

**University of Hawai'i  
Code Request Form**

I. REQUESTOR CONTACT INFORMATION	
Name: <u>Louise Pagotto</u>	Action Requested:
Title: <u>Vice-Chancellor for Academic Affairs</u>	<input type="checkbox"/> NEW Program Code (new major/concentration, etc.)
Phone Number: <u>734-9519</u>	<input type="checkbox"/> NEW Subject Code
Email Address: <u>pagotto@hawaii.edu</u>	<input checked="" type="checkbox"/> Change of existing code
Campus/Office/Department/Address: <u>Kapi'olani Community College, Curriculum Management,</u> <u>4303 Diamond Head Road, Honolulu, HI 96816</u>	Type (subject, program, etc): _____
	Old: _____
	New: <u>Advanced Profesional Certificate</u>
	<input type="checkbox"/> OTHER: _____

II. CODE REQUEST	
Academic program code preferences for consideration:	
<input type="checkbox"/> <b>NEW Program Code</b>	Effective Term (semester/year): <u>fall 2011</u>
Major: <u>CULN</u> Major Description: <u>Culinary Arts</u>	Is this major financial aid eligible? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Is the major code being used the same way at other UH campuses? <input type="checkbox"/> YES <input type="checkbox"/> NO	Comment: _____
Does the same or similar major code exist in Banner? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	If YES, please list code: _____
Concentration (if applicable): _____ Concentration Description: _____	
Is the concentration code being used the same way at other UH campuses? <input type="checkbox"/> YES <input type="checkbox"/> NO	
Does the same or similar concentration code exist in Banner? <input type="checkbox"/> YES <input type="checkbox"/> NO	If YES, please list code: _____
Attach concentration to program code? <input type="checkbox"/> YES <input type="checkbox"/> NO	
Level: <input checked="" type="checkbox"/> Undergraduate <input type="checkbox"/> Graduate <input type="checkbox"/> First-Professional <input type="checkbox"/> Other: _____	
Degree/Certificate: <u>Advanced Profesional Certificate</u>	
College: <u>Kapi'olani C.C.</u> Department: <u>Culinary Arts</u>	
If requesting a program name change, will current students be grandfathered in under the old program name? <input type="checkbox"/> YES <input type="checkbox"/> NO	
If requesting a program name change, will the old code be available for:	
Recruitment? <input type="checkbox"/> YES <input type="checkbox"/> NO	List the end term of old code: _____
Admissions? <input type="checkbox"/> YES <input type="checkbox"/> NO	List the end term of old code: _____
General Student? <input type="checkbox"/> YES <input type="checkbox"/> NO	List the end term of old code: _____
Academic History? <input type="checkbox"/> YES <input type="checkbox"/> NO	List the end term of old code: _____
<input type="checkbox"/> <b>NEW Subject Alpha/Code</b>	Effective Term (semester/year): _____
Code: _____ Description: _____	
College: _____ Department: _____	
Does the same or similar subject code exist in Banner? <input type="checkbox"/> YES <input type="checkbox"/> NO	If YES, please list code: _____
Is the subject code being used the same way at other UH campuses? <input type="checkbox"/> YES <input type="checkbox"/> NO	



WASC's Community and Junior College Commission to the Senior Colleges and Universities Commission meant that the change was required after the offering of the second baccalaureate degree. Going forward, all further baccalaureate degrees would be part of the Senior Colleges and Universities Accrediting environment. Chair Karr said that he remembered that when Chancellor Sakamoto requested approval of a second degree (Bachelor of Applied Science in Engineering Technology, May 2009), that UHMC would not request another Bachelor Degree for two or three years. Chancellor Sakamoto said that he reviewed the tapes, and he said that at that May 2009 meeting he told the Regents that UHMC was working on three additional baccalaureate degrees.

Chair Karr asked what the salary is for the average green job. Dr. Taylor said that the average salary nationally for a person with a Bachelor's degree is about \$50,000.

Regent Gee moved and Regent de la Peña seconded the motion for approval of a Provisional Bachelor of Applied Science in Sustainable Science Management at UHMC, which was unanimously approved.

### **Kapi'olani Community College**

#### **Establishment of a Provisional Advanced Professional Certificate in Culinary Management**

Kapi'olani Community College (KCC) Chancellor, Leon Richards, said the Provisional Advanced Professional Certificate (APC) in Culinary Management is part of an effort by KCC to partner with UH-West O'ahu (UHWO) to provide students in the Career and Technical Education programs an opportunity to earn a Bachelor Degree in Applied Sciences (BAS). It is a system-wide program in the sense that graduates of the other community college culinary arts programs will be able to enroll in this program.

KCC Vice Chancellor for Academic Affairs, Louise Pagotto, said that the APC is designed to keep culinary talent in the state. Currently, there is no opportunity to get advanced training in the culinary arts. KCC's proposed third-year certificate of 18 credits is based on developing advanced culinary skills. Students who received the APC could continue on to UHWO for a BAS in Culinary Management. The targeted students for the proposed APC are graduates of American Culinary Federation (ACF) Accredited two-year programs. All two-year campuses in the state are accredited by the ACF. Renovations are scheduled for the kitchen to make room for the program on the KCC campus.

Regent Gee asked if there is a demand for the APC. Frank Haas, the Dean for the Hospitality, Business, and Legal Education Academic Program, said that the APC will allow people to enter at a higher wage level. Currently, there is a demand for food service managers, chefs, and head cooks. What is missing for people who want to go into food management is a business acumen that will come with a BAS in Culinary Management from UHWO. Dean Haas said the two-year programs will continue to provide graduates for entry-level positions. The APC, by itself or combined with the BAS in Culinary Management, will provide the workforce with food-management positions.

Regent Gee asked if it was possible to charge premium tuition for the APC to recover the cost of instruction. Chancellor Richards said that the cost of the program is in line with the current understanding that the third-year courses will be charged the UHWO tuition. KCC expects international students who are in the two-year program to enroll in the APC program, which will help with revenues.

Regent Gee asked if KCC has the resources if the program is approved. Chancellor Richards said that KCC will reallocate funds internally to account for the two full-time faculty members, and has existing resources for renovation of the facilities. Vice Chancellor Pagotto said that there is no need for additional facilities at UHWO because the courses that are part of the BAS are all management courses and not culinary courses.

Regent Holzman commended KCC's partnership with UHWO.

Regent Lee concurred with the statement that there is a lack of qualified local managers, both in the front and back of the house, with management skills. Many graduates understand the culinary side, but not the management side. He doesn't see any courses addressing that issue in the APC. Chancellor Richards said that students would receive management training in organizational behavior courses and statistics in business courses in UHWO's BAS in Culinary Management. Dean Haas said that most of the content in the APC is focused on advanced culinary content, although there is a management course. Regent Lee clarified that to gain management training, students would have to continue to UHWO's BAS in Culinary Management. Ron Takahashi, Food Service Department Chair, said that KCC's culinary students take classes in purchasing and cost control, focusing specifically on restaurant management skills.

Regent Gee asked about a partnership with the UH-Mānoa School of Travel Industry Management (TIM), given the nature of hospitality management there. Chancellor Richards said that there is a degree pathway to TIM, but culinary students would need to take general education requirements and while some do, others decide to go the route of the BAS.

Chair Karr said that there is no provision for additional costs in the request, and asked if there would be any additional costs. Chancellor Richards said that as long as the program stays on the KCC campus in the renovated building, there would be no additional cost. Chair Karr asked about the two vacant positions that would be reallocated to the APC program. Chancellor Richards agreed that there would be additional funds used to fill the two vacant positions that currently are not being funded.

Chair Karr said that all action memos and actions recommended should include "Provisional" in all cases.

Regent Martinson said that there is no financial management course in the UHWO's BAS in Culinary Management. Vice Chancellor Pagotto said that there is an Accounting for Entrepreneurs (BUSA 396) course offered. Regent Martinson said that accounting and finance are different. Ron Takahashi said that UHWO was trying to find a group of courses that would meet as many of the articulations as it could, and added that courses can be re-

evaluated. Vice Chancellor Pagotto said that Regent Martinson's point is well-taken and that there is always a chance to re-evaluate the curriculum and see where they may want to make changes, through annual and comprehensive program reviews. Regent Martinson said that it was important to have alignment in delivering a product and what the industry needs. Regent Lee said that Regent Martinson is correct; that if a graduate had a BAS in Culinary Management, then he would expect them to understand finances. He would encourage them to look over the courses again, especially at UHWO. It would make the degree more powerful. Vice Chancellor Pagotto said that KCC would talk to UHWO.

Regent Gee moved and Regent Holzman seconded the motion for approval of the Establishment of a Provisional Advanced Professional Certificate (APC) in Culinary Management at Kapi'olani Community College, which was unanimously approved.

### **Board of Regents**

#### **Approval of Additional Amendments to Board of Regents' Policies**

Chair Karr reminded the Board that it approved the Board of Regents' Bylaws and Chapters 1-8 and 10-12 at the previous Board meeting in March. Additional amendments to the Bylaws and all chapters are up again for approval, with full discussion of Chapter 9.

Chair Karr noted the new amendments introduced after consultation with the unions, and that most chapters have cosmetic edits.

The following are items of concern brought up by the Regents for each Chapter:

Bylaws: None

Chapter 1: None

Chapter 2: None

Chapter 3: None

Chapter 4: None

Chapter 5: Regent Holzman asked about the standard of "comparable access" for offsite instruction. EVP Johnsrud said that the language is required for WASC standards. It does not mean equal; it means comparable. Regent Holzman thought there should be an additional sentence indicating how UH would offer comparable access and what it would mean. EVP Johnsrud agreed that it is a judgment call, but added that the services listed (admissions, orientation, financial aid, registration, advisement, tutoring, and library services) are basic to getting into the course, paying for the course, and moving through the course. Those fundamental services are offered electronically. Regent Holzman said that he would like a definition of what "comparable" means. EVP Johnsrud said that if UH tried to compromise the language, it would run afoul of accreditation standards. Regent Holzman asked UH to stipulate how it would plan to achieve comparable access, i.e., through online services, to limit or define what it means. President Greenwood said that



UNIVERSITY OF HAWAII  
**RECEIVED**  
**KAPI'OLANI**  
 COMMUNITY COLLEGE  
 '11 APR -1 A8:25

APPROVED BOR 4/21/11 mtg  
 ec: J.Itano  
 P.Imada Iboshi  
 D.Mongold

UNIVERSITY OF HAWAII  
 BOARD OF REGENTS

**MEMORANDUM**

UNIVERSITY OF HAWAII  
 PRESIDENT'S OFFICE

11 APR 11 P5:04

March 29, 2011

TO: Howard H. Karr  
 Chairperson, Board of Regents

VIA: MRC Greenwood *MRC Greenwood*  
 President, University of Hawai'i

VIA: John Morton *JM*  
 Vice President for Community Colleges

FROM: *for* Leon Richards *Chancellor*  
 Chancellor *Chancellor Richards*

SUBJECT: Establishment of an Advanced Professional Certificate (APC) in Culinary Management at Kapi'olani Community College

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the Advanced Professional Certificate in Culinary Management at Kapi'olani Community College.

RECOMMENDED EFFECTIVE DATE:

Fall 2011.

BACKGROUND:

Pursuant to Board of Regents Policy 5-1, the Board of Regents has the authority to approve new degree programs upon the recommendation of the President.

Kapi'olani Community College (KapCC) proposes to offer an Advanced Professional Certificate (APC) in Culinary Management which will provide culinary students from across the University of Hawai'i system an opportunity to gain advanced culinary and managerial skills beyond the current two-year programs and which can lead to a Bachelor of Applied Science (BAS) degree in Culinary Management from the University of Hawai'i West O'ahu (UHWO). Additionally, the APC and BAS will support the State's workforce needs.

Currently, there are no programs in Hawai'i that teach advanced culinary skills and, as a result, those who aspire to more senior, higher-paying positions must leave Hawai'i to

obtain the necessary skills and credentials. A key objective in offering this certificate is to keep culinary talent in the state.

The APC in Culinary Management will offer advanced third-year courses, building upon the fundamental culinary skills obtained in the two-year AS degree, incorporating critical thinking skills, emerging culinary trends, advanced nutrition, beverage service management and advanced skills in contemporary cuisines.

Students who complete either Kapi'olani's A.S. in Culinary Arts degree or a comparable degree at another community college will qualify for entrance to this Advanced Professional Certificate in Culinary Management. Graduates of the program will find employment in positions requiring advanced culinary skills (as executive chefs, chefs and sous chefs) and in management positions in food service, restaurant and hotel operations. With its tourism-based economy, Hawai'i has ample employment opportunities for skilled culinarians. The Department of Labor's Occupational Information Network estimates that there were 2,210 food service managers and 1,020 professional chefs in Hawai'i in 2008.

ACTION RECOMMENDED:

It is recommended that the Board of Regents establish the Advanced Professional Certificate in Culinary Management at Kapi'olani Community College, to be effective Fall 2011.

Attachment

c: Secretary to the Board of Regents

Program Approval Request

Advanced  
Professional  
Certificate in  
Culinary  
Management



UNIVERSITY of HAWAII°

**KAPI'OLANI**  
COMMUNITY COLLEGE

April 21, 2011

Proposed Date of Program Implementation: Fall, 2011



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## **1. What are the objectives of the program?**

Kapi'olani Community College (KCC) proposes to offer an Advanced Professional Certificate (APC) in Culinary Management, which will provide culinary students from across the University of Hawai'i system an opportunity to gain advanced culinary and managerial skills beyond the current two-year programs and which can lead to a Bachelor of Applied Science (BAS) degree in Culinary Management from the University of Hawai'i West O'ahu (UHWO). The details of the articulation agreement are found in Appendix A.

While the KCC Associate in Science (AS) degree in Culinary Arts meets all of the requirements of the American Culinary Federation (ACF) to certify graduates as trained Culinarians and provides a strong foundation for a quality job within the food service industry, the responsibilities of a chef and/or kitchen manager require an advanced level of culinary, managerial and business-related skills. Currently, there are no programs in Hawai'i that teach these skills and, as a result, those who aspire to more senior, higher-paying positions must leave Hawai'i to obtain the necessary skills and credentials. A key objective in offering this certificate is to keep culinary talent in the state.

The APC will provide students with the advanced level culinary and industry-specific managerial and business-related student learning outcomes that are required to perform the duties and responsibilities of a chef and/or kitchen manager within the food and beverage industry.

Upon successful completion of the Advanced Professional Certificate in Culinary Management program, the student should be able to:

- Evaluate current relevant issues in the foodservice industry of Hawai'i, including sustainability, environmental, political, and/or cultural topics.
- Apply critical thinking to identify, analyze and develop solutions for financial and fiscal accountability issues in the foodservice industry.
- Evaluate organizational development, human resources, laws and legal codes that have been established within local, state and federal governments with specific application to the food and beverage industry.
- Explain the process of determining customer needs in marketing to a global market, from concept and product development, pricing strategies, advertising and promotion, and methods of distribution of foodservice goods and services.
- Assess the influence of geography, religion, philosophy, and history on the culinary traditions of Asia and/or the Pacific.
- Design and prepare recipes for a menu that promotes healthy eating, while balancing nutrition, the use of fresh products, and the final product's texture, color, and flavor.

- Design and prepare recipes for a menu that focuses on contemporary cuisines, while balancing nutrition, the use of fresh products, and the final product's texture, color and flavor.
- Design and prepare recipes for a menu that focuses on the cuisines of Asia, while balancing nutrition, the use of fresh products, and the final product's texture, color and flavor.
- Value the impact and challenges of alcoholic beverage sales and service upon food service operations.

## **2. Are the program objectives appropriate functions of the College or University?**

The proposed Advanced Professional Certificate in Culinary Management is appropriate for Kapi'olani Community College and is closely aligned with the College's strategic objectives. KCC's Culinary program is well-established and nationally recognized (with a team from the college winning the national gold medal in 2009 and a silver medal in 2010 in the culinary competition sponsored by the American Culinary Federation). Specifically, the proposed certificate is particularly well suited to meet the following outcomes and strategies of the College's 2008-15 Strategic Plan (the complete plan is available at [http://kcc.hawaii.edu/docs/CP/315/FinalStrategicPlan2008\\_2015.pdf](http://kcc.hawaii.edu/docs/CP/315/FinalStrategicPlan2008_2015.pdf)):

Strategic Outcome C: Contribute to the state's economy and provide a solid return on its investment in higher education through research and training.

Strategy C1F: Anticipate and address 21st century career programs and workforce retraining needs.

- In 2009, the Hawai'i Department of Labor and Industrial Relations reported that there were 55,350 jobs in Hawai'i eating and drinking places out of a total of 597,700 jobs in the state (9.3% of total jobs). Of these, 28,050 jobs are in full service restaurants. The University of Hawai'i Community College system's culinary programs have successfully developed programs for entry and mid-level positions in this industry but are lacking the advanced training needed for culinary jobs at the managerial level.

Considering the category of Food Service Managers (Standard Occupational Code 11-9051.00) and Chefs and Head Cooks (Standard Occupational Code 35-1011.00), the Occupational Information Network (O-Net) finds that in 2008, there were 2,210 Managers in Hawai'i with a median salary of \$46,200 and 1,020 Chefs with an median salary of \$46,400. In 2008, there were a total of 50 vacant positions for Food Service Managers and 10 vacant Chef positions. (See Appendices B and C).  
Strategic Outcome D: Address critical workforce shortages and prepare students for effective engagement and leadership in a global environment.

Strategy D1C: Strengthen two-way connections between workforce needs in Hawai'i and course and program offerings at the College

- With tourism as its economic base, Hawai'i is continually working to develop world class offerings in its hospitality and culinary industries. The development of programs to enhance culinary training – and retain talented culinary professionals in the state – satisfies the workforce needs of the industry and contributes to the long term economic viability of the state.

Strategy D1D: Strengthen workforce development relationships with UHM, UHWO, and UHH to explore 2+2 degree partnerships.

- In addition to the skills obtained in the courses leading to the Advanced Professional Certificate, those who successfully complete the certificate may apply to the University of Hawai'i West O'ahu (UHWO) to enroll in courses leading to a Bachelor's Degree in Applied Science (BAS) in culinary management.

The 3+1 partnership with UHWO leverages the strength of the UH system and is aligned with national trends to develop strong articulation agreements rather than stand-alone baccalaureate programs. According to a 2003 survey by the Community College Baccalaureate Association, community college presidents preferred partnership models over conferring degrees within their colleges. In November 2005, a joint task force was created by the Illinois State Legislature and the Illinois Community College Board specifically to study the academic and fiscal issues of the growing number of community colleges conferring baccalaureate degrees. In its findings, it was recommended that rather than community colleges awarding baccalaureate degrees, they should seek to collaborate with baccalaureate awarding institutions. "The Task Force recommends strengthening and expanding existing articulation efforts and dual admission initiatives; expanding joint partnership agreements; providing financial incentives that promote partnership agreements; developing a process to quickly identify baccalaureate access needs and a new program approval system that allows for rapid program delivery; developing an extended-credit cooperative articulation model for selected programs that allows more credits of community college work (e.g., 80 credits) to apply toward baccalaureate degrees...."

### **3. How is the program organized to meet its objectives?**

The Advanced Professional Certificate in Culinary Management will be managed by the Kapi'olani Community College Culinary Arts Department. Two faculty members with advanced qualifications and/or Masters Recognition will be assigned to the program, augmented with other instructional faculty from the department. Classes will be conducted in the KCC kitchen classrooms and laboratories until the

completion of the planned Culinary Institute of the Pacific facility at Diamond Head. In order to accomplish this task, an operational kitchen will be converted into an instructional kitchen/classroom. This operational kitchen was meant to support restaurant operations but is not routinely used due to flaws in its design making it inefficient for that purpose.

The Advanced Professional Certificate curriculum consists of six three-credit courses, covering topics related to the advanced skills required for managerial positions in the restaurant and food service industry:

**ADVANCED PROFESSIONAL CERTIFICATE IN CULINARY  
MANAGEMENT  
(18 CREDITS)**

Course	Credit
CULN 310 Current Trends in the Culinary Industry*	3
CULN 321 Contemporary Cuisines*	3
CULN 322 Advanced Asian Cuisines*	3
CULN 330 Special Culinary Topics	3
CULN 360 Beverage Service Management*	3
CULN 380 Nutritional Cuisines*	3

\*These CULN courses are typically offered as 5-week modular courses

To earn an Advanced Professional Certificate, the student must achieve a GPA of 2.0 or higher for all courses applicable for the certificate. Course sequence will depend on assigned cohort.

**4. Who will enroll in the program?**

Students who graduate with a degree from an ACF-accredited University of Hawai'i Community College Culinary program or others who hold an AAS or AS degree from other ACF-accredited culinary institutions are eligible to apply for admission into the APC program.

Targeted enrollment will focus on several major categories:

- UHCC system graduates with either AAS or AS degrees in Culinary Arts.
- Professionals working in Hawai'i who are either alumni of the UHCC Culinary Arts programs or hold AAS or AS degrees from other culinary institutions who

wish to obtain a Certificate or BAS degree in Culinary Management or obtain upgraded skills.

- Professionals from the continental US or Europe who wish to obtain a Certificate or BAS degree in Culinary Management or obtain training in Asian cuisines.
- Professionals from Asia who wish to obtain a Certificate or BAS degree in Culinary Management or obtain advanced culinary training.

Initial enrollment in the APC program will be limited to 16 students due to constraints in the capacity of the kitchen laboratories at Kapi'olani Community College. The program will ultimately transition to the new Culinary Institute of the Pacific facility at Diamond Head. The business plan for the Culinary Institute of the Pacific at Diamond Head anticipates continuous growth that will cap at an enrollment of approximately 200 students.

To determine interest in the APC, needs assessments and an online survey have been conducted with students currently enrolled in KCC's AS degree program. The survey of KCC students indicated that 55.2% definitely plan to take 300 level courses; 34.5% are unsure; and only 6.9% indicated that they are definitely not interested in courses beyond the two year degree (the remaining 3.4% were non degree seekers and, therefore, would not be qualified for the program).

Additionally, focus groups were held with representatives of both the culinary industry (chefs, food and beverage managers, human resources directors, hotel managers, and recent graduates) and the community. All indicators point to a strong local demand for qualified chefs and food service managers who have skills beyond those that can be obtained at the AS level. A summary of these is included in the business plan for the Culinary Institute of the Pacific (CIP) which will ultimately house the third year courses for the Certificate. Summary conclusions from these focus groups include the following:

*Is there a need for advanced culinary skills training beyond the two year degree program?*

*There was a clear indication that advanced culinary skills training is needed. Emphasis was made on the need to keep up with trends. Courses should be available both on the long term and short term basis in order to accommodate those that may not have the flexibility of taking semester long courses.*

*Comments referred to ACF (American Culinary Federation) approved courses and those that would be similar to those offered at the CIA (Culinary Institute of America) at Greystone and at Hyde Park. Many organizations send their*

*employees to CIA and having it here in Hawai'i will save these organizations a lot. This would allow companies to send more of their employees for updates in trends.<sup>1</sup>*

In February 2011 the dean of KCC's culinary program and the director for the Culinary Institute of the Pacific presented the concept of the Advanced Professional Certificate and the BAS in Culinary Management to chefs and executives attending the National Association of Kitchen Equipment Manufacturers (NAFEM) trade show. These executives were very familiar with the needs of the food service industry based upon their work with professionals in the field and, in many cases, providing equipment and other services to culinary schools. A list of the companies contacted is included in Appendix D. Without exception, these managers responded to the concept of the APC and the BAS enthusiastically, re-emphasizing the need for advanced culinary training and managerial skills for culinary graduates aspiring to senior positions in the industry.

## **5. What resources are required for program implementation and first cycle operation?**

The College has made available the necessary resources for the implementation of this program.

The College currently has vacant positions available and has elected to reallocate them for faculty to teach the certificate program. In recruitment, the desirable qualifications will be modified to focus on the particular requirements of the certificate curriculum.

In order to accommodate the logistical needs of the program in advance of the opening of the Culinary Institute of the Pacific at Diamond Head, one of the kitchens at KCC will be renovated. The funds for this renovation project were obtained from a combination of department funds and private donations.

Food costs and other related expenses are included in the pro forma statement of costs and revenues.

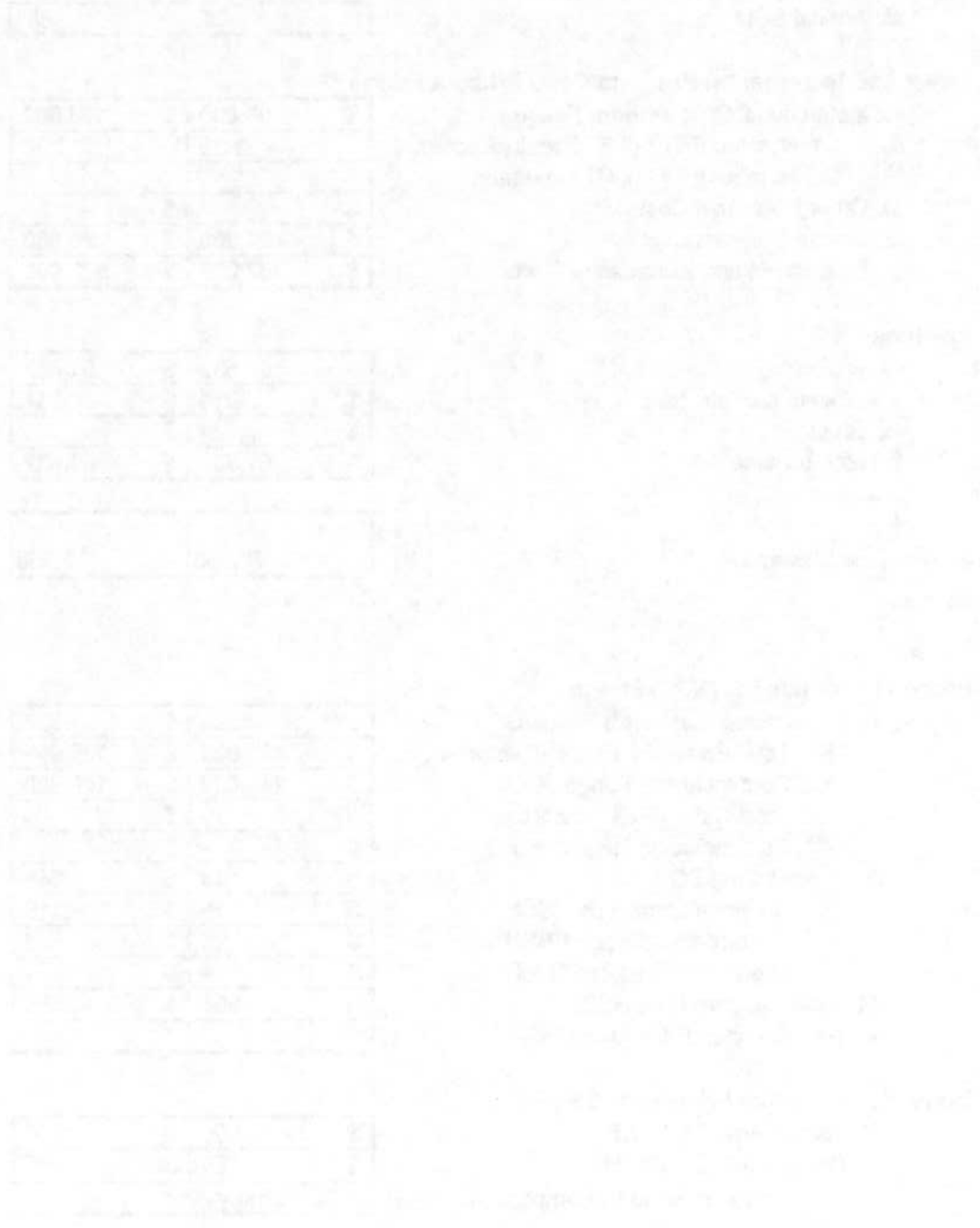
The scheduling of the six APC courses will not impact the current two year program offered by the college.

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<sup>1</sup> Strategic Business Plan Culinary Institute of the Pacific, December, 2003 p. 26.

**6. How efficient will the program be?**

The spreadsheet below provides projected program costs for the new Certificate for the first two years that it will be offered.





CAMPUS/Program	KCC/Advanced Professional Cert	
	Provisional Years (2 yrs for Cer	
	Year 1	Year 2
ENTER ACADEMIC YEAR (i.e., 2004-05)	2011-12	2012-13
<b>Students &amp; SSH</b>		
A. Headcount enrollment (Fall)	16	16
B. Annual SSH	288	288
<b>Direct and Incremental Program Costs Without Fringe</b>		
C. Instructional Cost without Fringe	\$ 108,000	\$ 108,000
C1. Number (FTE) of FT Faculty/Lecturers	1.20	1.20
C2. Number (FTE) of PT Lecturers	-	-
D. Other Personnel Costs	\$ -	\$ -
E. Unique Program Costs	\$ 24,000	\$ 24,000
F. Total Direct and Incremental Costs	\$ 132,000	\$ 132,000
<b>Revenue</b>		
G. Tuition	\$ 61,632	\$ 61,632
Tuition rate per credit	\$ 214	\$ 214
H. Other	\$ -	\$ -
I. Total Revenue	\$ 61,632	\$ 61,632
<b>J. Net Cost (Revenue)</b>	70,368	70,368
<b>Program Cost per SSH With Fringe</b>		
K. Instructional Cost with Fringe/SSH	\$ 506	\$ 506
K1. Total Salary FT Faculty/Lecturers	\$ 108,000	\$ 108,000
K2. Cost Including Fringe of K1	\$ 145,800	\$ 145,800
K3. Total Salary PT Lecturers	\$ -	\$ -
K4. Cost Including fringe of K3	\$ -	\$ -
L. Support Cost/SSH	\$ 148	\$ 148
Non-Instructional Exp/SSH	\$ 119	\$ 119
System-wide Support/SSH	\$ 29	\$ 29
Organized Research/SSH	\$ -	\$ -
M. Total Program Cost/SSH	\$ 654	\$ 654
N. Total Campus Expenditure/SSH		
<b>Instruction Cost with Fringe per SSH</b>		
K. Instructional Cost/SSH	\$ 506	\$ 506
O. Comparable Cost/SSH	\$ 195	\$ 195
Program used for comparison.	KCC Culinary Arts	

Reviewed by campus VC for Administrative Affairs: *J. Allen H. King* (date) 3/20/14

Note that the high costs of this program on a SSH (Student Semester Hour) basis is driven largely by the low enrollment (16 students in the first intake). The size of the

initial two years of intake is limited by the kitchen facilities at Kapi'olani Community College. As noted, when the Culinary Institute of the Pacific facility is completed, enrollment is projected to grow. The costs in Line "L" include food costs related to the kitchen labs and have been estimated based on the school's experience with similar lab courses.

Revenues for this program of 300 level courses are based on current tuition schedules for University of Hawai'i West O'ahu (\$214/credit for in state residents for 2011-12).

### **7. How will effectiveness of the program be demonstrated?**

All programs at Kapi'olani Community College are evaluated annually, a process which includes an analysis of data on program demand, efficiency, and effectiveness. All programs and certificates also complete three-year comprehensive program reviews which, in addition to three years of annual program data, also include an assessment of program learning outcomes. Program effectiveness will be measured by data points including course completion rates, number of certificate completers, transfers to the UH West O'ahu BAS program in Culinary Management, the placement of graduates into industry positions, starting salaries of graduates, and the performance of graduates in related industry positions. In addition, the Advanced Professional Certificate in Culinary Management will be assessed on a semester-by-semester rotational basis. That is, selected outcomes will be assessed each semester so that, at the conclusion of three years, all program learning outcomes will have been assessed as part of the College's established comprehensive program review cycle and program improvements will be made based on the results of this assessment.

## Appendix A – Articulation Agreement with University of Hawai'i West O'ahu



UNIVERSITY  
of HAWAII'  
WEST O'AHU



UNIVERSITY of HAWAII'  
KAPI'OLANI  
COMMUNITY COLLEGE

### UNIVERSITY OF HAWAII' MEMORANDUM OF AGREEMENT

KAPI'OLANI COMMUNITY COLLEGE  
UNIVERSITY OF HAWAII'-WEST O'AHU

#### **Associate in Science, Culinary Arts with a Specialization in Culinary Arts Bachelor of Applied Science with a Concentration in Culinary Management**

The purpose of this degree pathway is to facilitate a smooth transition for students entering Kapi'olani Community College or the University of Hawai'i-West O'ahu as they work towards obtaining the Bachelor of Applied Science (BAS) with a concentration in Culinary Management. This pathway is designed to produce multiple entry and exit points to flexibly serve student career and educational objectives. In particular, this Agreement will facilitate the transfer of students in the Associate in Science (AS), Culinary Arts, with a specialization in Culinary Arts program at Kapi'olani Community College (KCC) to the Bachelor of Applied Science (BAS) with a concentration in Culinary Management at the University of Hawai'i-West O'ahu (UHWO).

Requirements of both the Associate in Science (AS) degree and the Bachelor of Applied Science (BAS) degree are provided as attachments and form the basis of this agreement. Subsequent changes to the curricular requirements of either program may require revisions to this agreement.

As part of the Mānanawai Agreement between KCC and UHWO, and under the terms of this Agreement, the University of Hawai'i-West O'ahu agrees to:

1. Identify a Student Services Advisor(s) at UHWO who will partner with KCC's advisor(s) to ensure timely and accurate advising information on pre-admission, admission, degree requirements, and other related advising information. [Initial point of contact will be Janice Takaki].
2. Identify a UHWO faculty member who will serve as the faculty advisor to students in the Culinary Management concentration. [Initial point of contact will be Stefanie Wilson].
3. Meet with KCC faculty and/or administration minimally every two years, or on an as needed basis, to discuss potential and planned curricular changes.
4. Cooperate with KCC on dual enrollment processes to benefit the matriculation and transfer processes for Culinary Arts and Culinary Management students.

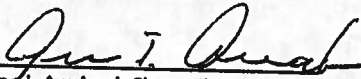
Under the terms of this Agreement, Kapi'olani Community College agrees to:

1. Offer an 18 credit Advanced Culinary Professional Development Certificate (300 level courses)
2. Identify a Student Services Advisor(s) at KCC who will partner with UHWO's advisor(s) to ensure timely and accurate advising information on pre-admission, admission, degree requirements, and other related advising information. [Initial point of contact will be Lori Maehara].
3. Identify a KCC faculty member who will serve as the faculty advisor to students in the AS in Culinary Arts program and consult with UHWO's admissions personnel on students as needed [Initial point of contact will be Lori Maehara].
4. Submit a letter of notification to the UHWO Student Services office, signed by a counselor or faculty advisor, identifying AS in Culinary Arts students who intend to enroll in and complete this UHWO articulation option.
5. Meet with KCC faculty and/or administration minimally every two years, or on an as needed basis, to discuss potential and planned curricular changes.
6. Cooperate with KCC on dual enrollment processes to benefit the matriculation and transfer processes for Culinary Arts and Culinary Management students.

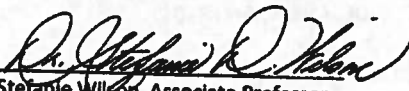
This Articulation Agreement is effective beginning Fall 2010 and is based on the General Education and Focus requirements in effect at UHWO for 2010-2011. This Agreement will be reviewed minimally every two years or as necessary, in order to support the transfer, matriculation and graduation of Culinary Arts and Culinary Management students from both the University of Hawai'i-West O'ahu and Kapi'olani Community College. Should both parties agree to terminate the Agreement, UHWO will honor the Agreement stipulations for students currently enrolled in the program at the time of termination.

*Approvals*

University of Hawai'i-West O'ahu

  
Gene I. Awakuni, Chancellor


  
Linda M. Randall, Vice-Chancellor  
for Academic Affairs

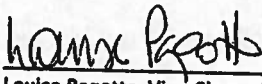
  
Stefanie Wilson, Associate Professor  
Professional Studies/Business Administration

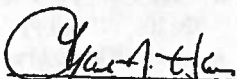
Date of Agreement: OCT 26 2010  
Effective Date of Agreement: AUGUST 2010

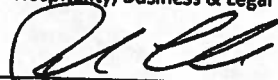
Original: 05.06.08  
Revised: 10.04.10

Kapi'olani Community College

  
Leon Richards, Chancellor

  
Louise Pagotto, Vice-Chancellor  
for Academic Affairs

  
Frank Haas, Dean  
Hospitality, Business & Legal Programs

  
Ron Takahashi, Associate Professor  
Culinary Arts

Culinary Management Attachment I

**Kapi'olani Community College**

Associate in Science, Culinary Arts with a Specialization in Culinary Arts  
University of Hawai'i-West O'ahu Culinary Management Concentration Option Requirements

**Culinary Arts Education Courses (52-54 credits)**

2	CULN 111	Introduction to Culinary Industry/Career Preparation
2	CULN 112	Sanitation and Safety
2	CULN 115	Menu Merchandising
5	CULN 120	Fundamentals of Cookery
5	CULN 130	Intermediate Cookery
5	CULN 150	Fundamentals of Baking
5	CULN 160	Dining Room Service/Stewarding Procedures
5	CULN 221	Continental Cuisines
5	CULN 222	Asian-Pacific Cuisines
5	CULN 240	Garde Manger
5	CULN 271	Hospitality Purchasing and Cost Control
3	HOST 290	Hospitality Management
3-5	HOST 293E	Hospitality Internship, or
	CULN 207	Principles of Culinary Competition I

**General Education Requirements (18 credits)**

3	ENG 100	Composition I (FW)
3	Arts & Humanities elective (DA, DH, DL) Recommended: HWST 107 (DH) or any HAP focus DH or DL course	
3	Social Science elective (excluding SSCi 260) (DS)	
3	MATH 103	Fundamentals of College Algebra (FS)
3	FSHE 185	The Science of Human Nutrition (DB)
3	SPH 151	Personal and Public Speaking (DA and OC)

**Additional General Education Requirements (10 credits)**

6	Global, Multi-cultural Perspectives (FGA, FGB or FGC with 2 different groups represented)	
3	Natural Science elective from the following: ASTR, BIOC, CHEM, GEOG101, GG103, PHYS (DP)	
1	Any science lab course designated Diversification Lab (DY)	

**Total: 80 credits**

Culinary Management Attachment II

University of Hawai'i-West O'ahu  
Bachelor of Applied Science with a Concentration in Culinary Management  
Catalog Year 2010-2011

**Core Bachelor of Applied Science Courses (18 credits)**

3	ENG 200	Composition II (or equivalent)
3	BUSA/PUBA 330	Computer Skills for Administrators
3	BUSA 320	Statistics for Decision-Making
3	SSCI 301	Methods and Techniques in Social Science Research (Upper-division DS)
3	BUSA 481	Ethics and Administration (ETH)
3	APSC 486	Senior Project or
	APSC 490	Senior Practicum

**Culinary Management Concentration (33 credits)**

18 credits of 300-level courses from KCC in Culinary Arts (CULN) including:

3	CULN 310	Current Trends in the Culinary Industry
3	CULN 321	Contemporary Cuisine
3	CULN 322	Advanced Asian Cuisines
3	CULN 330	Special Culinary Topics
3	CULN 360	Beverage Service Management
3	CULN 380	Nutritional Cuisines
3	BUSA 304	Consumer Behavior
3	BUSA 396	Accounting for Entrepreneurs
3	BUSA 324	Business Law
3	BUSA 351	Human Resources Administration
3	BUSA 386	Global Management and Organizational Behavior

**Total: 51 credits**

Culinary Management Attachment III

**Bachelor of Applied Science with a Concentration in Culinary Management  
Upper-Division and UHWO Residency Credit Requirements**

<b>Course</b>	<b>Title</b>	<b>Credits</b>
ENG 200*	Composition II (or equivalent)	3
BUSA/PUBA 330	Computer Skills for Administrators	3
BUSA 320	Statistics for Decision-Making	3
SSCI 301	Methods and Techniques in Social Science Research	3
BUSA 481	Ethics and Administration	3
APSC 386 or 490	Senior Project or Senior Practicum	3
BUSA 304	Consumer Behavior	3
BUSA 396	Accounting for Entrepreneurs	3
BUSA 324	Business Law	3
BUSA 351	Human Resources Administration	3
BUSA 386	Global Management and Organizational Behavior	3

**UHWO Credits: 33 (residency)**

<b>Course</b>	<b>Title</b>	<b>Credits</b>
CULN 310	Current Trends in the Culinary Industry	3
CULN 321	Contemporary Cuisine	3
CULN 322	Advanced Asian Regional Cuisines	3
CULN 330	Special Culinary Topics	3
CULN 360	Beverage Service Management	3
CULN 380	Nutritional Cuisines	3

**Total Upper-division Credits: 48 credits (18 at KCC and 30 at UHWO\*)**

**Note: ENG 200 Composition II or equivalent coursework (e.g. ENG 215) may be taken at UHWO or KCC**

Culinary Management Attachment IV

**UNIVERSITY OF HAWAII – WEST O’AHU and KAPI’OLANI COMMUNITY COLLEGE**  
**Bachelor of Applied Science with a Concentration in Culinary Management**  
**Articulated to the Associate In Science, Culinary Arts with a Specialization in Culinary Arts**  
**General Education, Focus and Writing Intensive Requirements**

**General Education 31 credits:**

**Foundations:**

Written Communication (FW):  
Symbolic Reasoning (FS):  
Global & Multi-cultural Perspectives:  
6 credits in FG; 2 different groups  
represented (FGA, FGB, FGC)

ENG 100 Composition I  
MATH 103 College Algebra or higher level math  
Group A: Primarily before 1500 CE: HIST 151,  
ANTH 151  
Group B: Primarily after 1500 CE: HIST 152,  
ANTH 152, GEOG 102  
Group C: Pre-History to Present

**Diversification:**

Humanities, Arts, or Literature:  
  
Social Sciences (DS):  
6 credits in DS; 2 different  
subject areas represented

6 credits in DH, DA, or DL with 2 different  
groups represented  
3 credits: SSCI 301 Methods and Techniques  
in Social Science Research  
3 credits: elective in an area other than SSCI

**Diversification Biological Science, Physical Science, and Science Lab: total 7 credits**

Biological Sciences (DB):  
Physical Sciences (DP):  
Science Lab (DY):

FSHE 185 The Science of Human Nutrition (DB)  
Elective requirement (DP)  
It is highly recommended that students take a  
lab as part of either the DB or DP requirement

**Focus Requirements:**

Oral Communication (OC):  
  
Ethics (ETH):  
Hawaiian, Asian, Pacific (HAP):

Any course designated by KCC or UHWO as an  
Oral Communications course. Can also count as  
a DA, DH, or DL.  
BUSA 481 Ethics and Administration  
Any course designated by KCC or UHWO as a  
Hawaiian, Asian and Pacific Issues course. Can  
also count as a DA, DH, or DL.

**Writing Intensive Graduation Requirement:**




Writing Intensive (WI):

ENG 200 Composition II or equivalent  
coursework (e.g. ENG 215)  
9 credits at the upper-division level; no more  
than 3 credits from capstone (BUSA 486/490)



## Appendix B - Food Service Manager Trends - National and Hawai'i

### State and National Wages

		 Wage Table	 Hourly Wage Chart	 Yearly Wage Chart		
Location	Pay Period	2009				
		10%	25%	Median	75%	90%
United States	Hourly	\$14.33	\$17.98	\$22.70	\$29.36	\$37.94
	Yearly	\$29,800	\$37,400	\$47,200	\$61,100	\$78,900
Hawaii	Hourly	\$11.32	\$16.33	\$22.22	\$30.73	\$38.68
	Yearly	\$23,500	\$34,000	\$46,200	\$63,900	\$80,500

[Occupation Wages FAQs](#)

[Median Wage by Occupation Across States](#)

[Compare Wages by Occupation and Local Area](#)

[Compare Wages by Metropolitan Areas](#)

**National Data Source:** [Bureau of Labor Statistics, Occupational Employment Statistics Survey](#)

**State Data Source:** [Hawaii Wage Information](#)

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### State and National Trends




United States	Employment		Percent Change	Job Openings <sup>1</sup>
	2008	2018		
Food service managers	338,800	356,700	+5%	8,370
Hawaii	Employment		Percent Change	Job Openings <sup>1</sup>
	2008	2018		
Food service managers	2,210	2,260	+2%	50

<sup>1</sup> Job Openings refers to the average annual job openings due to growth and net replacement.

2

<sup>2</sup> US Department of Labor O\*NET online, retrieved February 5, 2011.

## Appendix C - Chefs and Head Cooks Trends - National and Hawai'i State and National Wages

		 Wage Table	 Hourly Wage Chart	 Yearly Wage Chart		
Location	Pay Period	2009				
		10%	25%	Median	75%	90%
United States	Hourly	\$10.99	\$14.46	\$19.27	\$25.73	\$33.44
	Yearly	\$22,900	\$30,100	\$40,100	\$53,500	\$69,600
Hawaii	Hourly	\$12.89	\$18.01	\$22.30	\$28.00	\$37.41
	Yearly	\$26,800	\$37,500	\$46,400	\$58,200	\$77,800

[Occupation Wages FAQs](#)

[Median Wage by Occupation Across States](#)

[Compare Wages by Occupation and Local Area](#)

[Compare Wages by Metropolitan Areas](#)

National Data Source: [Bureau of Labor Statistics, Occupational Employment Statistics Survey](#)

State Data Source: [Hawaii Wage Information](#)

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### State and National Trends

United States	Employment		Percent Change	Job Openings <sup>1</sup>
	2008	2018		
Chefs and head cooks	108,300	108,500	0%	1,080
Hawaii	Employment		Percent Change	Job Openings <sup>1</sup>
	2008	2018		
Chefs and head cooks	1,020	980	-3%	10

<sup>1</sup> Job Openings refers to the average annual job openings due to growth and net replacement.

3

<sup>3</sup> US Department of Labor O\*NET online, retrieved February 5, 2011.

**Appendix D - Companies and Contacts Interviewed at the NAFEM Trade Show in February, 2011**

Company	Contact	Position
Halekūlani	Vikram Garg	Executive Chef
Bargreen Ellingson	Stephen Marquard Ron Waddell	Hawai'i Representative Manager
Rational	William Buck	Regional Sales Director/Exec. Chef
Halton	Rich Catan Carl Cressey	Sales & Marketing Director National Accounts Manager
CaptiveAire	Michael Morgan Robert Luddy Brian Liles	Sales Development Manager President Technical Specialist
Montague	Craig Smith	Corporate Executive Chef
Jade	Lex Poulos	VP Sales and Marketing
Middleby Corporation	Pete Ashcraft	Sr. VP Business Development
GMD Foodservice Marketing	Blake McCauley	Sales Manager
Electrolux	Marco Bottero	Director of Sales
Kairak	Brian Casserilla	General Manager
Hobart	Pat Kill	Vice President
Unified Brands	Art DeLorenzo Blair Alford	Director of Training VP Sales and Marketing
American Panel	Kevin Graham	VP Sales
HGA Group	Rod Johnson Steve Amos	President Zone Manager
Viking	Dick Zirges Bill Dolan	Sales Manager Regional Sales Manager
Cini Little	Theodore Farrand	President and COO
Weiss Instruments	Frank Ancona Steve Weiss	Field Sales Manager President
Gemini	Paul Molyneux	Regional Sales manager
Manitowoc	Dean Landeche Chris Baron	Sr. VP Marketing Area Vice President