

Hospitality Leadership Institute

At Fort Worden

Background: Fort Worden Public Development Authority is in discussions with Peninsula College regarding the development of an organizational training program called the “Hospitality Leadership Institute” (HLI). Peninsula College currently has an established, *online* hospitality program. Fort Worden has partnered with Peninsula College to develop new, “hands-on” courses that address hospitality workforce needs on the peninsula. HLI will feature in-person delivery of course instruction and will facilitate additional use of Building 202 on the Fort Worden campus. Future plans for the partnership between Peninsula College and area employers, including Fort Worden, would include creation of internship sites.

Collaboration: Fort Worden seeks collaboration with area hospitality employers and other organizations to create an educational and skills training resource for hospitality and tourism employers. To date, 7 Cedars Casino and Hotel and Finnriver Farm and Cidery have expressed an interest in collaborating or having employee participants in HLI.

Objective: The objective of HLI will be to develop existing employees with cross-functional/departmental skills as part of professional and leadership development. In the future, HLI may also connect employers with potential new recruits from area high schools, if high school participation is piloted with one or two participants in the first year of HLI.

Proposed courses:

- Event Planning and Management
- Hospitality Sales and Marketing
- Managing Sustainable Hospitality Facilities
- Hospitality Leadership and Management

Non-credit bearing courses: A discussion of whether the courses will be non-credit bearing or credit-bearing will occur later this month following receipt of comparative pricing and scheduling options prepared by Peninsula College.

As non-credit bearing courses, HLI courses would offer:

- flexibility in scheduling in the design phase,

- in person meetings with Lori Nixon, hospitality instructor at Peninsula College, on the Fort Worden campus,
- curriculum tailored by an employer coalition, filled with real-world experience from guest lecturers who are active in the hospitality industry,
- content that approximates up to three credits out of the customary five credits of a similar course that Peninsula College offers in its hospitality program.

Depending on a student's performance in the course, a student may elect to take an additional portfolio course to complete work that could result in full college credit for the corresponding hospitality program course that could count toward an Associate Degree. Future credit for "credit for prior learning" evaluation is subject to the discretion of Peninsula College. HLI courses will be designed in advance for a "cross-walk," or matching of HLI curriculum content to credits offered in the existing Peninsula College hospitality program.

Credit-bearing courses: These courses are only provided on the set schedule for each quarter offered by Peninsula College and are offered online only. Each course currently selected would require participants to take part in five credit courses that may not align to the average work schedule of an individual working in the hospitality industry. Scheduling of classes would follow Peninsula College's traditional academic calendar without flexibility.

Evidence of Completion: Students who complete the four courses over two years will receive a certificate that is designed to enhance their employability in the hospitality field through the development of new skills. As employers in the region participate in the HLI, the skill sets developed will be recognizable, given the hands-on, immersion training experience.

Each employer will need to evaluate internally how completion of the certificate will translate into its human resources policies, procedures, and recognition of the employee's commitment and efforts.

Proposed curriculum features

The curriculum of the certificate courses would:

- Emphasize place-based, learning lab experiences at Fort Worden, 7 Cedars Casino and Hotel, Finnriver Farm & Cidery, local business or volunteer sites and event locations
- Provide hands-on learning experiences through service learning projects
- Feature written essays that might be in the form of a reflective journal and allow a student to reflect on and document learning outcomes as the student progresses through each course
- Offer opportunities to apply best practices based on hospitality concepts learned
- Assess students predominantly through evaluations of in-class discussions along with some quizzes
- Include project work that is usable at an employer site (such as Fort Worden, 7 Cedars Casino & Hotel, Finnriver, or local business or nonprofit) or at a student's work or volunteer site. The class, as a whole, or individual students, could do a service learning project/event plan with a local nonprofit of their choosing
- Be offered in person by Peninsula College's hospitality instructor in Building 202 at Fort Worden with some assignments and quizzes submitted by students online.

Class Schedule

The Institute will be designed to:

- Have courses that begin during Peninsula College's Fall Quarter (which begins on September 24) in either November or December and continue through a portion of the Winter Quarter to account for any holidays (through early March)
- Meet adult learners where they are in their learning, and instructors would serve as facilitators of adult learning (mature high school students over 16 years old may participate, an employer sub-committee may select two students from area high school culinary or hospitality programs in the future)
- Have classes on Mondays 4-8 p.m. initially
- Provide instruction to approximately fifteen or more students.
- Employ cooperative-learning techniques to promote teamwork and collective problem-solving

Notable Class Features

Engagement: At least one field trip per course to area hospitality employers and/or other relevant organizations should be included in learning activities and evidenced by a written journal reflection to assess an individual's critical thinking on materials presented during class. Students should be asked to reflect on real-life hospitality businesses or other organizations requiring a high-level of customer or guest service.

Service Learning: Projects designed to provide service to a community-based business or nonprofit will be encouraged in the course, so that the impact of the learning may benefit the community and build awareness of the Hospitality Leadership Institute.

Teamwork Emphasis: Teams should be identified upfront to complete group projects that will be divided to allow for in-class work time on different aspects of the projects. Significant time will be allotted in-class for support from the instructor on projects.

Rubric: A rubric that provides for Faculty Assessment and Peer Assessment for the group project should be delivered to students on the first day of the course.

Critical Thinking: Critical thinking and problem-solving exercises will be incorporated into the design of the class-specific project.

Future Internships: Courses may prepare students to participate in future internships if they pursue a degree in hospitality. Peninsula College has a separate hospitality internship course currently in its online hospitality program that is not part of the Hospitality Leadership Institute. Participating employers may wish to discuss internships with Peninsula College that could be offered to the broader set of hospitality students in the online hospitality program.