



Bachelor of Hospitality and Tourism Management Quality Assurance Review

Executive Summary

On October 20, 2017, a letter from Vice-President Academic and Provost (VPA&P), Dr. Richard MacKinnon, was sent to the Dean of the Shannon School of Business (SSOB), George Karaphillis, launching a review of the Bachelor of Hospitality and Tourism Management. In response to this, Dean Karaphillis oversaw the implementation of the BHTM Review Committee (RC), the composition of which was sent to the VPA&P on December 7, 2017. The first meeting of the RC took place on December 15, 2017, at which time a timeline for the review was prepared for submission to the Office of the VPA&P.

The first full draft of the self-study report was submitted to the Quality Assurance Committee of Senate (QAC) on January 14, 2020. The QAC met to discuss the draft on February 13, 2020 and a revised version was submitted by the RC on February 27, 2020.

External reviewers were selected and the site visit was in the process of being planned when the COVID-19 global pandemic resulted in travel restrictions and a campus shutdown. This led to a significant delay until it was finally agreed that the site visit would take place virtually. Prior to the visit taking place, the self-study document was updated to account for the delay.

The virtual site visit took place January 12-19, 2021. The two external reviewers –Peter Mombourquette, DBA, Chair and Professor of Management, Mount Saint Vincent University, and Wayne W. Smith, Ph.D., Department of Hospitality and Tourism Management, Ryerson University—were assisted by senior CBU faculty member, David McCourquodale, Ph.D., Professor of Biology. The visit involved meetings with a broad cross-section of faculty, staff, and students. Since the visit was virtual, a tour of facilities was accommodated using the [CBU Virtual Tour](#).

In their report, submitted to the VPA&P on January 21, 2021, the external reviewers provided an overall assessment of the program that found the program is well aligned to the university's strategic priorities; has goals/curricula consistent with those of other hospitality and tourism programs located in business schools and with best practices; has a well managed internship program; and identified its largest strengths to be in its faculty and student diversity.

Overall, the external reviewers were very supportive and complementary of the program. They recognize the BHTM as a leading hospitality program in Atlantic Canada and conclude it is "a robust program that provides students with a strong theoretical and experiential learning experience" (page 3 of the External Reviewers' Report).

The reviewers offer recommendations in their report that can be grouped into five categories: (1) Curriculum; (2) Recruitment; (3) Faculty; (4) Opportunities for Expansion/Enhancements; and (5) Data Needs/ Tracking. Here, the recommendations have been renumbered and reorganized from the report of the external reviewers to reflect these groupings. As well, they have been reworded slightly to ensure

they are action oriented. The intent of the reorganization and rewording is to provide a clear action plan for program improvement.

1. Curriculum

1.1 Learning Objectives – *Review the contents of all courses and the curriculum flow to examine and identify where learning outcomes are introduced, reinforced, and where students become proficient.*

1.2 Measuring Learning Objectives – *Develop a metrics-based system to measure the success of the program relative to the learning objectives.*

1.3 Curriculum Mapping – *Engage in a full curriculum mapping exercise annually to review courses in relation to the learning objectives and industry standards. Use this opportunity to explore the need for more elective courses such as hotel management, sales and negotiations, finance and profit/ cost control management.*

1.4 Course Outline Consistency – *Employ a standard course outline template across all courses delivered in the program that includes due dates, learning objectives, and metrics for assessment.*

2. Recruitment

2.1 Articulation Agreements – *Explore developing agreements with Nova Scotia Community College, Holland College, and the New Brunswick Community College. These agreements could result in students leaving CBU with a three-year BHTM and a four-year BBA, allowing for the signage of a rather unique two plus two agreements or the three-year BHTM and the MBA.*

2.2 Leveraging Faculty Strengths – *Support faculty in working with the University Recruitment Team to emphasize local domestic recruitment for the program. Given the strength of the program's teachers, they should be supported to go into high schools (either live or remotely) to conduct classes and transferable courses at that level. As well, faculty are encouraged to use virtual technology to share guest speaker experiences with secondary school educators. These activities would create additional program awareness and strengthen relationships with high school teachers in Tourism and Business.*

3. Faculty

3.1 Workload Issues – *Evaluate class sizes on an ongoing basis to ensure the faculty teaching in the program are not stretched so thin that program delivery is put in jeopardy.*

3.2 Diversity in Faculty – *Given the student body's diversity, expanding the faculty complement to reflect that diversity would enhance the program.*

4. Opportunities for Expansion/Enhancements

4.1 Professional Development for Students – *Offer additional professional development opportunities to students such as resume preparation, interview techniques, adjudication, and workplace integration for the internship program. Those working in a student placement capacity need to have more direct access to students.*

4.2 Living Laboratory – *Continue building on the learning laboratory concept and educating students about Cape Breton tourism by building off the familiarization tours and using guest speakers in the classroom.*

4.3 World Tourism Institute – *Increase resource allocation to the World Tourism Institute to grow and consolidate research related to tourism.*

4.4 Program Expansion – *Consider a multi-school program on Tourism Studies that focuses on microcredentials, as well as a 3+2 type program that melds the BHTM program with the MBA.*

5. Data Collection

5.1 Internships – *Develop and track metrics on placement at graduation and six months post-graduation, as well on skills development from one internship to the next.*

5.2 Alumni – *Institute a regular tracking survey to follow alumni of the program and use this information for promotional and marketing purposes.*

The BHTMRC submitted a response to the External Reviewers' Report to the Office of the VPA&P on January 29, 2021. The response was reviewed by the QAC, together with the external reviewers' report. The QAC submitted comments to the VPA&P for consideration in his response. The final report was submitted to Senate for approval at the June 4, 2021 meeting.