly. Keep in mind that Canvas uses campus email as the default address, so please check that email account regularly or ensure that your campus email is set up to auto-forward to your personal email address. Not reading a Canvas notification or email from the instructor in a timely manner is not an accepted excuse for being unaware of important course information.

Students are required to bring a computer, tablet, smart phone or other Internet device to class each day, primarily for the purpose of taking in-class quizzes, but also for occasional use during in-class activities. Students may check out a laptop computer from Media Services if they do not own an Internet device they can bring to class.
Overall, the expectation is that you view your engagement and performance in this course as you would in a professional work environment.

**Assignments and Exams**

**Individual Case Assignments:** Three individually written case assignments will be required during the semester/term. A hard copy of each case is due on particular dates as noted in the schedule. The instructor is always available for previewing students' work to offer advice—email is preferred. Cases will be selected from the textbook or other sources, and each will be used to reinforce key principles and practices, as well as to assess the student’s understanding and application of important concepts. The written analyses should include a brief introductory section and must answer each of the listed case questions. Turnitin is used for essay assignments and case study reports, and a hard copy is also required to be submitted.

There is no minimum length requirement for the reports, and the write-up must be comprehensive but concise—just as in a business setting. Some creative thought will certainly add points to the grade. Each case is worth 50 points and will be graded based on the scale below. If you clearly answer all the questions with a logical response that demonstrates understanding of concepts and their application, you will likely receive a good grade. See the ESPN case report from a previous student posted on Canvas (Course Resources section) as an example of a good case write-up. Please use this format as a guide for your cases—and be sure to include an introduction section that establishes the case context for the reader!

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>check++</td>
<td>equals 50 points (A+: completed all assignment tasks very well and showed extra thought/creativity)</td>
</tr>
<tr>
<td>check+</td>
<td>equals 47.5 points (A: completed all assignment tasks very well)</td>
</tr>
<tr>
<td>check</td>
<td>equals 45 points (A-: completed all assignment tasks satisfactorily but fell short in one area)</td>
</tr>
<tr>
<td>check-</td>
<td>equals 42.5 points (B: completed all assignment tasks satisfactorily but fell short in a couple areas)</td>
</tr>
<tr>
<td>- -</td>
<td>equals 37.5 points (C: completed some assignment tasks but was unsatisfactory in several areas)</td>
</tr>
<tr>
<td>0</td>
<td>equals 0 points (F: self-explanatory)</td>
</tr>
</tbody>
</table>

**Trends Assignments:** These brief written responses to brand situations are intended to reinforce concepts from readings and discussions and help you apply them in scenarios involving current market trends. Students will be presented with a brand scenario related to a posted article or video (or both) that they will read/view and analyze. The response to the scenario's question or task should be posted on Canvas in the text box provided for each assignment. Students will do 10 of these short assignments and each is worth 15 points. The primary grading criteria are comprehension, thoroughness and innovation—in other words, read and analyze the scenario carefully and present a relevant and creative solution the brand problem that shows you understand what's going on.

**Team Case Project:** Students will be assigned to small project teams and are expected to work together through much of the semester on a case analysis of a company/brand situation outlined in the Canvas schedule. The case project requires the team to submit a marketing plan using the prescribed format that is due the final week of the semester. This paper will need to be significantly longer than the three individual case write-ups outlined above. This project uses cases from Harvard Business School and is intended to help teach the case study method. Students should spend significant time reviewing the case method content posted in the Course Resources section of the home page.

Each student will be expected to contribute a fair share of work to the project, just as they would in a professional setting. Team members will decide among themselves how to allocate specific responsibilities to take full advantage of each person's talents. The project is worth 200 points and will be graded on the following scale:
check++ equals 200 points (A+: completed all assignment tasks very well and showed extra thought/creativity)
check+ equals 190 points (A: completed all assignment tasks very well)
check equals 180 points (A-: completed all assignment tasks satisfactorily but fell short in one area)
check- equals 170 points (B: completed assignment tasks satisfactorily but fell short in a couple areas)
- - equals 150 points (C: completed some assignment tasks but was unsatisfactory in several areas)
- - - equals 130 points (D: did not really put any effort into the assignment)
0 equals 0 points (F: self-explanatory)

Online Quizzes: An open-book quiz covering assigned readings will be administered via Canvas for most textbook chapters to reinforce learning and ensure students are reading assigned materials before class sessions. A closed-book quiz on topics from assigned weekly readings will be administered in class (typically on Thursdays) shortly after the start time of the period. You will need to bring an Internet device to each class to take the in-class quizzes. Total value of the quizzes is 250 points.

Exams: A final exam will be given at the end of the semester via Canvas, normally in the Testing Center. The exam will be cumulative and comprehensive, covering material learned throughout the semester. The format is a combination of multiple-choice/true-false questions and a few scenario-based essay questions. The exam is worth 100 points. There is no mid-term exam; its role is replaced by the weekly open-book and in-class Canvas quizzes. Students must take and pass the final exam to pass the course.

Preparation and Engagement: It is essential that students be fully engaged in the course. They should attend and be well-prepared for all class sessions. This engagement will be obvious as I track student activity in self-study work, class attendance, and involvement in discussions. Attendance will not be taken with a roll, but I do make mental notes of who is there, and the quizzes are an obvious indicator of attendance. Being fully engaged in class activities, discussions and team projects is very important element of course success. When in class you should not use your computer or mobile device for anything other than taking notes (that means no texting, IM, or Facebook). At the end of the semester, preparation and engagement grade points will be allocated based on a 150 point scale:

150 equals highly consistent preparation, attendance, and class participation
135 equals fairly consistent preparation, attendance, and class participation
120 equals inconsistent preparation, attendance, and class participation
105 equals very low preparation, attendance, and class participation
90 equals extremely low preparation, attendance, and class participation
0 equals a total lack of preparation, attendance, and class participation

Grading for the Course

Individual Case Assignments (3 at 50 points each): 150 points
Individual Trends Assignments (10 at 15 points each): 150 points
Online Quizzes: 250 points
Team Case Project: 200 points
Final Exam: 100 points (must pass the exam to pass the course)
Class Preparation and Engagement: 150 points
Total Semester Points: 1,000 points

Grades will be based on your final point score as follows:

930 - 1000 A
900 - 929.99 A-
870 - 899.99 B+
830 - 869.99 B
800 - 829.99 B-
770 - 799.99 C+
730 - 769.99 C

Other Important Information

Class Preparation: You should be prepared for every class. That means reading any assigned material before attending class and completing all assignments on time. If for some reason you are not prepared, please let me know before the start of the class. This saves us both the embarrassment of calling on you to summarize the topic of the day, answer a discussion question, or show your work on a class preparation task. Be sure to read materials before class and be on time to take the quiz as noted in the class schedule.

Policy on Late Work: Unless otherwise instructed, all assignments must be turned in at the end of class on the day that they are due. In addition to submitting case studies, reports and essay assignments via Turnitin, I also require a hard copy of each as noted in the class schedule. It is your responsibility to make sure that the assignment is submitted on time. I will not accept computer or printer problems as an excuse for not submitting your assignments on time, so you really should plan on completing them in plenty of time to avoid those problems. Get your assignments to me on time if you want to receive full credit for them!

Honor Code and Cheating: Students should willingly follow the BYU-Hawaii Honor Code (http://honorcode.byuh.edu/) in speech, behavior, dress and grooming—without creating the need for an instructor to report violations. Please do not put the instructor in the awkward position of being the "Honor Code Enforcer."

BYU-Hawaii students should also feel a unique responsibility for promoting ethical behavior in business, and this begins while still in school. Students are expected to not cheat in any way. An explicit statement on academic integrity is an important part of the Honor Code. Scholastic honesty excludes copying from other students, sharing information about exams or quizzes, plagiarizing on homework assignments or papers, buying reports or essays from students or websites, not properly attributing content produced by others, failing to cite information or images from online sources, uploading homework or course information to sharing websites, and any other similar activity.

One particularly tempting form of academic cheating is plagiarism, the act of representing someone else’s intellectual property as one’s own without proper attribution. The temptation to plagiarize can be exacerbated by poor time management and bad study habits. Please take a few minutes to watch this excellent overview from a U.K. college about what defines plagiarism and how to avoid it: https://www.youtube.com/watch?v=vGO5iSBU_gMA
And here are some excellent FAQs on plagiarism from Georgetown University in the U.S.: http://honorcouncil.georgetown.edu/whatisplagiarism.

At the instructor’s discretion, anyone caught cheating will be assigned a zero grade on that assignment or exam, and the instructor may issue an “F” grade for the course if appropriate. All academic integrity violations will be reported to Office of Honor.

University Statement on Discrimination: The University is committed to a policy of nondiscrimination on the basis of race, color, sex (including pregnancy), religion, national origin, ancestry, age, disability, genetic information, or veteran status in admissions, employment, or in any of its educational programs or activities.
Title IX and Sexual Misconduct: Brigham Young University–Hawaii is committed to promoting and maintaining a safe and respectful environment for the campus community. Title IX prohibits all sexual misconduct against any participant in an educational program or activity.

Sexual Harassment is unwelcome speech or conduct of a sexual nature which includes unwelcome sexual advances, request for sexual advances, request for sexual favors and other verbal, non-verbal, or physical conduct is unwelcome if it not requested or invited.

Stalking is repeatedly following, monitoring, harassing, threatening or intimidating another by phone, mail, electronic communication or social media without legitimate purpose.

Domestic and Dating violence is a pattern of abusive behavior in any relationship that is used by one partner to control another partner. This includes behaviors that intimidate, manipulate, humiliate, isolate, frighten, terrorize, coerces threaten, blame, hurt, injury or wound.

Sexual violence/assault is actual or attempted sexual contact with another person without that persons consent.

Consent cannot be obtained when someone is a minor, under the influence of drugs or alcohol or has certain disability. In the absence of an outward demonstration, consent does not exist. If at any time it is reasonably apparent that either party is hesitant, confused, or uncertain, both parties should stop.

The following individual has been designated to handle reports of sexual misconduct and other inquiries regarding BYU-Hawaii compliance with Title IX:

Debbie Hippolite-Wright PhD  
Title IX Coordinator  
Vice President of Student Development & Life  
Lorenzo Snow Administrative Building  
55-220 Kulanui St.  
Laie, HI 96762  
Office Phone: (808) 675-4819  
E-Mail: titleix@byuh.edu  
Sexual Harassment Hotline: (808) 780-8875

BYU-Hawaii’s Office of Honor upholds a standard which states that parties can only engage in sexual activity freely within the legal bonds of marriage between a man and a woman. Consensual sexual activity outside the bonds of marriage is against the Honor Code and may result in probation, suspension, or dismissal from the University.

University Grievance Policy: The policies listed on the syllabus can act as a contract and will be referenced if a student complains about the faculty.

Services for Students with Special Needs: If you have a disability and need accommodations, you may wish to self-identify by contacting:

Services for Students with Special Needs  
McKay 161  
Phone: (808) 675-3518 or (808) 675-3999  
Email address: aunal@byuh.edu  
*The Coordinator for Students with Special Needs is Leilani Auna,
Students with disabilities who are registered with the Special Needs Services should schedule an appointment with the instructor to discuss accommodations. If the student does not initiate this meeting, it is assumed no accommodations or modifications will be necessary to meet the requirements of this course. After registering with Services for Students with Special Needs, Letters of accommodation will be sent to instructors with the permission of the student.
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Fall Semester 2016

College: College of Business Computing and Government

Course Prefix: HTM

Course Number: HTM 440

Re-activate course

Full Title: Marketing Strategy and Revenue Management

Short Title (for Transcript, 30-char max): HTM Revenue Management

Catalog Entry (50-word recommended maximum): This course is designed to provide students with an applied understanding of strategies and tactics used in hospitality revenue management. The strategic marketing plan is analyzed in relation to capacity management, duration control, forecasting, discounting, overbooking, displacement and pricing.

Prerequisites: HTM 285, HTM 304

Credit Hours: 3.0

Frequency: F,S

Grading Method: A-B-C

Course Fees: none

Learning Objectives: Each student who passes this course will be able to do the following:

1. Describe the components of revenue management
2. Explain the benefits of revenue management
3. Develop demand and revenue forecasts and measure their accuracy
4. Use overbooking data to forecast and manage no-shows
5. Apply the principles of capacity management and duration control
6. Develop rate fences
7. Evaluate the pros and cons of discounting
8. Develop a revenue management plan of action
9. Explain and evaluate positioning and pricing strategies
10. Explain pricing in relation to price elasticity of demand

Assessment Methods: Team Projects, Individual and team case analyses, MS Excel problem sets, online objective quizzes, comprehensive final examination
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: August 2016

College: Business, Computing & Government
Course Prefix: HTM
Course Number: 450

CHANGE COURSE NUMBER
Current: 450
Revised: 342

Full Title: Hospitality and Tourism Law and Ethics
Short Title (for Transcript, 30-char max): HTM Law
Catalog Entry (50-word recommended maximum): Study and understanding of the legal system, laws, and ethics with application to the hospitality, tourism, and travel industry.
Prerequisites: HTM 285, ENGL 101, GE 110
Credit Hours: 3.0
Frequency: F,W
Grading Method: A-B-C
Course Fees: none
Learning Objectives: Each student who passes this course will be able to do the following:
1. Identify basic legal principles governing the hospitality industry, giving explanation to purpose and need.
2. Critically evaluate the various laws impacting sectors of the hospitality industry and the implications each of these has upon business.
3. Explore the importance of guest relationships and how this is influenced through varying legislation.
4. Examine the legal environment in which hotels and restaurants must exist, giving justification and critique to applied law.
5. Develop an understanding of base decisions in relation to ethical standards and values, and how the hospitality industry adopts and implements such decisions.
6. Identify and explain labor regulations, emphasizing industry standards for compliance and prevention.
7. Review public liability legislation and the impact this has upon the day to day operational compliance of the hospitality industry.
Assessment Methods: Case Analysis, textbook quizzes, 3 “unit” exams, classroom discussion / debate.
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: August 2016
College: Business, Computing & Government
Course Prefix: HTM
Course Number: 450

Inactivate Course – After changing it to new course number (HTM 342)
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: August 2016
College: Business, Computing & Government
Course Prefix: HTM
Course Number: 485

---------------------------------------------

Full Title: Hospitality and Tourism Senior Seminar
Short Title (for Transcript, 30-char max): HTM Senior Seminar
Catalog Entry (50-word recommended maximum): A capstone course designed to be completed in the senior year. Students integrate and combine concepts and ideas from prior courses and industry experience to develop a “big picture” view of the industry in preparation for career success. Case studies, site visits, industry expert panels, and industry-generated projects are employed to this end.

Prerequisites: HTM 399R
Credit Hours: 3.0
Frequency: F,W
Grading Method: A-B-C
Course Fees: none

Learning Objectives: Each student who passes this course will be able to do the following:
1. Create, implement, and critique strategic plans by applying the principles and concepts learned
2. Identify quality deficiencies in specific hospitality and tourism operations and design a plan of action to correct the deficiencies.
3. Demonstrate an ability to use financial statements and operation data to identify and correct operating problems.
4. Identify and apply varying management styles to the needs of individual employees
5. Work as a member of a team in a dynamic and global environment
6. Present ideas & concepts in a clear and understandable manner
7. Coordinate the various objectives of stakeholders

Assessment Methods: Students are graded on their attendance and participation, writing assignments in conjunction with case studies and current events, team presentations, and a final written exam.

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Immediately following this page, attach a sample syllabus if needed.

Following this page, attach PDF copies of the online catalog web pages that should change as a result of this proposal. Indicate the location of changes that should be made.
Addenda
BYU-HAWAII ANNOUNCES NEW CENTER FOR HOSPITALITY AND TOURISM

Marriott Foundation Commits Significant Funding Toward Center Launch and Program Growth

LAIE, HAWAII – Brigham Young University—Hawaii today announced the establishment of a new Center for Hospitality and Tourism at the university. The interdisciplinary Center is housed in the College of Business, Computing and Government and will be instrumental in fulfilling the growth-oriented goals of the Hospitality and Tourism Management (HTM) academic program: Academic Enhancement, Program Expansion, and Industry Engagement.

“Our HTM program is unique in the Church Educational System (CES) and the program’s future growth will play an important role in fulfilling the university’s ‘Learn-Lead-Build’ mission, particularly across our primary target area,” stated President John S. Tanner. As one of the world’s largest industries, tourism provides nearly 300 million global jobs and there is particular strong demand for entry-level management talent across the Asia-Pacific region. The HTM program at BYU–Hawaii is currently comprised of approximately 130 students and the new Center for Hospitality and Tourism will facilitate an initial growth objective of 250 students by the end of 2017.

The J. Willard and Alice S. Marriott Foundation has generously contributed toward the establishment of the new Center. Executive Director Anne Gunsteens declared, “The Marriott Foundation is pleased to support the launch and ongoing activities of the Center for Hospitality and Tourism at BYU–Hawaii. This exciting new affiliation extends the foundation’s national network of partnerships with hospitality programs at institutions such as San Diego State University, Washington State University, DePaul University, Michigan State University, Cornell University and University of Delaware. We look forward to playing a role in the development of more career-ready BYU–Hawaii graduates across Asia-Pacific and the rest of the world.”

The Center will offer an enhanced HTM curriculum beginning in Fall Semester 2016 along with a range of new extracurricular and experiential learning opportunities to support program growth and student development. “Our focus is greater academic rigor and flexibility, new practicum and internship experiences, and more industry engagement and placement support,” stated Professor David Preece who was named as the Center’s first executive director. He added, “These significant changes will place us among the ranks of the nation’s best HTM programs, and this high-profile association with the Marriott name is an invaluable program asset.”

Key to the creation of this important industry-education partnership was Richard E. Marriott, a trustee of the Marriott Foundation, former Polynesian Cultural Center board member, and enduring friend of BYU–Hawaii. “This relationship with the Center for Hospitality and Tourism fulfills a long-standing desire to help accelerate the expansion and enhancement of the university’s hospitality program,” said Mr. Marriott. “This global industry is growing quickly across the school’s target region and it’s a great professional opportunity for the outstanding young students at BYU–Hawaii.”

“Everyone involved in this important initiative is grateful for the Marriott family’s generosity,” reiterated President Tanner. “We are all eager to reflect their confidence with the success of our HTM program.”

LINK: Discover more about BYU–Hawaii’s Hospitality and Tourism degree
LINK: Ranked: A Top Hospitality Degree in 2015 (#25 in the Top 50)
INTERNAL ANNOUNCEMENT: http://newsroom.byuh.edu/hospitality_and_tourism_center_announced

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New Center for Hospitality and Tourism Announced
For Immediate Release
December 3, 2015

Contact: Michael Johanson, BYU-Hawaii Managing Director of Communications and Advancement,
michael.johanson@byuh.edu, (808) 675-3669.

More about BYU–Hawaii: http://about.byuh.edu/

More about the Marriott Foundation: The J. Willard and Alice S. Marriott Foundation was established in 1965 with the purpose of giving back to the community. Under the current direction of J.W. Marriott, Jr. and Richard E. Marriott, the Marriott Foundation is dedicated to helping youth secure a promising future, especially through education on the secondary and higher education levels, mentoring and youth leadership programs. Equally important are organizations that help provide relief from hunger and disasters; support people with disabilities; and create gainful employment opportunities for vulnerable youth and adults. 301-380-2246.
Review of BYUH Hospitality & Tourism Management Program
Visit: May 21-23, 2014
Report: July 16, 2014

Review Team
Carl Winston, L. Robert Payne School of HTM, San Diego State University
Grant Guinn ’92, Hilton Hotels, Hilton Garden Inns
Daniel Stout, International Cultural Studies & Language, BYUH

Introduction
The format of this report follows the Report Guide dated May 16, 2014.
The self-study and review visit were well-organized, thoughtful and complete.
Substantive issues were identified in an open, transparent process and discussions
were meaningful and well received. Logistics were well-managed and we felt warmly
received. Questions and requests for data were cheerfully and quickly fulfilled.
The Program is seeking to reinstate its status as an independent academic department.
The proposed departmental status enjoys support from the administration in principle,
although a timeline for the change has not been concretely stated. We would support
this line of thinking and suggest it be expedited as soon as possible.

Mission
The mission of Brigham Young University–Hawaii is to integrate both spiritual and
secular learning, and prepare students with character and integrity who can provide
leadership in their families, their communities, their chosen fields, and in building the
kingdom of God.
There is clear evidence that the Hospitality & Tourism Management Program (HTM) is
closely aligned with the overall mission of BYUH. The Program is making good
progress in aligning its student learning outcomes (SLOs) with institutional leaning outcomes (ILOs) for the College and the University. The Program has reduced its
number of SLOs and how they support the ILOs for BYUH. We reviewed various
documents and had many conversations with administrators, faculty and students to
support this conclusion.
This Program is in a great position to support BYUH’s mission. As an applied discipline, HTM is a perfect career choice for the university’s student population, many of whom hail from Asia and the Pacific. *BYUH is also the only BYU campus with an HTM Program.* HTM related careers comprise some 10% of total employment globally. The Program has made recent progress in external recognitions and certification with Programs such as Cvent and STR. There is an opportunity to improve this area and much of that will be tied to resources and Program identity. The new Courtyard by Marriott hotel may help in this regard if thoughtfully and vigorously integrated into the Program.

**Student Success**

Based on the self-study, our review visit and other material provided, the Program clearly defines student success through their life success and the BYUH overall mission. We reviewed alumni survey data, questioned current students and faculty, and used the Program self-study to guide our inquiry.

The Program reported that students were not as well-prepared for the workforce as employers would prefer. Part of this is attributed to the lack of “meaningful” work experiences and internships. Whilst most students have the opportunity to work at the PCC, the actual work performed was not assisting them with their professional development. We believe having the PCC, the #1 paid tourist attraction in Hawaii, next door to BYUH should be a real asset to the HTM program but in fact Career Services doesn’t approve internships at PCC because of past lack of oversight to the internship program. Faculty members believe the new Courtyard by Marriott hotel represents an opportunity to improve work experience for students overall.

Alumni data from two surveys (one from 2005-2009 and another more recent survey) on alumni placement reflects reasonably well on 2013 HTM student success:

<table>
<thead>
<tr>
<th>Alumni Placement (after 6-12 months of graduation)</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>HTM</td>
<td>45%</td>
<td>86%</td>
</tr>
<tr>
<td>Coll. of Business</td>
<td>72</td>
<td>73</td>
</tr>
<tr>
<td>BYUH</td>
<td>52</td>
<td>49</td>
</tr>
</tbody>
</table>

The percentage of older alumni (3-5 years post-graduation) reflects that many are not working in their chosen field. The reviewers note that this is not uncommon to HTM Programs globally. Further, the Program is proposing a new Tourism track that seems more suitable to students from smaller locations where hospitality jobs might be more scarce than tourism ones.
Program Quality – Teaching
Our review of the Program's teaching quality found a small team doing well with the resources and assets they have. The curriculum is academically rigorous with a balance of business, general education and religious studies supporting the HTM program. We believe there is opportunity to make teaching even more relevant with better connection to the HTM profession (see recommendations.)
Given the high teaching loads and relatively small number of faculty dedicated to HTM, the curricula we reviewed seem relevant and contemporary. Some potential areas to explore that are of particular interest to the HTM industry that the Program could consider include: revenue management, e-commerce, consumer behavior, event planning, tourism and sales/marketing. Elective courses allowing students to pursue individual areas of interest should be considered. It is hoped that the creation of the new department will coincide with a vigorous interest in global trends and tourism shifts. Scholarly fervor for this evolving and provocative field wasn't easily discerned in some discussions with faculty members. Creation of the department, however, is likely to rekindle a necessary affinity for the discipline by an impressive cohort of colleagues, especially if it facilitates greater focus and attention to HTM. In addition, it appears more could be done to support the supervision of student internships. This requires faculty time and resources. It also requires more faculty time to build relationships with the professionals who would like to support HTM at BYUH.
We note that student evaluations for 2010-2013 reflect favorably on the HTM Program on the 7-point Likert scale below:

<table>
<thead>
<tr>
<th></th>
<th>Avg. Program Course Ranking</th>
<th>Avg. Instructor Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>HTM</td>
<td>6.3</td>
<td>6.4</td>
</tr>
<tr>
<td>BYUH</td>
<td>6.0</td>
<td>6.1</td>
</tr>
</tbody>
</table>

Program Quality – Learning
Generally, the HTM Program is deemed to be "emerging" in much of its assessment of SLOs and ILOs. There is clear momentum to becoming more "developed" given recent decisions and actions recently and with those planned for the near future. The review was able to evaluate several class syllabi (HTM 255 Properties Management, HTM 270 Destination Management and HTM 485 HTM Operations Management) where SLOs were clearly identified. The reported pedagogy appeared to align well with SLOs. However, in conversations with a group of students, they were unaware of the significance of SLOs and how they fit into the educational experience. There may be an opportunity to provide an improved "big picture" explanation of the overall curriculum in
the Program. This may be a challenge given the current Program status and small faculty.

The faculty seems quite supportive of the SLO focus and is incorporating it into the student learning experience in most areas. One area of opportunity is student internships and work experiences (again, see recommendations.) Another area of concern is in the area of faculty professional development. While we observed reasonable currency in their profession, it appears there could be more done to support faculty development.

The overall impact and effectiveness of student learning was identified in the self-study as needing some improvement. We would concur but also note the scarce resources and contact time with students. Faculty has monitored the student’s level of preparation from conversations with both alumni and from the professionals who hire them.

Summary

The Program should be commended for many areas and we would focus on these:

- The faculty and staff focused on HTM were a caring, smart and hardworking team. They are highly focused on serving their students and BYUH. Further, there was willingness to embrace the ILOs and the recommendations of the Review Team.
- We also note Dean Glade Tew's March 2014 response to the past Academic Review of the entire College. The outgoing Dean made some important and powerful observations and recommendations.
- The HTM faculty possessed a strong blend of both academic and professional qualifications.
- The students we met were wonderful. They also were caring, smart, hardworking and passionate about the Program and BYUH and its mission.
- The Program has adopted several industry certifications (such as Cvent, Delphi and STR) to make a stronger connection between the Program and the profession. This will serve students quite well.

The reviewers have both recommendations and ideas we hope that the Program, the College and BYUH will consider. These are as follows:

Improvements that require no budget or policy change

- With a new College Dean in the near future, the Program should take the opportunity to educate these new leaders on their Program self-study and this Academic review.
• Work with the PCC to create structured internships that will help HTM students develop the leadership skills they will need to succeed at work. Make these a priority for HTM students since these are required for them.
• There seems to be an opportunity to get HTM and Career Services more aligned. Progress was reported but there still seems to be a gap, especially reported by students.
• Develop a plan to get select students meaningful work experience at the new Courtyard by Marriott hotel.

Improvements that require policy change
• The faculty in this Program has a strong desire to move back to “Department” status. We support this being implemented to acknowledge and accelerate the momentum the group has achieved in the past 18+ months.
• We also support the important development of a Tourism-track option. This will serve students and the communities where they will live upon graduation. The other suggested plans for the curriculum all appear to support SLOs and ILOs. Students desire a strong and contemporary exposure to tourism studies, and faculty members should underscore this area as the new department develops.
• Because the new Courtyard by Marriott hotel will not be able to employ all of your HTM students, we recommend the Program look at the hotel as a “laboratory.” It could be linked in many creative ways to the current and planned curriculum. Site tours, role playing, working on sales, reviewing STR reports, reviewing financial statements are just few ideas to consider. By designating this as a “teaching hotel” the school can perhaps avoid some of the negative stigma that the PCC has with some students as a “job factory.” A mission statement for the laboratory should be written and approved expeditiously.
• There will be some serious operational issues with making the partnership with the hotel a success. We also believe there should be a closer and better functioning relationship with the Turtle Bay Hotel.
• International students noted that Career Services “Americanized” their resumes and related job search approaches. We recommend that these materials be localized to better serve students.
• The Program should consider a “GE” course in Cross-Cultural Tourism Issues. This would be a valuable tool to building enrollment for the Program and could even utilize the PCC as a leaning lab.

Improvements that require budget changes
• As the only HTM Program in the BYU system and its location in one of the most popular tourism states in the country, BYUH has the opportunity to build a truly great Department. You should consider a comprehensive look at what a truly
“great” Department would look like, what its potential might be, ETC. In other words, how will the new department be positioned relative to other programs? BYUH’s international and moral/ethical mission provide a starting point for branding the new unit.

- We recommend the addition of adjunct faculty to ensure the relevance and currency of the curriculum. We also believe this will assist with internships and job placement. With technology, these faculty could even deliver content from a remote location.
July 15, 2015

David Preece  
Chair & Assistant Professor  
Business Management Department  
Brigham Young University – Hawaii  
55-220 Kulanui Street  
Laie, Hawaii 96762  

Dear David,

Thank you very much for sending the draft Hospitality and Tourism Management (HTM) strategy document for our review and comments. You, other BYU leaders and individuals vested in the HTM program have certainly put together an excellent product that supports and defines the vision and the requirements to expand and grow the HTM program at Brigham Young University-Hawaii.

Having reviewed the document in its entirety, we are providing some comments and suggestions specifically addressing the strategies and tactics per your request. We respect and understand there are different styles and approaches. We are providing you are best thinking based on our experience and perspectives on what has been successful for us.

To begin, the Background and Plan Introduction sets the stage and does an excellent job of defining the current size and scope of the HTM program and its alignment with the University’s mission and vision. Candidly, since the purpose of this document is to be strategic, we recommend being more forthright and specific in stating such in a clear, straight-forward approach. For example, consider stating.....there are three specific components of the growth strategy and here’s what they are. While interesting, identifying how students evaluate faculty members or forming a student club for extracurricular activities on the first page of a strategic report may not be the most substantive, compelling or captivating for the reader. Simply stated, we recommend focusing on the future with strong emphasis on the major elements of the strategic plan.

While it is a very clear intent to triple the number of students, it still is a relatively small size group. We agree it is important to include metrics and growth statistics; perhaps either not bold this statement or consider what the growth number could be in five years and beyond and provide it as well to highlight a larger sense of magnitude.
Looking at **Strategy One: Program Enhancement**, we recognize and applaud the emphasis and explanation on the inclusion of experiential learning opportunities. We read this with great interest and also comment. Specifically, while we strongly advocated the addition of a required Introduction to the Hospitality and Service Industries course, we do not recommend it solely being a program of observations and hands-on exposure between the Marriott Courtyard and the Polynesian Cultural Center. While certainly those two operating facilities can provide observations and hands-on learning, the recommendations are to include classroom instruction, as well as leverage, and explore the multitude of hospitality operations in downtown Waikiki.

Additionally, with the projected growth in students, simply focusing on the Marriott Courtyard and the Polynesian Cultural Center would seem insufficient to handle the projected number of students.

In our report, we describe at great length the importance of developing a common understanding and definition of the term internship. Additionally our research emphasizes the limited number of internship opportunities in Hawaii. We encourage you to not underestimate the importance of this and suggest including Orientation and Observation (O&O); Volunteer Opportunities; and Paid Part-Time as key components for students to develop a broader perspective of what the opportunities are and what is needed for success in the industry.

Lastly in this section, we suggest placing the second tactic to increase faculty resources as the first tactic making it the highest priority and giving it the emphasis and focus it warrants. Additionally, while student ratings of instructors are interesting, an additional measure to consider should be the measure of learning; at the beginning of the course and again at the end of the course to measure the learning methodologies used by the faculty member and their effectiveness.

Moving to **Strategy Two: Program Expansion**, candidly we are a bit confused. Our understanding was the primary areas of interest for growth were in Asia with emphasis on China. The reference to the importance of increasing the percentage of students from the Pacific Islands to raise placement in the expanding hospitality sector across Polynesia, Micronesia and Oceania is different than was discussed during our meetings. The majority of growth in the hospitality industry is occurring and will continue to occur in Asia and frankly, the United States.

The second tactic you identify to support Program Expansion is the establishment of a J. Willard and Alice S. Marriott Center for Hospitality and Tourism Management which you describe as being a Center to 'serve as a hub for supporting industry-relevant academic research; identifying and communicating best practices; hosting trending-topic events; supporting student growth and career placement; and serving as a high-profile bridge between the University and the industry". There is a critical key element here which was in our report. The Foundation should be positioned to support the funding of additional faculty with the focus being the hotel industry and its management; not the broader industry as a whole. The J. Willard and Alice S. Marriott Center for Hotel & Hospitality Management should be a center within the Hospitality and Tourism Management Department.
The concept that the Marriott Center for Hospitality and Tourism Management would establish an Advisory Council to engage leaders from all industry segments is not viable. The use of the Marriott brand would be a deterrent to other global hotel companies and hospitality organizations. Again the focus for the Marriott Center would be hotels and lodging not the entire hospitality industry. Therefore, we would recommend the Council be named the BYU Hospitality & Tourism Management Advisory Council.

Within the **Strategy Three: Program Engagement**, the emphasis on companies wanting to play a direct role in the educational development of future employees is overstated.

What our research found was an interest and desire from industry representatives to be guest speakers, support observations for experiential learning, and as staffing needs developed, consider the students for employment both in Hawaii and through facilitated communications and relationships with hiring hotels in international locations for their companies. Softening this language is encouraged.

Additionally, our work found the awareness and recognition of the BYU-Hawaii HTM program is virtually non-existent. We also encourage you to elaborate on your plans for a well-defined communications strategy and brand positioning opportunity. Improving communications, building industry relationships and highlighting the program through conferences and meetings is critical to start to build the awareness and the credibility of the BYU HTM program.

When acknowledging the use of adjunct instructors, as stated in our report, it is recommended that realistic assessments of the availability be considered. It appears to be very limited on the North Shore based on our research.

The internships are referenced again in this section and candidly, we struggle to understand how there are now ‘too many internships for the relatively small HTM program’ if we are using the true definition of an internship; hence our comments earlier in this document emphasizing the importance of ensuring a clear, correct understanding. Our vision of the Steve and Marla Lundgren role is significantly more far-reaching in building industry relationships for placing graduates, engaging guest speakers and being catalysts for the University in the Hawaii hospitality community and beyond not simply identifying internships.

We also do not see the need to staff a placement manager at this time. It may be needed in the future when the student enrollment and graduating numbers have grown significantly but we do not see this as a wise use of funds and a critical investment at this point in time versus investing in additional faculty and expansion of the HTM curriculum.

The Tactical Implementation Summary is an excellent resource. It showcases well the ‘what and when’.
You may want to ask yourself, does such an element belong standing solo in a strategic growth plan, or would it be more relevant and substantive if it either included or was accompanied by one emphasizing the strategic elements and milestones of what is needed henceforth. Should you choose to elaborate on the Tactical Implementation, our report included many more plans and actions which we would advocate be utilized.

What we believe is critical to keep in mind is the importance of building relationships. The new department head, key faculty and staff are essential to actualizing many of our recommendations. They will drive and enable the programs and tactics to become reality. The more emphasis that can be placed on this by all stakeholders in the HTM department and program, the greater the success. Building awareness and increasing the relationships are a prerequisite to several of the expansion steps and will require significant work.

In seeking funding from any Foundation, corporation or the J. Willard & Alice S. Marriott Foundation, tangible action steps and results are required and should be shared with any potential investor to demonstrate the viability and worthiness of a potential investment in the BYU-Hawaii Hospitality and Tourism Management Department.

To reinforce what we said in the beginning, you and the team have assembled an excellent product. We hope that our comments are meaningful. We are happy to discuss them in detail should you like.

Again thank you for the opportunity to partner with you in this worthwhile effort.

Regards,

LAGUNA STRATEGIC ADVISORS

[Signature]

Edwin D. Fuller
President

EDF:bjs