

School of Business, Hospitality and Public Services
Academic Program Review
Dean's Report

5 October 2016

Introduction

The School of Business, Hospitality and Public Services provides students with the opportunity to explore a multitude of career options supporting many of the significant economic engines in the community. The hospitality programs provide the skilled workforce critical to the Las Vegas experience. In so many cases, the initial skills set that one may obtain will ultimately lead into a professional pyramid into the world of business. Where one is a musician, artist, culinary student, or welder, the professions nearly all lead to leadership and management in some form of individual, entrepreneurial, small or corporate business. From hospitality and public safety to business and accounting, our programs and course offerings are diverse. For those interested in the hospitality sector, our culinary arts, hotel management and other hospitality programs can help them compete. Our business program is one of the largest in the state, and we are the only Nevada public institution with accreditation in business and accounting through the Accreditation Council for Business Schools and Programs (ACBSP). In public services, one may find many vocations serving the public through criminal justice programs and the Law Enforcement Training Academy or Fire Science Programs. The criminal justice, law enforcement, and fire science courses within our public safety area are developed and taught by experienced public safety professionals.

The School of Business, Hospitality and Public Services can aid in helping students develop a marketable skill for work in this community or prepare one for transfer to a four-year institution. The school provides many options from which to choose. BHPS faculty enable students to be better prepared for a continually evolving work environment.

Mission

The mission statement of CSN is: "The College of Southern Nevada creates opportunities and changes lives through access to quality teaching, services, and experiences that enrich our diverse community."

The Mission for the School of Business, Hospitality and Public Services supports the college mission and is stated:

"The CSN School of Business, Hospitality and Public Services supports and empowers students, businesses, the workforce and community in Southern Nevada. BHPS will identify educational needs to passionate expert learning teams to provide superb,

relevant, and **responsive** learning opportunities in the business, hospitality and public service sectors of the community.”

The mission focuses on providing quality instruction and new skills to students in all walks of life. Committed to lifelong learning, students can start, work, and return to upgrade and refresh throughout their personal and professional lives.

Departments and Programs:

The School of Business, Hospitality, and Public Services has four departments and a total of sixteen programs. The departments and programs include:

- Department of Accounting, Finance and Computer Office Technology
 - Accounting Program
 - Office Technology Program
- Department of Business Administration
 - Business Program
 - Business Management Program
 - Marketing Program
 - Paralegal Program
 - Real Estate Program
 - Retail Management Program
- Department of Hospitality
 - Casino Management Program
 - Culinary Arts Program
 - Food and Beverage Management Program
 - Hotel Management Program
 - Tourism, Convention and Event Management Program
- Department of Public Safety and Human Services
 - Criminal Justice Program
 - Fire Technology Program
 - Law Enforcement Training Academy

Accounting, Finance and Computer Office Technology

The Department of Accounting, Finance & Computer Office Technology helps students learn the latest software and techniques used in the industry, including Excel, Peachtree, QuickBooks and microcomputer accounting. The Department’s instruction helps students work in the accounting field, or transfer to a four-year university.

- ***Accounting***: The Accounting Program provides students with the knowledge and the skills necessary to communicate critical financial information in today’s business environment. Coursework ranges from accounting and business to studies in information systems and mathematics. Students earning an associate degree in accounting can seek entry-level accounting positions, such as auditing or payroll clerk, in fields ranging from banking and health care to education and

governmental agencies. A Skills Certificate in Bookkeeping is also available through this program

- **Computer Office Technology:** The Computer Office Technology Program offers both a certificate and an associate degree. Coursework is focused on training our students in the latest computer technology and software necessary to prepare them to be successful office workers and administrative assistant for both small and large businesses. The demand for skilled office professionals continues to grow in general administrative areas as well as specific management, operations and customer service areas. College-educated applicants can offer a more skilled, secure and better-trained alternative to potential employers.

Department of Business Administration

The Department of Business Administration serves thousands of students every year, making it one of the largest providers of business education in southern Nevada. Our programs are accredited or approved by numerous agencies including the Accreditation Council for Business Schools and Programs, the American Association for Paralegal Education and the Nevada Real Estate Division, so students can be confident they are getting the best education available.

- **Associate of Business:** Students in the Associate of Business Program will learn fundamental business principles and study a broad range of topics that will increase their problem-solving skills and their potential value to employers. The program provides the equivalent of the first two years of a bachelor's degree upon transfer to NSC, UNLV, UNR and other four-year institutions. Relevant bachelor's degree pathways at other institutions may include marketing, management, international business and human resources.
- **Business Management:** This program is designed to provide students with the understanding and knowledge necessary to manage people and functions. Students will learn the techniques necessary to start and operate successful small businesses through various interactive course techniques and formats. Financial and administrative controls, marketing tactics and legal requirements are emphasized in the program. There is a growing need for qualified entry-level managers and a degree in business management can open the door to a variety of management careers.
- **Marketing:** Students in our Marketing Program are prepared for careers in the marketing field through comprehensive exposure to marketing principles and a broad range of topics related to buying and selling consumer goods and services. Whether seeking immediate career opportunities upon graduation or moving on to a four-year institution, students will have the skills and competencies necessary to

be successful. Possible careers in marketing include product management, professional sales, advertising, media buying and product research, among many others.

- **Paralegal:** The Paralegal Studies Program is designed to prepare students to serve as legal professionals in private law practice, corporate practice and public practice. General legal coursework is combined with thorough preparation in legal procedures, research and writing to provide high quality legal services under the direction of an attorney. The program also provides opportunity for those already employed in law-related occupations to improve and supplement their existing skills. Paralegals have a number of responsibilities from office management and legal drafting to research, background checks and client interviews. They can also provide critical services to legal entities within police departments, private businesses and a variety of governmental and non-profit agencies.
- **Real Estate:** Students in the Real Estate Program learn to make intelligent decisions in the acquisition, ownership and disposition of real estate. This program provides entry-level proficiency for real estate salesmen, brokers, property managers and appraisers.
- **Retail Management Program:** The Retail Management Program offers a certificate of achievement designated to help students develop skills for retail management. Coursework includes business, management, marketing and accounting so that students receive the training needed for entrance into retail management positions.

Department of Hospitality

The Department of Hospitality Management provides students the education they will need in southern Nevada's hospitality industry. The programs are developed for students beginning a career in the industry, someone seeking a career change, or an industry veteran looking to move up. All of the Hospitality Management degrees have exemplary status with the Accreditation Commission for Programs in Hospitality Administration. In addition, the Culinary Arts degrees, the Pastry Arts degrees and the Food and Beverage Management degrees have exemplary accreditation from the American Culinary Federation.

- **Casino Management:** The Casino Management Program trains students for entry-level and supervisory positions in the gaming industry, including positions such as floor supervisor, pit manager and casino host. For currently employed students, this program will aid in career advancement, professional growth and career mobility. Students study all aspects of casino operations including slots, table games, race and sports book operations, casino cage operations, surveillance, gaming laws, regulations, minimum internal control requirements, strategic management, and customer service standards. The associate of applied science degree can be customized with dealing electives ranging from blackjack and craps

to Baccarat and poker and will transfer to many four-year institutions.

- **Culinary Arts:** The Culinary Arts Program provides training for careers in both the culinary and pastry arts. Our program is designed to teach students the knowledge and skills to be successful in their chosen field through hands on practical training in our on-campus restaurant and kitchens, foodservice management courses and related skill development courses. Associate of Applied Science Degrees and Certificates of Achievement are offered in both Culinary Arts and Pastry Arts, each of which are accredited by the Accreditation Commission for Programs in Hospitality Administration and the American Culinary Federation (ACF). The ACF ranks CSN's program as 'Exemplary', indicating the highest educational standards recognized by the American Culinary Federation Education Foundation Accrediting Commission. Graduates can pursue careers in foodservice such as prep cook, sous chef, pastry chef and executive chef, among many others.
- **Food and Beverage:** The Food and Beverage Management Program provides an active learning experience that allows for the development of skills crucial to success in the food and beverage industry. The program is designed to train students using hands-on, practical training in our on-campus restaurant and kitchens and features hospitality management courses, culinary courses and related food and beverage management courses. Associate of applied science degrees and certificates of achievement are accredited by the Accreditation Commission for Programs in Hospitality Administration and the American Culinary Federation (ACF). The ACF ranks the program as 'Exemplary', indicating the highest educational standards recognized by the American Culinary Federation Education Foundation Accrediting Commission. Graduates can seek foodservice employment opportunities such as restaurant supervisor, bar manager and independent food service operator, among many others.
- **Hotel Management:** The Hotel Management Program is designed to give students the technical skills and theoretical knowledge to gain entry-level and supervisory positions in the hospitality industry. Students will acquire operational knowledge of all departments within a lodging establishment, from front office operations and guest services to hotel sales, marketing and human resources management. For currently employed students, this program will aid in career advancement, professional growth and career mobility. Associate of Applied Science Degree and certificate graduates can pursue hospitality employment opportunities including events manager, front office supervisor, hotel operations manager and housekeeping supervisor, to name just a few. The Hotel Management Program also houses the Associate of Arts Degree in Hospitality Management. Designed to transfer to UNLV and other four-year institutions, this degree is accredited by the Accreditation Commission for Programs in Hospitality Administration.
- **Tourism, Convention and Event Planning:** The associate degree and certificate of achievement within the Tourism, Convention and Event Planning Program are

designed to prepare students for entry-level positions in the tourism, convention and event planning industries. The program features a required externship designed to give students an opportunity to work under the direction of professionals in the industry and gain an invaluable opportunity to learn workplace competencies and interact with the host company. Possible careers in tourism, convention and event planning include conference planner, event organizer, tradeshow coordinator, wedding planner, corporate travel consultant and many more.

Department of Public Safety and Human Services

The Department of Public Safety & Human Services supports students who are pursuing careers in public service. Programs include criminal justice, fire science, law enforcement and social services. This department works with community partners to train future police officers and firefighters. The department also instructs and trains graduates for employment in related public and social service disciplines.

- ***Criminal Justice:*** The Criminal Justice Program provides students with knowledge and experience in all facets of the criminal justice system: police, courts, corrections and social services. The program is designed to offer a concentration in criminal justice that addresses both the legal and professional aspects of the criminal justice network while integrating social and behavioral sciences. Associate degree graduates will be prepared to seek entry-level employment in the law enforcement and criminal justice fields or transfer to four-year institutions. Careers open to criminal justice students can include court clerk, juvenile probation officer, private investigator and social worker, among many others.
- ***Fire Technology:*** The Fire Technology Program is built on a foundation of fire service experience coupled with advanced technical resources and real-world simulations to ensure students receive the required education and training to prepare them for a career in fire service. In addition to the certificates and associate of applied science degree, a Bachelor of Applied Science Degree in Fire & Emergency Services Administration is available. Following the nationally recognized Fire & Emergency Services Higher Education (FESHE) curriculum, community fire service professionals strive to impart the knowledge and experience they have garnered over their careers to benefit the students of our program.
- ***Southern Desert Regional Police Academy:*** Graduates of a Category 1 / 3 academy will receive 39 Criminal Justice credits and both a Category 1 and Category 3 diploma, which is approved by the Nevada POST Committee. The POST certificates are good for two years from the date of graduation. The Criminal Justice credits will go towards an Associate of Applied Science in Criminal Justice, LETA. Graduates from the program are currently working as law enforcement officers in many different law enforcement agencies in the State

of Nevada. Interested non-affiliated applicants must pass a written exam, oral board, and physical fitness test. Applicants will then proceed to a background check, a VSA (Voice Stress Analyzer) test, psychological exam, and a physical exam. Applicants will need a letter from the physician stating they're qualified to participate in the academy.

Program Analysis:

- **Student Success:** The various degrees within the school provides excellent opportunity for students to seek applicable programs that support their specific career goals, enhance the workforce of the local community and appeal to their interests. Additionally, core areas of study have free tutorial services, as well as faculty engaged in helping students outside the classroom. The six embedded counselors within the school have been invaluable in guiding students to informed decisions on degrees, financial aid and appropriate support services within the college.
- **Access:** Students can complete all courses for the AB Degree and CRJ Degrees at any of the three main campuses. In addition, some of the AAS degrees such as Casino Management can be attained on line. However, the Culinary Program is specifically located at the North Las Vegas Campus. The capital infrastructure for this program is so significant, it is not cost effective to offer at all locations. The vast majority of BHPS degree programs are open enrollment. The Police and Fire programs are selective entry based on acceptance criteria from the professions. Criminal Justice students are advised that some legal professions will not accept students with convictions or other issues in their background that might preclude a security background check.
- **Quality:** Curriculum and courses are reviewed and vetted through the school curriculum committee, and are monitored for quality through a variety of assessment of student learning outcomes activities. Faculty members are hired through a peer review process to ensure that the highest quality instruction can be offered. Faculty, both full and part time are observed and evaluated annually in concert with CSN policy. As discussed, many programs have additional program accreditation standards such as the ACBSP, ACPHA and ACF that have resulted in quality programs.
- **Diversity:** Within these disciplines, faculty of diverse backgrounds are teaching, courses with multi-cultural perspectives and co-curricular events are scheduled to enhance programming. Working proactively, one of the hallmark events assisting diverse students find employment has been the annual speed networking event where students learn interview skills and opportunities to interact with many different business hiring professionals. This event provides invaluable feedback to students and sharpens their ability to be hired. Another program instituted in hospitality is a program entitled "Let Las Vegas be Your Lab." This successful program has provided students the opportunity to personally interact with leadership in the hospitality industry.

Faculty

The faculty for Business, Hospitality and Public Services are very well-credentialed and well-prepared. Business and Accounting Faculty meet the stringent ACBSP academic and professional requirements. All of the full time Criminal Justice faculty have law enforcement experience with several serving previously as assistant chiefs and leaders in federal law enforcement agencies. The culinary program was recently rated as 7th out of top 50 programs in the United States in a recent bestchoices.com publication. This was based on the extensive experience and reputation of the faculty. Recently, one business faculty member was been rated number one in the country on rate my professor and another was recognized this year as giving the top presentation at the international conference of ACBSP.

*Full-time faculty breakdown**

Department	Total #	Tenured	Non-tenured	Temp hires
Accounting	12	10	2	0
Business	13	10	3	0
Hospitality	18	15	3	0
Public Services	7	5	2	0
TOTALS	50	40	10	0

* This includes one market hire in International Languages.

Full-time faculty v. part-time faculty

Department	Full-time	Part-time (fall 15)	
Accounting	12	21	
Business	13	31	
Hospitality	18	20	
Public Services	7	42	
TOTALS	50	114	

Breakdown of sections taught by full-time faculty load, overload, part-time faculty, number of IU's for spring 2015

Department	Total # Of sections	# taught by Full- time	# taught as overload	# taught by Part- time	# of IU's of release time
Accounting	103	68		35	9
Business	130	65	8	65	19
Hospitality	134	75		59	25
Public Services	158	100	5	58	11

Assessment of Student Learning Outcomes

The School of Business, Hospitality and Public Services assessment program has evolved in conjunction with development efforts by the CSN Director of Assessment. Departments have been writing new and revised assessment plans to work within a more common assessment model. Much of the groundwork has already been accomplished with curriculum mapping.

BHPS continues to involve faculty in developing assessment projects and tools to document student learning within their disciplines. These are developed through departmental faculty committees. Specific assessment activities include the following: adopting standard program matrices or jointly constructing unique matrices, review/revision of student learning outcomes, classroom assessment projects, course assessments and program assessments. This has continued to drive modifications to curriculum. The faculty-driven committees also reviewed and changed, where needed, the pre-req requirements for all degrees offered. The changes were reflected in the revised degree sheets and guided pathways for students to follow to ensure that the core objectives are being met by all students.

Faculty hold the primary role in the evaluation of educational programs. Student learning outcomes are identified on all syllabi. The Chairs and dean review syllabi for consistent program outcomes. Assessments are designed by faculty to measure and enhance the students' accomplishment of the outcomes for courses.

External accreditations are also a forcing function on departments to document, an effective, regular, and comprehensive system of assessment of student achievement. The departments base assessment projects on course and program outcomes, and past assessment projects. The results of assessments are used to improve instruction and student learning. This also informs future assessment projects. The results of assessment projects affect instruction at the course, instructor, and section levels.

Infrastructure and budget

The School of Business, Hospitality and Public Services have been working to be a leading innovator in the utilization of technology in the classroom. The most recent success has been the construction of an Interactive Business Lab. Using integrated multimedia displays, smartboards, videoconferencing systems and tablets, the school is leveraging Carl Perkins Funds to give students the opportunity to learn in a business/boardroom setting. The flexibility of this lab can provide team environments, command center simulations or only limited by the imagination of the student and instructor. The information provided by the experience in building and using this lab will influence future labs at other campuses. These information fusion centers are now expected by some business accreditation organizations and rapidly becoming a defacto standard in quality institutions.

Overall, the faculty are pleased with the availability of smart classrooms and up to date technology for their priority classrooms. The refresh schedule has certainly helped maintain a high standard of quality. The Henderson Campus has made significant inroads in working to catch up with technology in the classroom with a new computer lab.

Office and classroom space at Henderson continues as a major issue. BHPS could offer courses if there were more classrooms. The department chairs are working on developing schedules that allow for more efficient room utilization. Furthermore, the lack of faculty office space has been a hindrance to staffing full-time counselors at Henderson.

General Equipment Requests have been very helpful to maintaining the expensive culinary assets in BHPS. With few exceptions requests in the past two years have been awarded. Alternative funding was found for the requests that did not specifically fall under the General Equipment Requests.

Capital upgrades, especially in culinary, are certainly inevitable. The department is seeing some renovation in Russell's restaurant in 2016 and donors have been instrumental in recently replacing chairs. While the AVP for facilities has worked wonders with a thin budget, there are limitations on the necessary modifications needed in the demonstration kitchen and the need for an additional baking lab. The walk-in refrigerators and freezers are over 20 years old and beginning to deteriorate.

Program fees have remained constant and additional funding for budgeted items such as food items in culinary have not kept pace with inflation. If approved, new program fees next year should help offset the cost strong price increases in proteins.

Carl Perkins funding for CTE programs has been instrumental in providing funding for necessary equipment for supporting extensive infrastructure improvements to the culinary program. Much of the equipment was installed over 20 years ago when the building was constructed. Most of the equipment was well over its economic lifetime and difficult to

find parts or repair. With Carl Perkins funding, the programs have been able to upgrade much of the culinary equipment.

Academic Support Services

Library services have been outstanding. Faculty request materials and are generally not disappointed. The Director of Library Services has been responsive to resource requests. Additionally, she has provided some excellent workshops for specific research needs.

Tutorial services worked well with the accounting program to remove ACC 201 from the college's high enrollment, low success category. Tutorial Services also provided excellent locations, management, and trained manpower to support student success in a variety of disciplines.

Strengths and Weaknesses of BHPS by Departments

Accounting and Computer Office Technology:

Strengths

- Dynamic and dedicated faculty
- New department chair managing, organizing, communicating, and mentoring the department.
- Commitment to improvement through professional development
- Commitment to program completion and working with tutoring services
- Well-developed guided pathways
- Provides important community service course in Tax Preparation.
- Responsive to the specialized needs in applied programs
- Courses offered on-line, hybrid, and in-the-seat
- Internships provide valuable experience
- Accredited AAS in Accounting Program by ACBSP.

Weaknesses

- Initial accounting classes suffer from students coming in with limited math skills.
- Low enrollment and completion in Computer Office Technology Program. Students leave before completion.
- Accounting requires a 4-year degree plus experience to be CPA.

Business Administration:

Strengths

- Experienced faculty engaged in their profession
- Accredited by Commission of Business Schools and Programs
- Recognized faculty in ACBSP.
- New faculty have stepped up to become faculty mentors.

- Strong department chair organizes and mentors faculty in their work with students and ensures that faculty are engaged in some aspect of the department.
- Well connected with Las Vegas Legal Professionals and state and federal judges.
- Commitment to improvement through professional development
- Working with business partners to expand internship opportunities provide valuable experience
- Strong, revised outcomes and newly developed department mission
- Responsive to the specialized needs in applied programs
- Associate of Business Degree transfers seamlessly
- Accelerated Business Degree program has shown improvement in student success
- Very strong entrepreneurial program key in starting student real-world businesses.

Weaknesses

- Inability to build on top of other technical AAS degrees as students try to progress into technical business management. Limited pathways for those student to get a bachelor's degree in business as they move to management or grow their business.
- Some faculty are reluctant to engage in the assessment process.
- Funding for growth of business incubator and support for SBCD activities.

Hospitality Management:

Strengths

- Dynamic faculty engaged in their profession as practitioners
- Experienced Department Chair known internationally and locally for quality of the program and national leader in ACF.
- Culinary Program recognized as one of best in country.
- Interest from international hospitality programs as partners.
- Strong international student presence.
- Large Culinary Facility – (caveat beginning to age.)
- Programs provides students with internship and work experience
- Many programs providing service within the community. “Chefs for Kids,” and Salvation Army support.
- Faculty have significant connections with key community leaders in hospitality.
- Russell’s Restaurant provides real experience in food production, food and beverage and management experience. Outstanding learning lab with outreach to the greater community.

Weaknesses

- Culinary is an expensive signature program.
- Culinary (C building) is beginning to show age.
- Culinary limited only to North Las Vegas Campus.
- Baking: space limitations prevent expansion of second lab.
- Some programs do not articulate well with UNLV hospitality programs.

- Some faculty are reluctant to engage in the assessment process.

Public Safety and Human Services

Strengths

- Highly regarded Dynamic criminal justice faculty who were experienced law officers.
- Energetic Dynamic Department Chair experienced with DEA.
- Strong support from Part Time Faculty.
- Works closely with Police Chiefs and leaders of local law enforcement community.
- Programs provides students with extensive internship and work experience with various departments in the valley.
- Faculty have significant connections with key community leaders.
- CSN has the only Nevada Baccalaureate Degree in Fire and Emergency Services Program. This provides career advancement opportunities for professional first responders.
- Strong advisory board.

Weaknesses

- CRJ student's ability to pass background checks, drug screening and polygraphs can make student ineligible for employment or internships. Will only get worse with legalization issues while Federal Requirements are unchanged.
- Small cohort of full-time faculty.
- Students in LETA are not taking full advantage of degree options that are available.
- The Excess Credit Fee has negatively impacted some LETA students who had previous credits from NSHE institutions or prior military ACE transcripts and were picked up for the LETA Academy. Agency sponsors will not pay excess credits and because of large number of credits in the program, cadets are required to pay the excess fees. This causes significant strain with agencies and the students.

Overall Evaluation of BHPS programs

Overall, the faculty in the school are dedicated and professional. The faculty credentials at this school and institution are very strong and deserve recognition throughout the local community and nationally. The school has some of the best accreditations, largely through faculty efforts, in the state. The business and accounting programs are the only programs accredited by ACBSP in the state. All of the culinary programs are accredited by the ACF and ACPHA and all hospitality programs are accredited by ACPHA.

The addition of counselors embedded in the department has been a significant part of BHPS making a concerted effort for student completion. It also is an important step in training and assistance of faculty training as mentors. The counselors have also greatly

assisted the dean and chairs in working with specific student issues and provide information on significant student issues. I currently include them in dean and department chair meeting to ensure information is shared between counselor's and chairs.

Within the Department of Public Services, there is the continued need for additional full-time faculty. The expectations of full-time faculty are significantly higher with service to the college, office hours, departmental participation, and assessment.

The Hospitality Department has been very successful in updating equipment, but the culinary facility (C building) is aging and will require expensive updates and upgrades. To serve additional students an additional baking lab is needed and the demonstration classroom requires expansion and redesign. The current design has the back of the instructor to the students. The walk-in refrigerators and freezers will need replacement as the insulation walls degrade.

Both the Business and Accounting programs in their current form provide a valuable service in providing basic business skills to their students. The AB program transfers to the Universities for a Baccalaureate. However, as students with technical degrees continue professionally, they will likely move into management positions. This evolution often requires them to come back for more education and training which is one of the foundational missions of the community college. Unfortunately, their prior degrees often will not effectively stack for a higher degree or will be precluded by cost, or access to those programs. Additional options should be provided to these students.

The Excess Credit Fee has been very effective in many instances of spurring students to complete. Many students floating in the system have been strongly encourage to work with counselor and quickly complete their programs. However, unfortunately in its present form, the process still negatively impacts prior military who have ACE transcripts and attempt to transfer military training to credits that will not apply to their program. The screening program can't determine this and flags the student for excess credit. Also some students working towards public service as first responders get into a bind having pursued other courses, but when called by an agency to attend the LETA academy to become first responder, they find themselves charged for excess credits because the program has such a large number of credits associated with it. I would suggest serious consideration be given for exemptions for those that have served in military service or attempting to serve the public good as first responders. In addition, I encourage the systems office to upgrade the screening program.

Office space continues to be an issue at Henderson and the other campuses. Not only finding any office space but some department faculty are dispersed across campus. Department faculty and the BHPS counselors should be collocated on each campus to provide not only peer support and expectations but the sharing of information between counselors, chairs and faculty. Proximity does have value. While this would be initially disruptive, possibly the evolution of this vision should be the desired end state.

BHPS Program Review Dissemination Plan

Now that it is complete and compiled as a school report, there will be six ways to disseminate this program review:

- Copies will be e-mailed to the department chairs
- In turn, department chairs will disseminate/discuss the review departmentally
- Highlights of the program review will be shared at the School meeting during convocation week
- The departmental reports will be posted on each departmental web page
- The reports will be added to the BHPS Assessment Canvas shell
- The Dean's Report will be posted on the BHPS web page.

Respectfully submitted by Dr. Marcus L. Johnson, Dean, School of Business, Hospitality and Public Services