

FUND FOR THE IMPROVEMENT OF POSTSECONDARY EDUCATION INTERNATIONAL CONSORTIA PROGRAM

Project Title Form

* Program:

Consortium Members -- U.S. Partners:

* Lead:

* Partner:

Partner:

Consortium Members -- Foreign Partners:

* Lead:

* Partner:

Partner:

Consortium Members -- Foreign Partners:

Lead:

Partner:

* Project Title:

*** Abstract of Proposal: (1000 Character Limit)**

We propose to develop an innovative flexible pathway dual-degree undergraduate program in Hotel Management that specifically aims at developing Transatlantic Hotel Managers. The students involved in this program will follow a flexible pathway through three undergraduate degree programs across three universities- one in the U.S. (Oklahoma) and two in the E.U. nations (UK and Finland). The students, eight per year from the USA and eight per year from Europe, will complete all the credit requirements for obtaining a bachelors degree from two of the three institutions, one from the U.S. and one from either of the two E.U. institutions.

*** Select project format:**

- Four-year consortia project
- Two-year consortia project

Federal Funds Requested (\$):

* Year 1:

* Year 2:

* Year 3:

* Year 4:

* Total:

U.S. Department of Education Budget Summary

* 1. Program

EU-U.S. Program

* 2. Select One: Lead (fiscal agent) Partner

all yrs same

* 3. Name of the Institution/Organization:

Oklahoma State University

Project Costs Requested from FIPSE:

Budget Categories:	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Total (e)
4. Personnel (salary & wages)	8,175.00	8,175.00	8,175.00	8,175.00	32,700.00
5. Fringe Benefits (employee benefits)	649.00	649.00	649.00	649.00	2,596.00
6. Travel	13,889.00	13,889.00	13,889.00	13,889.00	55,556.00
7. Equipment (purchase)					
8. Supplies (and materials)	2,102.00	2,102.00	2,102.00	2,102.00	8,408.00
9. Contractual (enter partner totals here)	2,500.00	2,500.00	2,500.00	2,500.00	10,000.00
10. Other (equipment rental, printing, etc.)	463.00	463.00	463.00	463.00	1,852.00
11. Total Direct Costs (lines 4-10)	27,778.00	27,778.00	27,778.00	27,778.00	111,112.00
12. Indirect Costs* (8% of line 11)	2,222.00	2,222.00	2,222.00	2,222.00	8,888.00
13. Mobility Stipends	72,000.00	72,000.00	72,000.00	72,000.00	288,000.00
14. Language Stipends					
15. Subtotal of Stipends (lines 13 + 14)	72,000.00	72,000.00	72,000.00	72,000.00	288,000.00
16. Total Requested from FIPSE (lines 11 + 12 + 15) (These figures should appear on the Title Form)	102,000.00	102,000.00	102,000.00	102,000.00	408,000.00

Project Costs Not Requested from FIPSE:

17. Lead Partner Non-Federal Funds					
18. Subcontractor(s) Partner Non-Federal Funds					

Funds Requested by Foreign Partners:

19a. Total Requested from Canada	(b)(4)
19b. Total Requested from Mexico	
19c. Total Requested from Brazil	
19d. Total Requested from Europe	

* Indirect Cost Information (To be completed by Your Business Office):

If you are requesting reimbursement for indirect costs on line 12, please answer the following questions:

(1) Do you have an Indirect Cost Rate Agreement approved by the Federal Government? Yes No

(2) If Yes, please provide the following information:

* Period covered by the Indirect Cost Rate Agreement: From: 07/01/2008 To: 06/30/2009

* Approving Federal Agency: OED Other (please specify): Office of Naval Research, Arlington, VA 22217

remove as cost share

(3) For Restricted Rate Programs (select one) - - Are you using a restricted indirect cost rate that:

Is included in your approved Indirect Cost Rate Agreement? Or, Complies with 34 CFR 76.564(c)(2)?

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This application was generated using the PDF functionality. The PDF functionality automatically numbers the pages in this application. Some pages/sections of this application may contain 2 sets of page numbers, one set created by the applicant and the other set created by e-Application's PDF functionality. Page numbers created by the e-Application PDF functionality will be preceded by the letter e (for example, e1, e2, e3, etc.).

Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission: <input type="radio"/> Preapplication <input checked="" type="radio"/> Application <input type="radio"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="radio"/> New <input type="radio"/> Continuation <input type="radio"/> Revision	* If Revision, select appropriate letter(s): _____ * Other (Specify) _____
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* 3. Date Received: 03/31/2008	4. Applicant Identifier: _____
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5a. Federal Entity Identifier: _____	* 5b. Federal Award Identifier: _____
-----------------------------------------	------------------------------------------

State Use Only:

6. Date Received by State: _____	7. State Application Identifier: _____
-------------------------------------	-------------------------------------------

8. APPLICANT INFORMATION:

* a. Legal Name: Oklahoma State University

* b. Employer/Taxpayer Identification Number (EIN/TIN): 73-6017987	* c. Organizational DUNS: 049987720
-----------------------------------------------------------------------	----------------------------------------

d. Address:

* Street1:	210K HESW
Street2:	_____
* City:	Stillwater
County:	Payne
* State:	OK: Oklahoma
Province:	_____
* Country:	USA: UNITED STATES
* Zip / Postal Code:	74078-6112

e. Organizational Unit:

Department Name: Hotel and Restaurant Adm	Division Name: Human Environmental Science
----------------------------------------------	-----------------------------------------------

f. Name and contact information of person to be contacted on matters involving this application:

Prefix: Dr.	* First Name: Radesh
Middle Name: _____	
* Last Name: Patakurthi	
Suffix: _____	

Title: Professor

Organizational Affiliation:
Oklahoma State University

* Telephone Number: (405) 744-9338 Fax Number: (405) 744-6299

* Email: patakur@okstate.edu

Application for Federal Assistance SF-424	Version 02
9. Type of Applicant 1: Select Applicant Type: H: Public/State Controlled Institution of Higher Education	
Type of Applicant 2: Select Applicant Type: 	
Type of Applicant 3: Select Applicant Type: 	
* Other (specify): 	
* 10. Name of Federal Agency: U.S. Department of Education	
11. Catalog of Federal Domestic Assistance Number: 84.116	
CFDA Title: Fund for the Improvement of Postsecondary Education	
* 12. Funding Opportunity Number: ED-GRANTS-020108-001	
* Title: Special Focus Competition: European Union-United States Atlantis Program CFDA 84.116J	
13. Competition Identification Number: 84-116J2008-1	
Title: 	
14. Areas Affected by Project (Cities, Counties, States, etc.): State of Oklahoma and nationally	
* 15. Descriptive Title of Applicant's Project: The H.O.T.E.L. Atlantis Program - Higher Opportunities for Training, Education, and Languages	
Attach supporting documents as specified in agency instructions.	

Application for Federal Assistance SF-424

Version 02

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="408,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="408,000.00"/>

* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)

- Yes
- No

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

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Standard Form 424 (Revised 10/2005)
Prescribed by OMB Circular A-102

Application for Federal Assistance SF-424

Version 02

*** Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.

Attachments

AdditionalCongressionalDistricts

File Name

Mime Type

AdditionalProjectTitle

File Name

Mime Type

ASSURANCES - NON-CONSTRUCTION PROGRAMS

OMB Approval No. 4040-0007
Expiration Date 04/30/2008

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

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Prescribed by OMB Circular A-102

Tracking Number: GRANT00444433

9. Will comply, as applicable, with the provisions of the Davis- Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327- 333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93- 205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.

* SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL Becky Schlais	* TITLE Vice President for Research
* APPLICANT ORGANIZATION Oklahoma State University	* DATE SUBMITTED 03-31-2008

Standard Form 424B (Rev. 7-97) Back

Tracking Number: GRANT00444433

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352
(See reverse for public burden disclosure.)

Approved by OMB

0348-0046

<p>1. * Type of Federal Action:</p> <p><input type="checkbox"/> a. contract</p> <p><input checked="" type="checkbox"/> b. grant</p> <p><input type="checkbox"/> c. cooperative agreement</p> <p><input type="checkbox"/> d. loan</p> <p><input type="checkbox"/> e. loan guarantee</p> <p><input type="checkbox"/> f. loan insurance</p>	<p>2. * Status of Federal Action:</p> <p><input type="checkbox"/> a. bid/offer/application</p> <p><input checked="" type="checkbox"/> b. Initial award</p> <p><input type="checkbox"/> c. post-award</p>	<p>3. * Report Type:</p> <p><input checked="" type="checkbox"/> a. initial filing</p> <p><input type="checkbox"/> b. material change</p> <p>For Material Change Only:</p> <p>year quarter</p> <p>date of last report</p>
<p>4. Name and Address of Reporting Entity:</p> <p><input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee Tier if known:</p> <p>* Name: Oklahoma State University</p> <p>* Address: 203 WH Stillwater OK: Oklahoma 74078-6112</p> <p>Congressional District, if known: OK-3</p>		<p>5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:</p>
<p>6. * Federal Department/Agency:</p> <p>US Department of Education</p>	<p>7. * Federal Program Name/Description: Fund for the Improvement of Postsecondary Education</p> <p>CFDA Number, if applicable: 84.116</p>	
<p>8. Federal Action Number, if known:</p>	<p>9. Award Amount, if known:</p>	
<p>10. a. Name and Address of Lobbying Registrant (if Individual, complete name):</p> <p>* Name: N/A</p> <p>N/a</p> <p>* Address:</p>	<p>b. Individual Performing Services (including address if different from No. 10a):</p> <p>* Name: n/a</p> <p>n/a</p>	
<p>11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.</p>		<p>* Signature: Becky Schlais</p> <p>* Name: Dr. Stephen W.S. McKeever</p> <p>Title: Vice President for Research</p>

	Telephone No.: (405) 744-6501 Date: 03-31-2008
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Public Burden Disclosure Statement

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.

NOTICE TO ALL APPLICANTS

The purpose of this enclosure is to inform you about a new provision in the Department of Education's General Education Provisions Act (GEPA) that applies to applicants for new grant awards under Department programs. This provision is Section 427 of GEPA, enacted as part of the Improving America's Schools Act of 1994 (Public Law (P.L.) 103-382).

To Whom Does This Provision Apply?

Section 427 of GEPA affects applicants for new grant awards under this program. **ALL APPLICANTS FOR NEW AWARDS MUST INCLUDE INFORMATION IN THEIR APPLICATIONS TO ADDRESS THIS NEW PROVISION IN ORDER TO RECEIVE FUNDING UNDER THIS PROGRAM.**

(If this program is a State-formula grant program, a State needs to provide this description only for projects or activities that it carries out with funds reserved for State-level uses. In addition, local school districts or other eligible applicants that apply to the State for funding need to provide this description in their applications to the State for funding. The State would be responsible for ensuring that the school district or other local entity has submitted a sufficient section 427 statement as described below.)

What Does This Provision Require

Section 427 requires each applicant for funds (other than an individual person) to include in its application a description of the steps the applicant proposes to take to ensure equitable access to, and participation in, its Federally-assisted program for students, teachers, and other program beneficiaries with special needs. This provision allows applicants discretion in developing the required description. The statute highlights six types of barriers that can impede equitable access or participation: gender, race, national origin, color, disability, or age. Based on local circumstances, you should determine whether these or other barriers may prevent your students, teachers, etc. from such access or participation in, the Federally-funded project or activity. The description in your application of steps to be taken to overcome these barriers need not be lengthy; you may provide a clear and succinct

description of how you plan to address those barriers that are applicable to your circumstances. In addition, the information may be provided in a single narrative, or, if appropriate, may be discussed in connection with related topics in the application.

Section 427 is not intended to duplicate the requirements of civil rights statutes, but rather to ensure that, in designing their projects, applicants for Federal funds address equity concerns that may affect the ability of certain potential beneficiaries to fully participate in the project and to achieve to high standards. Consistent with program requirements and its approved application, an applicant may use the Federal funds awarded to it to eliminate barriers it identifies.

What are Examples of How an Applicant Might Satisfy the Requirement of This Provision?

The following examples may help illustrate how an applicant may comply with Section 427.

(1) An applicant that proposes to carry out an adult literacy project serving, among others, adults with limited English proficiency, might describe in its application how it intends to distribute a brochure about the proposed project to such potential participants in their native language.

(2) An applicant that proposes to develop instructional materials for classroom use might describe how it will make the materials available on audio tape or in braille for students who are blind.

(3) An applicant that proposes to carry out a model science program for secondary students and is concerned that girls may be less likely than boys to enroll in the course, might indicate how it intends to conduct "outreach" efforts to girls, to encourage their enrollment.

We recognize that many applicants may already be implementing effective steps to ensure equity of access and participation in their grant programs, and we appreciate your cooperation in responding to the requirements of this provision.

Estimated Burden Statement for GEPA Requirements

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this information collection is 1890-0007. The time required to complete this information collection is estimated to average 1.5 hours per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection. If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to: Director, Grants Policy and Oversight Staff, U.S. Department of Education, 400 Maryland Avenue, SW (Room 3652, GSA Regional Office Building No. 3), Washington, DC 20202-4248.

Attachment Information

File Name

2276-GEPA.pdf

Mime Type

application/pdf

GEPA Requirements

Oklahoma State University in a major land-grant university of upstanding reputation. The university already has numerous rules, regulations, and policies in place to ensure that no individual is discriminated against in any of its educational or outreach programs. As already recognized by the Agency, the university stringently enforces all its non-discriminatory policies. It also regularly conducts a series of free training programs to help the university population be better informed about such issues. However, in this document, the program leaders would like to identify the broad strategies specific to this project that they would utilize to ensure that there is no discrimination based on gender, race, national origin, color, disability, or age.

In order to guarantee that there is no discrimination of any individual or entity during the course of this program, the project leaders will use a three-prong approach as described below:

1. Research – In this project, the leaders have researched and determined the potential areas in which there might be passive discrimination because of the nature of the program and the geographic location of the university.
 - a. Gender: Fortunately, there is no under representation of women in the hotel management program at OSU. The enrollment numbers have traditionally been equal for both the genders. The program leaders will continue this tradition by admitting the three best male and the three best female candidates into the tri-degree program.
 - b. Race: The two groups in this geographic region that are underrepresented in the university population compared to the national standards are Native-Americans and African-Americans. The project leaders will make every effort to invite

people from these populations to apply to the program. Such efforts will include visiting the Native American communities in Oklahoma to inform them about the program; inviting Native American and African-American students already at OSU to consider applying for the program; sharing program information for distribution with the Native American and African-American Student organizations at OSU campus; and placing an advertisement in the *National Society for Minority Hoteliers* (NSMH- a national professional organization) newsletter inviting students interested to apply.

c. Age: The typical age of an undergraduate student in the program is 19 to 25 years. In order to entice candidates in higher age brackets, the project leaders will target the professionals working in the hotel industry. Invariably, such professionals have some college credits but never get back to school to complete their degrees. They also are older with lots of industry experience. Such professionals can be informed about the program through direct email campaigns conducted with the help of the *Oklahoma Hotel & Lodging Association* (OHLA) and by placing banner ads on their websites.

2. Review (Blind) – This strategy entails blindly reviewing the material for all applicants; student and faculty, so that no subtle biases pollute the process. For the purpose of implementing this strategy, the student admissions and faculty recruitment process will follow stringent rules such as: removing all identification marks on all documents that will be reviewed by the admissions committee or the faculty search committee; assigning an administrator to prepare the student review files by separating the review documents from the application form, and requiring anonymous voting protocols for committee decision-

making. Such blind reviews will ensure a fair evaluation for all candidates irrespective of their race, age, gender, handicap, national origin, or color.

3. **Retool** – This strategy will require the project leaders to think innovatively and come up with solutions for problems relating to access to material, communications, and evaluation. There will be a need to creatively retool the applications to ensure all students, irrespective of their handicap or other special needs, have equal access to all program resources. First, the community website that will be custom built for this project will be the most ‘disadvantaged-friendly’ with all the latest bells and whistles to accommodate all types of major disadvantages. The project leaders have budgeted \$10,000 for the development of this website and an additional \$3,000 per year to maintain it for the next three years. In addition, all course content will be available in audio, video, and hard copies to suite individual students’ special needs. All evaluation material and tools will be developed in consultation with experts so that no question is perceived as being offensive and no group feels targeted by the evaluation process.

The processes for ensuring purity in the system will evolve with the progress of this project. The project leaders will seek feedback from all stakeholders through both formal and informal channels in order to determine if any stress exists in the system. Experts from all relevant fields, along with the university administrators, will be consulted to resolve any problems that may arise.

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

* APPLICANT'S ORGANIZATION

Oklahoma State University

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Dr. * First Name: Stephen Middle Name: W.S. * Last Name: McKeever Suffix: * Title: Vice President for Research

* SIGNATURE: Becky Schlais * DATE: 03/31/2008

CONSORTIUM PARTNERS IDENTIFICATION FORM

* Program:

* Country:

Lead Partner:

* Name:

Prefix:

* First Name:

Middle Name:

* Last Name:

Suffix:

* Name of Institution/Organization: (60 Character Limit)

Department: (60 Character Limit)

* Complete Address:

* Street1:

Street2:

* City:

County:

* State:

State/Province:

* Country:

* Zip / Postal Code:

Phone Number: Fax Number:

Email:

CONSORTIUM PARTNERS IDENTIFICATION FORM

Partner Two:

* Name:

Prefix:

* First Name:

Middle Name:

* Last Name:

Suffix:

* Name of Institution/Organization: (60 Character Limit)

Department: (60 Character Limit)

* Complete Address:

* Street1:

Street2:

* City:

County:

* State:

State/Province:

* Country:

* Zip/Postal Code:

Phone Number: Fax Number:

Email:

CONSORTIUM PARTNERS IDENTIFICATION FORM

Partner Three:

* Name:

Prefix:

* First Name:

Middle Name:

* Last Name:

Suffix:

* Name of Institution/Organization: (60 Character Limit)

Department: (60 Character Limit)

* Complete Address:

* Street1:

Street2:

* City:

County:

* State:

State/Province:

* Country:

* Zip / Postal Code:

Phone Number: Fax Number:

Email:

CONSORTIUM PARTNERS IDENTIFICATION FORM

* Program:

* Country:

Lead Partner:

* Name:

Prefix:

* First Name:

Middle Name:

* Last Name:

Suffix:

* Name of Institution/Organization: (60 Character Limit)

Department: (60 Character Limit)

* Complete Address:

* Street1:

Street2:

* City:

County:

* State:

State/Province:

* Country:

* Zip / Postal Code:

Phone Number: Fax Number:

Email:

CONSORTIUM PARTNERS IDENTIFICATION FORM

Partner Two:

* Name:

Prefix: Mrs.

* First Name: Kirsti

Middle Name:

* Last Name: Virtanen

Suffix:

* Name of Institution/Organization: (60 Character Limit)

Turku University of Applied Sciences

Department: (60 Character Limit)

Hospitality Management

* Complete Address:

* Street1: Joukahaisenkatu 3A

Street2:

* City: Turku

County:

* State:

State/Province:

* Country: FIN: FINLAND

* Zip/Postal Code: 20520

Phone Number: 358-226225681 Fax Number: 358-226335791

Email: kirsti.virtanen@turkuamk.fi

CONSORTIUM PARTNERS IDENTIFICATION FORM

Partner Three:

* Name:

Prefix:

* First Name:

Middle Name:

* Last Name:

Suffix:

* Name of Institution/Organization: (60 Character Limit)

Department: (60 Character Limit)

* Complete Address:

* Street1:

Street2:

* City:

County:

* State:

State/Province:

* Country:

* Zip/Postal Code:

Phone Number:

Fax Number:

Email:

SUPPLEMENTAL INFORMATION REQUIRED FOR DEPARTMENT OF EDUCATION GRANTS

1. Project Director

* Name:

Dr.

Radesh

Palakurthi

* Address:

210K HESW

Payne

County

Stillwater

OK: Oklahoma

74078-6113

USA: UNITED STATES

* Phone Number:

(405) 744-9338

Fax Number:

(405) 744-6299

Email:

palakur@okstate.edu

2. Applicant Experience:

Yes No Not applicable to this program

3. Human Subjects Research

Are any research activities involving human subjects planned at any time during the proposed project Period?

Yes No

Are ALL the research activities proposed designated to be exempt from the regulations?

Yes Provide Exemption(s) #:

No Provide Assurance #, if available:

Please attach an explanation Narrative:

FileName

MimeType

Tracking Number: GRANT00444433

Project Narrative

Project Narrative

Attachment 1:

Title: Pages: Uploaded File: 1751-Mandatory_Proposal_Narrative.pdf

Proposal Narrative

A recent editorial of *Hotels Magazine* in the U.S. declared that, "Internationally, the U.K., France and Scandinavia look to be the strongest near-term plays for franchising" (Scoviak, 2007). With existing franchisees accounting for roughly two-thirds of the project pipelines for operators in the United States, and about 50% of similar projects for European operators, hotel franchising has attained the esteemed status as the new means for rapid transatlantic expansion in the industry. The concept becomes even more pertinent when we consider the nationality of hotel brands that are involved in such transatlantic growth. According to the latest study of the hotel industry, *The 2007 Hotel Giants' Survey* (Strauss & Scoviak, 2007), the top 300 major hotel chains in the world together account for about 7.8 million commercial hotel rooms worldwide or about 64% of total world supply of about 12.2 million rooms. In terms of the number of hotel chains, 150 are U.S.-based (50%) and 62 (20.6%) are E.U.-based corporations. Among the same top 300 chains, the number of hotel rooms managed by the U.S.-based chains is about 4.2 million (34.5% of world supply) while the E.U.-based chains manage another 2.3 million rooms (18.9% of world supply). Not surprisingly, there is a great overlap of operations across the two major lodging business regions with about 1.3 million rooms in the E.U. nations managed by U.S.-based hotel corporations, and about 926,000 rooms in the U.S. managed by E.U.-based hotel corporations. The mutual lodging business managed between the two regions is currently about \$50.6 billion annually.

These impressive figures compared to last year indicate a continuation of the trend to more strongly interlink the transatlantic lodging industries. The total value of the transatlantic hotel business has increased by 26.5% (\$10.6 Billion) from 2006 to 2007. While the number of large U.S. hotel chains in the top 300 has increased by 3 to 150, and the same number for E.U.

nations had decreased by 9 to 62. However, the mutual number of hotel rooms cross-managed by the U.S. and E.U. corporations across the Atlantic has actually increased by 32.5% to about 2.23 million. Most of such growth has been with European companies making major investments in the U.S. such as the U.K.-based InterContinental Hotel Group (IHG) that added 40% of its new pipeline or about 66,000 new rooms in the U.S. during the past year (IHG Annual Report, 2007).

A successful business strategy for operating in such mutually dependent environments requires the serious consideration of the geographic context in all major decision-making and the ability to effectively include representatives and ideas from many cultures in a company's planning and decision-making processes. Such a successful business development strategy begins with an innovative human resources development plan that creates competent managers that have a broader range of skills than a traditional international manager or an expatriate. Such skills should encompass five broad areas: first, the managers must have a thorough understand of the transatlantic lodging business environment from a global perspective; second, such managers must learn about many foreign cultures' perspectives, tastes, trends, technologies, and approaches to conducting hotel business; third, such managers must be skillful at working with people from many cultures simultaneously rather than sequentially; fourth, such managers must be able to adapt to living in other cultures easily; and finally, such managers must be able to interact with foreign colleagues as equals, rather than from within clearly defined hierarchies of corporate structural or cultural dominance and subordination. Providing these competencies will enable the transatlantic lodging corporations to have a highly mobile workforce that is equally effective in either of the geographic regions. This is particularly important since such managers will be seeped in the new transatlantic corporate culture and will consequently be best equipped to

imbue the culture to other employees in foreign countries after a company expansion. We therefore see the need to create a “Transatlantic Hotel Manager” as critical for lodging industries in the U.S. and in the E.U.

This project is entitled, “The H.O.T.E.L. Atlantis Program.” The acronym H.O.T.E.L. stands for “Higher Opportunities for Training, Education, and Languages,” the key components of this program. We propose to develop an innovative specialized dual-degree undergraduate program that specifically aims to develop Transatlantic Hotel Managers. The students involved in this program will follow a flexible pathway through three undergraduate degree programs across three universities- one in the U.S. (Oklahoma) and two in the E.U. (UK and Finland). The students will complete all the credit requirements for obtaining a bachelors degree from two of the three institutions, one from the U.S. and one from either of the two E.U. institutions based on the students' choice, and hence the flexible pathway. In addition, the students involved in this program will be required to complete cultural training and work experience components on either sides of the Atlantic, and will develop and/or enhance language skills as a mandatory part of the program.

1. OBJECTIVES AND POTENTIAL CONTRIBUTION:

The objectives of the program are:

- To strengthen the quality of entry-level managers available to the transatlantic lodging industry by developing a specialized flexible pathway dual-degree undergraduate program that creatively incorporates the best resources available at three reputed universities on both sides of the Atlantic.

- To develop an educational model of cooperation that can be disseminated and shared with other similar institutions in order to facilitate the rapid growth of the pool of highly qualified managers for the hyper-fast growing transatlantic lodging industry.
- To create a sustainable program by leveraging the experiences, connections, relationships, and collective intellect available at each of the universities and also from the knowledge gained from previously funded FIPSE grants in the field.

The Key Program Elements and their Contribution to Educational Excellence:

A) Program Design/Structure: This program mobilizes 8 students from the U.S. and 4 each from the two partner institutions in the E.U., for a total of 48 students over the three-year student mobility period. **Each student will receive two bachelor's degrees, one from the U.S. and the other from one of the E.U. partner institutions depending on the flexible pathway they choose to take.** This program takes a decidedly unique and new approach towards the development of future transatlantic hospitality managers through the use of an innovative and balanced mix of curricular plan, cultural and language training, and practical work experience in the industry on both sides of the Atlantic. To use a hospitality analogy, the recipe for the development of this program are as follows:

i. Layering: The first step in the development was to layer the existing individual hospitality undergraduate degree program plans of each of the partner institutions on top of the student mobility plan specifically developed to achieve the objectives of this project. **The top layer of this concoction was the language, culture, and work placement plan specifically developed for this project.** Please see the appendix for the student mobility plan, and the detailed language, culture and placement plan designed for this project.

ii. Slicing and Dicing: In the next step, the layers were separated into different slices for each semester of each of the four years of the program taking into account the two optional pathways available to the students from each of the partner institutions. Using each partner institution's program plan as the basis, the students' curriculum for each semester was mapped out by replacing the modules that they are expected to complete at each partner institution based on where their mobility plan dictates they will be during each semester of the new transatlantic program. This step created a tentative plan for each student based on the optional pathway they chose to use.

iii. Mixing and Blending: The next step in the process was to review each of the new blended optional program plans created and verify how they could fulfill each of the individual degree award requirements of the partner institutions. This step required the development of many course substitution agreements, and credit transfer and acceptance agreements for each optional pathway.

iv. Garnishing: To keep with the spirit of this grant, the language, work placement and cultural training were blended into the above curricular mix for credit allocation in the new plan. Emphasis was placed on adding extended work placement hours since the very nature of hotel education demands an extreme focus on work-based skills. We currently have a 164-page document for the entire program plan mapping out the curriculum in every detail for every optional pathway involved in this project.

V. Presentation: After the development of the new program plan, coordinators sought comments, suggestions and endorsements from a range of stakeholders, from university administrators and faculty to accreditation agencies and industry professional organizations. The final plan currently integrates all stakeholders' suggestions and the coordinators not only have MOUs signed but have strong endorsement letters from all the major stakeholders from both sides of the Atlantic as shown in the appendix.

The above innovative approach was focused on creating a simple yet wholesome program that is based on existing individual program structures of partner institutions but still creatively manages to deliver the required program rigor for creating transatlantic lodging managers.

Since the designed new program exists alongside existing programs as an enhanced option for all willing students, the burden for managing this program is minimized and ensures its sustainability beyond the funding period of this grant.



B) Program Driver: The raison d'être for the program is to create transatlantic hotel managers that have a global mindset, a condition that is imperative for successful transatlantic hotel operations today. We define a global mindset as having an attitude of coping with competing priorities or seemingly conflicting paradigms that are inevitable in the international realm in a constructive way rather than advocating one dimension over another. A typical example of such a conundrum could arise when one is trying to expand hotel operations into a new geographic region and is faced with the question of whether to apply a global or a local focus for decision-making on strategic issues. This critical goal mandates embedding a strong cultural, language, critical thinking, and foreign work placement components throughout the curriculum of our program. After a lot of planning and rework over the past few years, we believe that the

D.N.A. of this innovative program has evolved into a structure that innately develops outstanding transatlantic hotel managers for the future.

C) Self-Perpetuation and 360⁰ Evaluation: This program also fosters innovation by developing a pioneering hospitality management program model that dynamically establishes emulative means for best practices for articulations, knowledge dissemination, cultural and language training, and student administration. The model is built on originality, opportunities, flexibility, and organic structure. Through tools designed for enhancing organizational memory, a constant dialogue will be maintained among all the stakeholders and the outside community with the expressed purpose of improving program management and allowing others to learn the best practices discovered through this project experience. By inculcating a culture of understanding and insight, at all levels, including the students involved, the staff or faculty delivering courses/modules as a part of this program, and the administrators of the three partner institutions, we provide a basis for further linkages across the institutions involved.

Additionally, by integrating a plan for strengthen the ties across multiple disciplines we proactive accommodate the expected goals of the project.

2. PROJECT OUTCOMES FOR IMPROVING TEACHING AND STUDENT ACHIEVEMENT:

The anticipated project outcomes for improving teaching will be: an increased cultural awareness which is inculcated into curriculum development, teaching methodologies and delivery; the creation of an internationally dynamic and innovative teaching environment within the collaborative network; a greater understanding of and empathy for other national academic systems; the creation of a specialized trans-national research community; the opportunity to

further explore issues of quality assurance; and enlarging and enriching the sharing of ideas in relation to teaching and assessment.

The anticipated project outcomes for student achievement will be: Each graduate will be better prepared for employment at the appropriate level in an increasingly globalised hotel industry; A relevant and unique educational experience which meets their individual needs; The further enhancement of life skills, including independence, ability to reflect, critical thinking skills, inter-personal skills, empathy and cultural awareness, in addition to the industry specific skills, foreign languages and competences achieved in undergraduate hospitality programs; Enriched knowledge and understanding of the cultural background of U.S. and E.U. nations including proficiency in foreign languages; Exposure to cultural idiosyncrasies and enhancement of understanding of culture influences on management and strategy within the hotel business; Applied knowledge gained and skills acquired through practical work experience in foreign countries

3. ADDED VALUE:

In spite of the critical need to create a better understanding across cultures, no comprehensive academic program currently exists that specifically addresses the need to create *transatlantic hotel managers*. There are numerous hospitality industry-related short courses and study-abroad programs offered across a variety of public and private institutions in both the geographic regions. Such courses and programs build students' knowledge and skills in specific areas such as: ergonomics, culinary arts, front-desk operations or facility management or services, and tour planning but fail to integrate culture into effective strategy development. The international hotel programs that exist in Europe mostly deal with developing a better understanding within the E.U. nations. On the other hand, similar programs in the U.S. offer

limited international exposure through internships and study abroad components. The need to provide a better means for future manager training and education is compelling.

For those students participating in the program, the added value will be the: Opportunity to travel to other countries and to meet and interact with foreign students and unfamiliar and distinct communities; Achievement of two high quality and internationally recognized academic qualifications; Opportunity to enjoy an enriched and uniquely international experience; Ability to access financial support; Enabling students from all backgrounds to participate; Opportunity to gain new language skills; Active participation in summer schools; Bespoke nature of the route that they, individually, choose to follow; and, the support and expertise of transatlantic staff.

The enhanced cooperation between the transatlantic universities will result in more transparency for credit transfer and increased student mobility. The scope of the advancement in this regard may not be achieved without this program. This program may usher in a future where credit transfers will be the norm rather than an exception among the transatlantic hotel management programs.

Each of the partner institutions has specific strengths that they will be willing to share with others for the purpose of creating more equitable competencies among all partners. This will not only allow greater understanding of other systems but will further enhance the collaboration beyond the exposure to new learning and teaching methods for all partners involved.

4. DETAILED STRUCTURE AND CONTENT OF THE JOINT-STUDY PROGRAM:

The detailed structure of the flexible pathways is illustrated in the Appendix. The content of the joint-study program is shown in the form of a flow chart for each of the possible pathways.

Partner Program Structure: The three partner institutions involved in this project are as follows:

School of Hotel and Restaurant Administration (HRAD), Oklahoma State University (OSU) 210 HESW, Stillwater, OK 74074 (U.S.A.)	Department of Marketing Aberdeen Business School (ABS) The Robert Gordon University (RGU) Garthdeen Road Aberdeen, AB10 1FR Scotland (UK)	Hospitality Management Degree Program(HM), Turku University of Applied Sciences (TUAS), Lemminkäisenkatu 30 20520 Turku, Finland
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Each partner institution has its own "host" course in the specialized subject area of

hospitality. Students entering The H.O.T.E.L Atlantis Program will undertake the appropriate host course concurrently. The program at OSU is a traditional 120 credit-hour, four-year undergraduate program resulting in a Bachelor of Science (B.S.) degree in Hotel and Restaurant Administration. The students are expected to complete 15 credit-hours each semester for a total of eight semesters. The students are mandated to take 42 credit-hours of General Education (GE) courses during their freshman and sophomore years. A transfer student can transfer up to 90 credit-hours into the program and obtain a bachelors degree from OSU. Each transfer case is individually evaluated by the College's Advising Office in consultation with the faculty of HRAD. Degree awards are made by OSU under the auspices of the Oklahoma Regents for Higher Education, hospitality awards are also accredited by Council for Hotel, Restaurant, and Institutional Education (CHRIE), the most respected hospitality organization in the U.S.

The Robert Gordon University uses the SCQF Credit Points systems for awarding credit, and the ECTS system. The RGU undergraduate degree is a four year program offering B.A. (Hons.), International Hospitality Management (240 ECTS). International students within the H.O.T.E.L. program will complete all third year modules entitling them to the award, B.A. International Hospitality Management (180 ECTS). All programs in Hospitality and Tourism at RGU are accredited by the Institute of Hospitality (IOH, formerly HCIMA) and it is anticipated that this program will also be accredited. The Robert Gordon University has degree awarding powers and is therefore able to accredit this program in the UK.

The Hospitality Management program at TUAS is a 210 ECTS, three and a half-year program that results in a Bachelor of Science (B.S.) degree. The students take 30 ECTS each semester for a total of seven semesters. There are two semesters per year and within each semester there are two modules of varied credits depending on the type of courses being completed within each module. A transfer student into the bachelors program will have to complete at least two semesters of coursework at TUAS and in addition also complete 160 hours of practical work experience. TUAS accredits and awards the degree under the auspices of the Ministry of Education of Finland.

7 1/2 Yr

5. COMMITMENT:

Support letters from both sides and the E.U. Guarantee of Degree Validity are provided in the Appendix. Please see the MOU from the institutions outlining the tuition waiver agreements, and the assurance of degree quality. These are presented in the Appendix. All three partners had originally signed the MOU in 2006 and renewed it for 2007 and 2008. Support letters for the program come from all stakeholders on both sides of the Atlantic. The endorsement documents include support letters from university administrators such as University Presidents, Deans and Associate Deans, Hospitality School Heads and all teaching faculty and staff, professional industry organizations such as President of State Hotel and Motel Associations, and industry partners such as hotel resorts where the students will obtain practical training through the Atlantis program. In addition, OSU and TUAS have already formalized agreements through their respective Study Abroad offices that will enable them to exchange 2 undergraduate students from each institution beginning Fall, 2008. Additional plans are in place to have a special 8-week, faculty mentored program in Summer, 2009 that will focus on exposing the students to the operations of unique accommodations offered in the

Scandinavian nations such as floating hotels, tree houses, igloo inns, cave motels, and little island resorts.

6. DEGREE RECOGNITION:

The proposed degrees are housed within the programs currently being awarded by the institutions in the E.U. and U.S. and are therefore recognized and accredited by Member States and relevant U.S. State Agencies. The partner institutions have closely worked with accreditation agencies for developing the new components of the transatlantic program. During the first year of funding, the final curriculum for the transatlantic program will formally be reviewed by the accreditation agencies for additional comments and approval. Since the program currently designed is based on existing structure and has also already taken into consideration all the comments of the stakeholders, the program coordinators do not anticipate any issues with the quality or the recognition of the new components developed for the program. It should however be reiterated that before the formal recognition of this transatlantic program as a separate new track option for students at each of the partner institutions, all the students completing the program will receive the existing degrees since they will be completing all program requirements either directly through their home institutions or through formally accepted credit transfers. Through such an innovative design and careful planning, the program coordinators have ensured that students' efforts will not go unrecognized even during the program approval stage.

7. ARRANGEMENTS FOR ACADEMIC CREDIT TRANSFER:

It has been established by the three institutions involved that the credits between the three programs would be transferable on the following basis: 3 credit-hours = 6 ECTS = 12 SCOP Credit Points. This is based on an analysis of what the students are expected to accomplish for the credits and how the credits are estimated. An example of a breakdown of equivalent hours

workloads can be seen in the Appendix – Credit Calculations Agreement. A major feature of the project will be quality enhancement in each of the institutions and for the overall program.

8. DIPLOMA SUPPLEMENT

Both RGU and TUAS will provide a Diploma Supplement to the students on successful completion of the courses. U.S. students will also be given the Diploma Supplement for their European awards. A Diploma Supplement is not a commonly used document in the U.S.

9. INSTITUTIONAL COMMUNICATIONS AND COORDINATION

Brief Program History and Current Accomplishments: The partner institutions involved in this project have been working together since 2005 trying to develop an ideal plan that accomplishes the goals of the FIPSE grant. The partner project coordinators have met on multiple occasions in the U.S. and in Europe to plan and coordinate the efforts for this project. The coordinators also met with the FIPSE Program Director in the U.S. several time over the years gaining insights into how to improve the program plan. All such efforts have resulted in a meticulously planned, 164-page curriculum plan agreement, and MOUs being signed by the partner institutions for the purpose of offering this program and also for offering additional programs in other disciplines across the universities. TUAS and OSU already have an exchange program in place through the Study Abroad Offices to exchange two students beginning Fall 2008. The partners are therefore ready to mobilize students during the first year of the grant funding cycle.

Planned Project Coordination Mechanisms: The basis for our coordination will be the creation of a “networked organization” by using a system of processes, a spider web of strong-ties among committed people through sturdy performance measurement systems and a common understanding of the project’s mission/goals and the core management principles. The common

denominators of these efforts will be communication, trust, understanding, and patience. With the perceptive that coordination takes place essentially through relationships, the coordinating “glue,” we will focus our efforts on four mechanisms for enhancing coordination:

1) Transatlantic Teams: Faculty, staff and students will be required to work in partnership with their respective counterparts on the other side of the Atlantic in order to improve the quality of the learning and to enhance understanding. Whenever possible, the structure will be “matrixed” to derive full advantage of the combined competencies and experiences of everybody involved.

2) Transatlantic Steering Committees: The coordinators will establish Steering Committees consisting of project coordinators, external evaluators, industry experts/recruiters, and other similar stakeholders from both sides of the Atlantic to help guide the administration of this project. The committee will formally meet twice each year for problem-solving purposes.

3) Shared Knowledge Management: While teamwork is focused on problem-solving, knowledge sharing will be concerned with learning and improvement. Technology will be leveraged to create a repository of shared knowledge, experiences, and synthesized critical thinking elements for the benefit of everybody involved.

4) Process Management: The project coordinators will make every effort to standardize behavior of students and faculty through the development of formalized rules, policies and operating procedures. The goal of proper process management will be to attain transatlantic integration while respecting individual differences. Having a common admissions process while respecting the individual standards of each partner institution is a good example of this process management.

The project coordinators have extensive administrative experience managing program of this magnitude as shown in their bios in the Appendix. All three institutions also have highly developed administrative and support structures in place for students.

10. STUDENT SELECTION AND ADMISSION:

A total of eight students will be selected from OSU, and four each from the two European programs, per year. The exchange students will be formally admitted as transfer students into each of the programs. The students will received the transfer credits based on the coursework and practical work experience they already have either from their own country or from taking courses at the partner institutions. Each institution will adhere to their own existing mechanisms for selecting students for their programs. They will also access their usual channels for recruiting students and follow the non-discriminatory policies of their respective institutions. *However, once the collective pool of potential candidates is established, the H.O.T.E.L. Atlantis Program Coordinators from all three partner institutions will jointly conduct interviews and select the final list of students specifically for the H.OT.E.L. Atlantis Program.* The Programme Coordinators will devise a list of selection criteria based on academic performance, motivation to undertake the program, perceived ability to succeed and those that stand to gain the most from the overall experience.

11. ARRANGEMENTS FOR TUITION AND FEES:

A fee-waiver system has been developed and incorporated into the MOU's of the institutions participating. This is based on a balanced exchange of students, and faculty. However, where there is an imbalance, appropriate reparation will be made between the institutions concerned.

12. CONSORTIUM STRUCTURE AND MECHANISMS FOR STUDENT AND FACULTY MOBILITY BETWEEN HOSTING INSTITUTIONS:

The student mobility plan is detailed in the Appendix. In summary, the students from each side will spend the first year at their home institution including domestic work placement during the first summer semester; one semester of coursework at a foreign institution and one semester of coursework at the home institution during the second year followed by the second summer semester of work placement in a foreign country; two semesters of coursework during the third year at the foreign institution from which they will be obtaining the second bachelor's degree; and finally, the entire last year of coursework back at their home institutions in order to obtain a bachelor's degree from their home institution. Including foreign work placement, the plan calls for the students to live abroad for a total of four semester, three at the institution from which they will obtain a degree and one at the institution from which they will not obtain a degree. The students have the option to choose which two degrees they would like to obtain which in turn will determine their optional pathway for their degrees. Students from each institution will have a choice of pursuing one of the two optional pathways for obtaining the degrees.

The faculty mobility plan calls for the program coordinators to first meet during the first semester of the first funding year to attend FIPSE orientation, finalize plans and to admit students into the program. Other faculty exchanges will occur through co-teaching plans with teams from across the Atlantic. It is anticipated that at least two faculty member from each institution per semester will be mobilized to a partner institution to teach or co-teach a module/courses. The courses taught will be 'swapped' among the transferring faculty so that it has no implications of the transfer on the institutions. A total of eight faculty members at each

institution may be mobilized as shown in the Faculty Mobility Plan in the Appendix. The institutions will treat all transferred faculty as “Visiting Professors’ and provide all available support and help that has been established at their own institutions (e.g. accommodation, work visa help, stipend, teaching resources, office, administrative help, etc.). The salaries for the visiting faculty will still be paid by the home institution throughout the transferred period.

13. LANGUAGE, CULTURE, AND PLACEMENT PLAN:

A major focus of the program will be the language plan. Whilst the program will be taught in English on both sides of the Atlantic, it is anticipated that the students participating in H.O.T.E.L. Atlantis Project will not only develop new and existing foreign language skills, but will also develop a mindset which appreciates the richness and diversity of language and communication across cultures. A detailed plan for language, culture, and placement training is shown in the Appendix. It is anticipated that the following languages will be available:

German, Finnish, French, and English.

The language elements may be referred to as ‘options’ however, this is local nomenclature for the choices of languages available. The undertaking of foreign languages by the students will not be optional. The language component shall involve offering a three-course sequence to help students increase proficiency successively. Where students transfer to another country with a different ‘host’ language, specialist pre-departure programs will be developed to help the students assimilate into the local community.

It will be a requirement of the program that students undertaking an internship which will be conducted primarily in a foreign language, will have gained a minimum of level 3 proficiency (passed three courses) prior to commencement of the internship. The program team anticipates developing the language plan to include advanced ‘business’ language elements. There will be

many avenues available to the students to practice their language skills. In addition to formal classroom modules or courses, students will be engaged in seminars and simulated work environments to give them an opportunity to fearlessly practice their language skills. Students will also be placed in Host Family Stay program that will not only allow them to speak with the natives in their element, but will also give them an opportunity to observe their culture at close range. Language and cultural training will be a key element of the pre-planning activity.

14. RESOURCES AVAILABLE:

Each of the institutions has extensive instructor resources such as multimedia classrooms, instructional technology, and administrative support. All the universities have immense experience dealing with international students and have very competent international students' offices, placement offices, and housing services offices. Well integrated IT infrastructure for administrative support, communications management, and courseware administration already exist at all three institutions. As an example, The School of Hotel and Restaurant Administration (HRAD) at OSU is the oldest program in the U.S. (70 years) and has its own 62-room boutique hotel (The Atherton: <http://www.athertonhotelatosu.com>) on the OSU campus. In addition, HRAD at OSU offers three dining facilities for student training including an upscale steakhouse and a fast-food restaurant. The School also provides ultra modern kitchen, computer, and hotel front-office lab facilities to accommodate student training. The E.U. partner institutions also have advanced infrastructure for accommodating such programs. With a long history of dealing with international students, both the partner institutions already have a gamut of agreements with other E.U. hospitality programs, European hospitality companies and professional organizations. A list of the resources available at each institution is provided in the Appendix.

15. EVALUATION PLAN:

The evaluation of all the learning outcomes will be performed in three specific areas: Knowledge, Skills, and Values. A draft of the learning outcomes and performance indicator rubrics along with the measurement scales have been produced for all areas of assessment. A variety of evaluation tools will be used including: capstone courses, case studies, critical thinking assessments, classroom assignments, portfolios, embedded questions, content analysis, transcript analysis, objective questions, self evaluations, student surveys, peer evaluations, 360-degree evaluations and classroom discussions. Web based tools will be used for continuous evaluation and analysis of all evaluation data. The closed loop will ensure that the process and procedures will be proactively adjusted, based on the continuous feedback from all stakeholders and will play a key role in the enhancement of program quality.

The criteria for the success of the program will be measured by the following factors:

- GPRA
- 1) The number of students enrolled each year that continue successfully into the following year.
 - 2) The number of enrolled students who complete the dual-degree program within the time period specified (4 years). External evaluators and steering committees with international experience will participate fully in evaluating program, staff and student performance and also for providing more objective guidance for managing the program.

16. PROMOTION AND DISSEMINATION OF PROJECT RESULTS:

It is one of the primary goals for this program to be self sustaining after the funding period ends. That key consideration led to the development of a program that exists along with the current offerings of the partner institutions. Such a setup ensures sustainability of the program because little effort has to be made to continue it beyond the funding period. In addition, given the need for the program as suggested, the project team believes that there is a

substantial latent demand for it if the entire program could be offered at a reasonable cost.

Senior management at the relevant institutions plan to continue the program beyond the funding period by streamlining the program further to reduce administrative costs; by negotiating permanent tuition agreements; and by developing corporate stipends/sponsorships programs for students to offset overseas living expenses.

As one of the primary stated goals of this project is to establish a dynamic mechanism for constantly evaluating all outcomes and experiences from the perspective of all stakeholders, we anticipate creating a fertile environment for assessing and developing best practices not only for managing such complex projects but also for operating in a culturally sensitive hotel business environment. The students will have ample opportunities to share their experiences and to formally research their ideas through their course modules and term research projects or thesis. The project leaders have already developed three new courses/modules titled, *“Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry,”* *“Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations,”* and *“A Cultural Perspective on Strategy in the Transatlantic Hotel Industry,”* that promise to become core topics in all future curriculums in the field. All avenues available for dissemination of information will be used such as: workshops, conferences presentations, research publications, web broadcasts, and informational videos/newsletters on the web or through email, just to mention a few. The annual international C.H.R.I.E. (Council on Hotel, Restaurant, and Institutional Education) Conference will be seen as one of the main avenues to inform other universities about the new model for developing transatlantic programs. Conference on Hospitality Management Education (CHME), Association for Tourism in Higher Education (ATHE), and Higher Education Academy (HEA) will also be used in the dissemination process due to the importance of this sector to the global economy.

APPENDIX

PROGRAM DETAILS AND SIGNED MOUS

**THIS DOCUMENT CONTAINS ALL THE SUPPORT
MATERIAL FOR THE PROPOSED PROGRAM OF STUDY
FOR THE H.O.T.E.L. ATLANTIS FIPSE GRANT
PROPOSAL**

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Key Elements of the Program

All the critical elements of the proposed program are described in Table 1 below. The program outcomes and their associated assessment criteria are also described in the table.

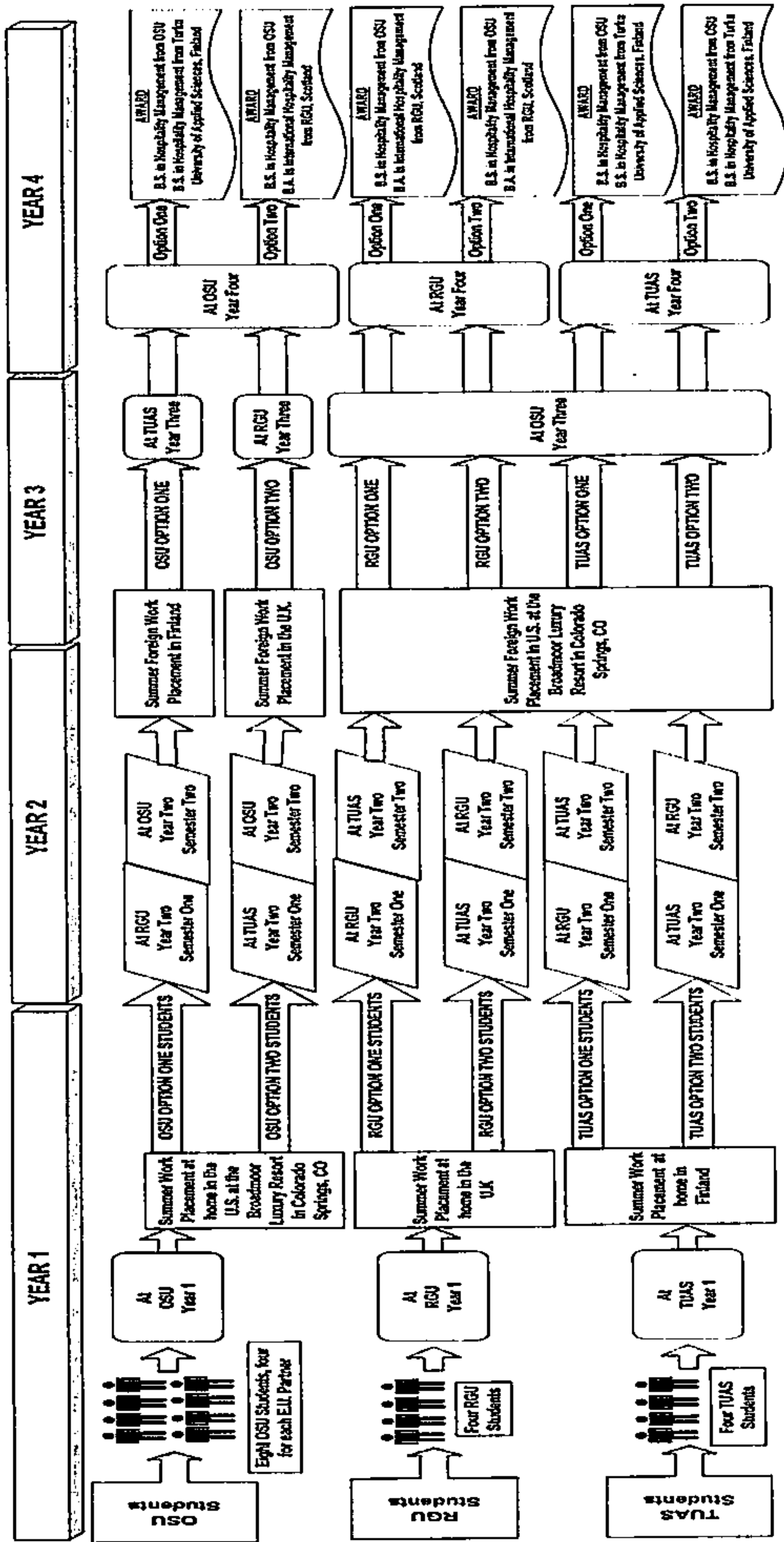
PROGRAM OUTCOMES	EXAMPLE ASSESSMENT STRATEGIES AND CRITERIA
1. Analyze and develop effective and culturally sensitive management methods for the transatlantic hotel industry.	<p><u>Capstone Projects:</u> 100 % of graduating students will complete two individual research projects (one on each side of the Atlantic). The projects will focus on a major management issue in the transatlantic hotel industry. The students will be expected to identify a major management problem in the transatlantic industry, gather background information, study existing solutions and identify a new and innovative method for managing the problem. Students will be able to focus on the same topic for both the capstone projects as long as there is a clear advancement in the scope of the project in each successive stage or the research is replicated in a different cultural environment to study the differences. A committee consisting of six faculty members from all partner institutions will evaluate the viability of the solution offered and assign a pass/fail grade.</p>
2. Understand the differences in the management of people and other resources across different cultures.	<ul style="list-style-type: none"> • <u>Formative Evidence:</u> 100% of the students will enroll in all cultural understanding related classes and will complete 100% of the assignments and achieve an acceptable grade as determined by each institution. • <u>Confirmatory Evidence:</u> 100% of the students will: <ul style="list-style-type: none"> • Enroll in "Shadow the Front-line" program and complete a detailed written report on their understanding of culture and consumer behavior. Students should receive an acceptable grade as determined by each institution. • Actively participate in the reflective seminar and share insights on how country differences impact hotel strategy. Students should receive an acceptable grade as determined by each institution. • Be involved in 360-degree evaluation by all people they work with during the culture and language training phase. The student will be evaluated on their knowledge, attitude and skills. Students should receive an acceptable grade as determined by each institution.

<p>3. Apply the knowledge gained and skills acquired for managing hotel operations across different cultures.</p>	<ul style="list-style-type: none"> • <u>Formative Consultation:</u> 100 % of students will exhibit proficiency in performing hotel operations functions whenever requested by instructor and receive an acceptable grade as determined by each institution. • <u>Confirmatory Evidence:</u> 100% of the students will: <ul style="list-style-type: none"> • Submit a term report after completing each module of practical work experience describing their understanding of the management principles unique to the country and how that relates to the global perspective. Students should receive an acceptable grade as determined by each institution. The team will consist of two faculty members from each partner institution. • After completing their practical training modules, students will submit work-site supervisor(s) evaluations for review. The supervisors will evaluate students' knowledge, skills, and attitude towards learning. Students should receive an acceptable grade as determined by each institution.
<p>4. Use effective written and oral communication skills in both native and a foreign language.</p>	<ul style="list-style-type: none"> • <u>Language Courses:</u> 100 % of graduating students will complete a three series language program – basic, intermediate, and advanced. The students will complete 100% of the assignments and receive an acceptable grade as determined by each institution. • <u>Electronic Portfolios on the Web:</u> 100% of graduating students will develop electronic portfolios that will contain multiple examples of letters they have written in native and foreign languages to customers, superiors, and subordinates for various hypothetical purposes as designated by the instructors. Audio tapes evidencing verbal skills in both native and foreign language will also be saved in the portfolio. The portfolio will be evaluated by peers, faculty and language experts on an ongoing basis by accessing the website for the portfolio. Students should have an acceptable grade as determined by each institution.
<p>5. Use critical thinking skills during the problem solving process.</p>	<ul style="list-style-type: none"> • <u>Capstone project:</u> 100 % of graduating students will conduct research and use critical thinking skills to find a viable solution for an existing problem in the transatlantic hotel industry. Two such projects will be completed as described previously. An evaluation committee consisting of six faculty members from all partner institutions will evaluate the viability of the solution offered and assign a pass/fail grade. • <u>Formative Consultation:</u> 100 % of students will exhibit competency in critical thinking in all the core program courses whenever requested by instructors and receive an acceptable grade as determined by each institution.
<p>6. Work cooperatively to learn, share information, resolve conflict and make decisions in a culturally diverse environment.</p>	<ul style="list-style-type: none"> • <u>360-Degree Evaluations:</u> 100% of the graduating students will be evaluated for their attitude towards learning about other cultures, sense of cooperation and responsibility, team spirit, conflict resolution ability, and other such factors by their peers, instructors, administrators, supervisors, and staff members. This ongoing evaluation will be conducted through web surveys on a regular basis. All the students should receive an acceptable grade as determined by each institution. • <u>Formal Cultural Programs:</u> 100% of the graduating students will participate in 'Host Family Stay,' 'Cultural Tour' and other cultural activities programs. Students will be evaluated by hosts, peers, instructors, and mentors on their maturity.

PROGRAM STUDY PLAN OVERVIEW

This section of the Appendix describes in detail the proposed plan for student mobility and study. The overall program calls for mobilizing a total of 24 students from each side of the Atlantic – 8 students in each cohort for three years of student mobility from Oklahoma State University (OSU) in the U.S., and 4 students in each cohort for three years of student mobility from each of the partner institutions, Robert Gordon University (RGU) in Scotland, and Turku University of Applied Sciences (TUAS) in Turku, Finland. The basic plan for the entire program is illustrated in the Figure 1 below.

Figure 1
Flexible Pathway Program Plan



The duration of study for each cohort is planned to last a total of 12 semesters spread over four years (three semesters per year – Fall, Spring, and Summer for all four years). During the four years, the students will participate in intensive core content, language and cultural programs, and placement programs in the countries of all three partner institutions. Each student will stay overseas for a total of three semesters excluding foreign work placement. All students will have two options for choosing their study pathways as shown in the figure. At the end of the program, the students will be awarded two Bachelors Degrees from two of the three partner institutions based on the pathway they choose for their program of study. All the students completing the program requirements will receive a Bachelor's of Science (B.S.) in Hospitality Management from OSU. However, all students will only receive one degree from the European partner institutions based on the pathway they choose. Students choosing RGU as the main institution (and hence spend a year at RGU) will receive a B.A. in International Hospitality Management. Such students will also spend one semester at the minor institution, which in this case will be TUAS. On the other hand, if a student chooses TUAS as the main institution, he/she will spend a year at TUAS and a semester at RGU and will receive a B.S. in Hospitality management only from TUAS. It should be noted that all non-RGU students choosing RGU as the main institution will only receive a B.A. in International Hospitality Management and not the B.A. Honors degree in International Hospitality Management that the RGU students will be receiving. The credit transfer structure does not allow enough time to enable the non-RGU students to obtain the fourth year credits at RGU for the Honors Degree.

The structured plan for all students will be as follows:

- All students will spend the entire first year (Fall and Spring) at their home institutions
- All students will be placed in work placement positions during the first summer semester in their home countries.
- After the first summer placement program, all European students will either switch to their other European partner institution or remain at their home institutions based on the optional pathway they choose. All the OSU students will switch to one of the European partner institutions based on the pathway they choose. This will last for the first semester (Fall) of the second year of study.
 - RGU students choosing Option One will remain at RGU
 - RGU students choosing Option Two will switch to TUAS for the first semester of year 2
 - TUAS students choosing Option One will remain at RGU after the summer cohort program for the first semester of year two
 - TUAS students choosing Option Two will return back to their home institution for the first semester of year two
 - OSU student choosing Option One will remain at RGU and continue into the first semester of year 2
 - OSU students choosing Option Two will switch to TUAS and complete the first semester of year two
- During the second semester (Spring) of year two, all the students switch to a foreign institution or return back to their home institution as described below:
 - RGU students choosing Option One will switch to TUAS for the second semester of year two
 - RGU students choosing Option Two will return back to their home institution for the second semester of year 2
 - TUAS students choosing Option One will return back to their home institutions for the second semester of year two
 - TUAS students choosing Option Two will switch to RGU for the second semester of year two
 - OSU student from both options will return back to their home institution for the second semester of year two
- All students will be placed in work placement positions during the summer semester of the second year. All OSU students will be placed in Finland or the U.K based on when partner institution will be awarding them a degree. If they will be receiving a degree from TUAS, the students will be placed in placement in Finland. On the other hand, if the students are receiving a degree from RGU, they would be placed in the U.K. All the European students will be placed in the U.S. during the second summer semester.

- After the second summer foreign placement program, the main institute study programs will begin. The main institute is designated as the foreign institution from which the students will be obtaining a bachelors degree other than their own home institutions. This part of the program will last a full year (Fall, and Spring, with the Summer off). The students will be mobilized as follows:
 - All RGU and TUAS students will continue at OSU for Fall of year three
 - OSU students choosing Option One will switch to TUAS for the entire third year of study
 - OSU students choosing Option Two will switch to RGU for the entire third year of study
- All the students will return to their home institutions for the fourth year to complete all remaining program requirements to obtain a degree from their home institutions.
- The cycle will repeat for the next cohort for the following year.

The structured program for student mobility means that the students will be awarded the following degrees after completing all program requirements in four years:

- OSU Students Choosing Option One:
 - B.S. in Hospitality Management from OSU
 - B.S. in Hospitality Management from TUAS
- OSU Students Choosing Option Two:
 - B.S. in Hospitality Management from OSU
 - B.A. in Hospitality Management from RGU
- RGU Students Choosing Option One or Two:
 - B.S. in Hospitality Management from OSU
 - B.A. (Honors) in International Hospitality Management from RGU
- TUAS Students Choosing Option One or Two:
 - B.S. in Hospitality Management from OSU
 - B.S. in Hospitality Management from TUAS

The goal of awarding an American Degree and an European Degree to all program participants is achieved by the plan proposed.

A 165-PAGE DOCUMENT (NOT INCLUDED) HAS BEEN CREATED THAT DETAILS THE ENTIRE CURRICULUM FOR EACH OF THE OPTIONAL TRACKS DESCRIBED IN THE FLEXIBLE PATHWAY MODEL. THE DOCUMENT TAKES INTO CONSIDARATION THE PROGRAM REQUIREMENTS FOR THE AWARD OF THE DEGREES FROM EACH OF THE INSTITUTIONS AND LISTS THE EXACT AND ACCEPTED COURSE SUBSTITUTIONS, COMPREHENSIVE LANGUAGE, CULTURE, AND WORK PLACEMENT COMPONENTS. THE PLAN WILL ALLOW THE MOBILIZATION OF STUDENTS DURING THE FIRST YEAR OF FUNDING OF THIS GRANT.

THE TENTATIVE CURRICULAR PLAN FOR EACH OPTIONAL PATHWAY IS SHOWN IN THE NEXT FEW FIGURES.

TENTATIVE CURRICULUM PLAN FOR OSU OPTION 1 STUDENTS

OSU OPTION 1 STUDENTS TENTATIVE CURRICULUM PLAN

Year 1

Semester 1 - Fall	Semester 1 - Spring	Summer	
<p style="text-align: center;"><u>Total 28 ECTS @ OSU</u></p> <p>HRAD1103 Introduction to Hospitality ENGL 1313 Critical Analysis of Writing HES 3112 Freshman Experience MATH 1483 Mathematical Functions and Their Uses HIST 1103 Survey of American History</p>	<p style="text-align: center;"><u>Total 32 ECTS @ OSU</u></p> <p>GEOG 1014 Natural Sciences/Lab Course ENGL 1413 Critical Analysis of Writing II HIST 1623 Western Civilization after 1500 POLS 1113 American Government</p>	<p style="text-align: center;"><u>Total 15 ECTS @ OSU</u></p> <p>Work Placement in the U.S. (480 Hours) - Completed Project Report HRAD 4850.1 Transatlantic Expansion and Its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations</p>	
Year 2			
<p style="text-align: center;"><u>Total 30 ECTS @ OSU</u></p> <p>BS2104 Contemporary Human Resources Management BS2211 Microeconomics BS2101 Food and Beverage Skills BS1223 Business French or German 1 Lang 1000 Professional Language Applications Workshop Lang 1001 Web-Based Professional Journal CULT 1001 Cultural Tour Program</p>	<p style="text-align: center;"><u>Total 32 ECTS @ OSU</u></p> <p>HRAD2125 Service Management in Hospitality Operations HRAD2771 Hospitality Speakers Series HRAD2283 Hospitality Financial Analysis HRAD2533 Hospitality Information Systems HDFS2113 Lifespan Human Development LANG 4001 Business French or German 2 Critical and Reflective Thinking Seminar</p>	<p style="text-align: center;"><u>Total 15 ECTS @ TUAS</u></p> <p>Work Placement in Finland (480 Hours) - Completed Project Report HRAD 4850.1 Transatlantic Expansion and Its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations HRAD 4850.3A Cultural Perspective on Strategy in the Transatlantic Hotel Industry CULT 1000 Host Family Stay Program CULT 1001 Cultural Tour Program Cult 1002 Shadow The Front Line Program</p>	
Year 3			
<p style="text-align: center;"><u>Total 30 ECTS @ OSU</u></p> <p>Module 9 - Investigative touch in tourism and management I (2010481) Module 10 - Investigative touch in tourism and management II (2010482) Finnish Language 1 PRAC1000 Work Experience Seminar CULT 1003 Experience Seminar on Transatlantic Cultures</p>	<p style="text-align: center;"><u>Total 30 ECTS @ OSU</u></p> <p>Module 11 Business Plan and Design Management I (2010483) Module 12 - Business Plans and Design Management II (2010484) Finnish Language 2 Professional Language Applications Workshop Web-Based Professional Journal Reflective and Critical Thinking Seminars</p>	<p style="text-align: center;">FREE SUMMER</p>	
Year 4			
<p style="text-align: center;"><u>Total 32 ECTS @ OSU</u></p> <p>HRAD4365 Quality Food Production & Management ACCT 2203 Managerial Accounting (IS) HRAD4771 Hospitality Industry Speakers Colloquium HRAD4333 Hospitality and Tourism Financing ECON2203 Professional Elective- Introduction to Macroeconomics LANG 4002 Business French or German 4</p>	<p style="text-align: center;"><u>Total 30 ECTS @ OSU</u></p> <p>ECON3613 International Economic Relations MKTG 3513 Sales Management MSIS 2103 Business Computer Concepts & Applications BCOM 3223 Organizational Communications Reflective and Critical Thinking Seminars</p>	<p style="text-align: center;">COMPLETE ANY DEFICIENCY COURSES AND GRADUATE WITH TWO DEGREES</p> <p>These students will be obtaining two degrees: - B.S. Degree in Hospitality Management from OSU, and - B.S. Degree in Hospitality Management from TUAS</p>	

TENTATIVE CURRICULUM PLAN FOR OSU OPTION 2 STUDENTS

OSU OPTION 2 STUDENTS TENTATIVE CURRICULUM PLAN

Year 1

Semester 1 - Fall	Semester 1 - Spring	Summer
<p style="text-align: center;"><u>Total 28 ECTS at OSU</u></p> <p>HRAD1103 Introduction to Hospitality ENGL 1313 Critical Analysis of Writing HES 3112 Freshman Experiences MATH 1483 Mathematical Functions and Their Uses HIST 1103 Survey of American History</p>	<p style="text-align: center;"><u>Total 32 ECTS at OSU</u></p> <p>GEOG 1014 Natural Sciences/Lab Course ENGL 1413 Critical Analysis of Writing II HIST 1623 Western Civilization after 1500 POLS 1113 American Government LANG 2002 Business French or German 1</p>	<p style="text-align: center;"><u>Total 15 ECTS at OSU</u></p> <p>Work Placement in the U.S. (480 Hours) - Completed Project Report HRAD 4850.1 Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations</p>
Year 2		
<p style="text-align: center;"><u>Total 30 ECTS at IUAS</u></p> <p>Module 6 - Developing and planning accommodation and conference services I (2010466) Module 6 - Developing and planning accommodation and conference services II (2010467) 16 ECTS Finnish Language 1 Lang 1000 Professional Language Applications Workshop Lang 1001 Web-Based Professional Journal CULT 1001 Cultural Tour Program</p>	<p style="text-align: center;"><u>Total 32 ECTS at OSU</u></p> <p>HRAD2125 Services Management in Hospitality Operations HRAD2771 Hospitality Speakers Series HRAD2283 Hospitality Financial Analysis HRAD2533 Hospitality Information Systems HDFS2113 Lifespan Human Development LANG 4001 Business French or German 2 Critical and Reflective Thinking Seminar</p>	<p style="text-align: center;"><u>Total 15 ECTS at RGU</u></p> <p>Work Placement in the U.K. (480 Hours) - Completed Project Report HRAD 4850.1 Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations HRAD 4850.3A Cultural Perspective on Strategy in the Transatlantic Hotel Industry CULT 1000 Host Family Stay Program CULT 1001 Cultural Tour Program Cult 1002 Shadow The Front Line Program</p>
Year 3		
<p style="text-align: center;"><u>Total 32 ECTS at RGU</u></p> <p>BS4112 Management Accounting Decision Making BS2212 Sustainable Tourism Management BS2258 Business Law; LANG2003 Business French or German 2 CULT 1000 Host Family Stay Program CULT 1001 Cultural Tour Program PRAC1000 Work Experience Seminar CULT 1003 Experience Seminar on Transatlantic Cultures</p>	<p style="text-align: center;"><u>Total 30 ECTS at RGU</u></p> <p>BS1206 Business French or German 3 BS4206 The Economics of International Business HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations CULT 1002 Shadow The Front Line Program CULT 1003 Experience Seminar on Transatlantic Cultures Professional Language Applications Workshop Web-Based Professional Journal Reflective and Critical Thinking Seminars</p>	<p style="text-align: center;">FREE SUMMER!</p>
Year 4		
<p style="text-align: center;"><u>Total 32 ECTS at OSU</u></p> <p>HRAD4365 Quality Food Production & Management ACCT 2203 Managerial Accounting (IS) HRAD4771 Hospitality Industry Speakers Colloquium HRAD4333 Hospitality and Tourism Financing ECON2203 Professional Elective- Introduction to Macroeconomics</p>	<p style="text-align: center;"><u>Total 30 ECTS at OSU</u></p> <p>ECON3613 International Economic Relations MKTG 3513 Sales Management MSIS 2103 Business Computer Concepts & Applications BCOM 3223 Organizational Communications Reflective and Critical Thinking Seminars</p>	<p style="text-align: center;">COMPLETE ANY DEFICIENCY COURSES AND GRADUATE WITH TWO DEGREES</p> <p>These students will be obtaining two degrees: B.S. Degree in Hospitality Management from OSU, and B.A. Degree in International Hospitality Management from RGU</p>

TENTATIVE CURRICULUM PLAN FOR RGU OPTION 1 STUDENTS

RGU OPTION 1 STUDENTS TENTATIVE CURRICULUM PLAN

Year 1

Semester 1 - Fall	Semester 1 - Spring	Summer	
<p style="text-align: center;">Total 30 ECTS at RGU</p> <p>BS1225 Marketing BS1107 Professional Skills BS1210 Tourism Hospitality Environment BS1201 The Financial Environment</p>	<p style="text-align: center;">Total 30 ECTS at RGU</p> <p>BS1204 People Management BS1203 Management Concepts BS1108 Culinary Arts and Food Safety BS1205 Business French or German 1</p>	<p style="text-align: center;">Total 15 ECTS at RGU</p> <p>Work Placement in the U.K. (480 Hours) Completed Project Report HRAD 4850.1 Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations</p>	
Year 2			
<p style="text-align: center;">Total 30 ECTS at RGU</p> <p>BS2242 Business Enterprise Skills BS2282 Globalization BS2101 Food and Beverage Skills BS1223 Business French or German 2 Critical and Reflective Thinking Seminars</p>	<p style="text-align: center;">Total 32 ECTS at UVA</p> <p>Module 7 - Sustainable and Product Development of Tourism Services I (2010468) - 8 ECTS Module 8 - Sustainable and Product Development of Tourism Services II (2010469) - 24 ECTS Finnish Language 1 Professional Language Applications Workshop Web-Based Professional Journal CULT 1001 Cultural Tour Program CULT 1002 Shadow The Front Line Program</p>	<p style="text-align: center;">Total 15 ECTS at OSU</p> <p>Work Placement in the U.S. (480 Hours) - Completed Project Report HRAD 4850.1 Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations HRAD 4850.3A Cultural Perspective on Strategy in the Transatlantic Hotel Industry HES 3112 First Year Transfer Student Experience CULT 1000 Host Family Stay Program CULT 1001 Cultural Tour Program Cult 1002 Shadow The Front Line Program</p>	
Year 3			
<p style="text-align: center;">Total 30 ECTS at OSU</p> <p>HRAD3213 Hospitality Management & Organization ECON 3613 Social & Behavioral Sciences Course HRAD3783 Hospitality Industry Human Resources Management STAT2023 Elementary Statistics for Business and Economics. ACCT 2203 Professional Elective- Managerial Accounting LANG 4002 Business French or German 3 PRAC1000 Work Experience Seminar CULT 1003 Experience Seminar on Transatlantic Cultures</p>	<p style="text-align: center;">Total 30 ECTS at OSU</p> <p>HRAD3473 Hospitality Mechanical and Facilities Management HRAD3553 Purchasing in Hospitality and Food Service HRAD4103 Hospitality Law and Ethics HRAD3363 Hotel Front Office Management BCOM 3223 Organizational Communications Workshop Professional Language Applications Workshop Web-Based Professional Journal</p>	<p style="text-align: center;">FREE SUMMER</p>	
Year 4			
<p style="text-align: center;">Total 23 ECTS at RGU</p> <p>BS411B Dissertation BS4139 Appraisal of Current Research Issues BS4275 Hospitality Licensing and Contract Management BS4103 Accommodation Investment and Yield Management</p>	<p style="text-align: center;">Total 21 ECTS at RGU</p> <p>BS411B Dissertation BS4208 Entrepreneurial Studies BS4102 Current Issues in Hospitality Management</p>	<p style="text-align: center;">COMPLETE ANY DEFICIENCY COURSES AND GRADUATE WITH TWO DEGREES</p> <p>These students will be obtaining two degrees: - B.S. Degree in Hospitality Management from OSU, and - B.A. Honors Degree in International Hospitality Mgmt. from RGU</p>	

TENTATIVE CURRICULUM PLAN FOR RGU OPTION 2 STUDENTS

RGU OPTION 2 STUDENTS TENTATIVE CURRICULUM PLAN

Year 1

Semester 1 - Fall	Semester 1 - Spring	Summer	
<p style="text-align: center;">Total 30 ECTS at RGU</p> <p>BS1225 Marketing BS1107 Professional Skills BS1210 Tourism Hospitality Environment BS1201 The Financial Environment</p>	<p style="text-align: center;">Total 30 ECTS at RGU</p> <p>BS1204 People Management BS1203 Management Concepts BS1108 Culinary Arts and Food Safety BS1205 Business French 1</p>	<p style="text-align: center;">Total 15 ECTS at RGU</p> <p>Work Placement in the U.K. (480 Hours) Completed Project Report HRAD 4850.1 Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations</p>	
Year 2			
<p style="text-align: center;">Total 32 ECTS at UAS</p> <p>Module 5 - Developing and Planning Accommodation and Conference Services I (2010468) - 12 ECTS Module 6 - Developing and Planning Accommodation and Conference Services II (2010467) - 20 ECTS Finnish Language 1 CULT 1001 Cultural Tour Program CULT 1002 Shadow The Front Line Program</p>	<p style="text-align: center;">Total 30 ECTS at RGU</p> <p>BS2258 Business Law BS2216 Accommodation Management BS2102 Food and Beverage Management BS2105 Business French 2 Critical and Reflective Thinking Seminar</p>	<p style="text-align: center;">Total 15 ECTS at OSU</p> <p>Work Placement in the U.S. (480 Hours) - Completed Project Report HRAD 4850.1 Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations HRAD 4850.3A Cultural Perspective on Strategy in the Transatlantic Hotel Industry HES 3112 First Year Transfer Student Experience CULT 1000 Host Family Stay Program CULT 1001 Cultural Tour Program Cult 1002 Shadow The Front Line Program</p>	
Year 3			
<p style="text-align: center;">Total 30 ECTS at OSU</p> <p>HRAD3213 Hospitality Management & Organization ECON 3613 Social & Behavioral Sciences Course HRAD3783 Hospitality Industry Human Resources Management STAT2023 Elementary Statistics for Business and Economics ACCT 2203 Professional Elective- Managerial Accounting LANG 4002 Business French 3 PRAC1000 Work Experience Seminar CULT 1003 Experience Seminar on Transatlantic Cultures</p>	<p style="text-align: center;">Total 30 ECTS at OSU</p> <p>HRAD3473 Hospitality Mechanical and Facilities Management HRAD3553 Purchasing in Hospitality and Food Service HRAD4103 Hospitality Law and Ethics HRAD3363 Hotel Front Office Management BCOM 3223 Organizational Communications Workshop Professional Language Applications Workshop Web-Based Professional Journal</p>	<p style="text-align: center;">FREE SUMMER!</p>	
Year 4			
<p style="text-align: center;">Total 23 ECTS at RGU</p> <p>BS4118 Dissertation BS4139 Appraisal of Current Research Issues BS4275 Hospitality Licensing and Contract Management BS4103 Accommodation Investment and Yield Management</p>	<p style="text-align: center;">Total 21 ECTS at RGU</p> <p>BS4118 Dissertation BS4208 Entrepreneurial Studies BS4102 Current Issues in Hospitality Management</p>	<p style="text-align: center;">COMPLETE ANY DEFICIENCY COURSES AND GRADUATE WITH TWO DEGREES</p> <p>These students will be obtaining two degrees: - B.S. Degree in Hospitality Management from OSU, and - B.A. Honors Degree in International Hospitality Mgmt. from RGU</p>	

TENTATIVE CURRICULUM PLAN FOR TUAS OPTION 1 STUDENTS

TUAS OPTION 1 STUDENTS TENTATIVE CURRICULUM PLAN			
Year 1			
Semester 1 - Fall	Semester 1 - Spring	Summer	
<p style="text-align: center;">Total 21 ECTS at IUAS</p> <p>Module 1 - Hospitality as a Profession (2010381) - 10 ECTS Module 2 - Module 2 - Service Oriented Hospitality Management (2010382) - 11 ECTS</p>	<p style="text-align: center;">Total 30 ECTS at IUAS</p> <p>Module 3- Tourism and Accommodation Service Process in Finland (2010456) - 3 ECTS Module 4 - Tourism and Accommodation Service Processes in Finland II (2010457) - 24 ECTS Business French or German I</p>	<p style="text-align: center;">Total 15 ECTS at IUAS</p> <p>Work Placement in Finland (480 Hours) Completed Project Report HRAD 4850.1 Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations</p>	
Year 2			
<p style="text-align: center;">Total 30 ECTS at RGU</p> <p>BS2242 Business Enterprise Skills BS2282 Globalization BS2101 Food and Beverage Skills Professional Language Applications Workshop Web-Based Professional Journal CULT 1001 Cultural Tour Program BS1223 Business French or German 2 Critical and Reflective Thinking Seminars</p>	<p style="text-align: center;">Total 32 ECTS at IUAS</p> <p>Module 7 - Sustainable and Product Development of Tourism Services I (2010468) - 8 ECTS Module 8 - Sustainable and Product Development of Tourism Services II (2010469) - 24 ECTS Finnish Language 1 Professional Language Applications Workshop Web-Based Professional Journal</p>	<p style="text-align: center;">Total 15 ECTS at OSU</p> <p>Work Placement in the U.S. (480 Hours) - Completed Project Report HRAD 4850.1 Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations HRAD 4850.3A Cultural Perspective on Strategy in the Transatlantic Hotel Industry HES 3112 First Year Transfer Student Experience CULT 1000 Host Family Stay Program CULT 1001 Cultural Tour Program Cult 1002 Shadow The Front Line Program</p>	
Year 3			
<p style="text-align: center;">Total 30 ECTS at OSU</p> <p>HRAD3213 Hospitality Management & Organization ECON 3613 Social & Behavioral Sciences Course HRAD3783 Hospitality Industry Human Resources Management STAT2023 Elementary Statistics for Business and Economics ACCT 2203 Professional Elective- Managerial Accounting LANG 4002 Business French or German 3 PRAC1000 Work Experience Seminar CULT 1003 Experience Seminar on Transatlantic Cultures</p>	<p style="text-align: center;">Total 30 ECTS at OSU</p> <p>HRAD3473 Hospitality Mechanical and Facilities Management HRAD3553 Purchasing in Hospitality and Food Service HRAD4103 Hospitality Law and Ethics HRAD3363 Hotel Front Office Management BCOM 3223 Organizational Communications Professional Language Applications Workshop Web-Based Professional Journal</p>	<p style="text-align: center;">FREE SUMMER!</p>	
Year 4			
<p style="text-align: center;">Total 25 ECTS at IUAS</p> <p>Module 13: 1000320 Studying Skills and Professional Growth (5); 2010437 Information Management and Research (3); 2010470 Methodology (2) Module 14: 2010293 Personal project and final project work (15)</p>	<p style="text-align: center;">Total 30 ECTS at IUAS</p> <p>OPTIONAL STUDIES (15)- Hospitality Financial Analysis- Hospitality and Tourism Financhy- Macroeconomica Work Placement (15)</p>	<p style="text-align: center;">COMPLETE ANY DEFICIENCY COURSES AND GRADUATE WITH TWO DEGREES</p> <p>These students will be obtaining two degrees: - B.S. Degree in Hospitality Management from OSU, and - B.S. Degree in Hospitality Management from TUAS</p>	

TENTATIVE CURRICULUM PLAN FOR TUAS OPTION 2 STUDENTS

TUAS OPTION 2 STUDENTS TENTATIVE CURRICULUM PLAN

Year 1

Semester 1 - Fall	Semester 1 - Spring	Summer	
<p style="text-align: center;">Total 21 ECIS at TUAS</p> <p>Module 1 - Hospitality as a Profession (2010381) - 10 ECIS Module 2 - Service Oriented Hospitality Management (2010382) - 11 ECIS Finnish Language 1</p>	<p style="text-align: center;">Total 30 ECIS at TUAS</p> <p>Module 3- Tourism and Accommodation Service Process in Finland (2010456) - 3 ECIS Module 4 - Tourism and Accommodation Service Processes in Finland II (2010457) -24 ECIS Business French or German 1</p>	<p style="text-align: center;">Total 16 ECIS at TUAS</p> <p>Work Placement in Finland (480 Hours) Completed Project Report HRAD 4850.1 Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations</p>	
Year 2			
<p style="text-align: center;">Total 30 ECIS at TUAS</p> <p>Module 5 - Developing and Planning Accommodation and Conference Services I (2010466) - 7 ECIS Module 6 - Developing and Planning Accommodation and Conference Services II (2010487) - 17 ECIS Professional Language Applications Workshop Web-Based Professional Journal BS1223 Business French or German 2</p>	<p style="text-align: center;">Total 30 ECIS at URGU</p> <p>BS2253 Business Law BS1108 Culinary Arts and Food Safety BS2102 Food and Beverage Management BS2105 Business French or German 3 CULT 1001 Cultural Tour Program Critical and Reflective Thinking Seminars Professional Language Applications Workshop Web-Based Professional Journal</p>	<p style="text-align: center;">Total 15 ECIS at OSU</p> <p>Work Placement in the U.S. (480 Hours) - Completed Project Report HRAD 4850.1 Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry HRAD 4850.2 Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations HRAD 4850.3A Cultural Perspective on Strategy in the Transatlantic Hotel Industry HES 3112 First Year Transfer Student Experience CULT 1000 Host Family Stay Program CULT 1001 Cultural Tour Program Cult 1002 Shadow The Front Line Program</p>	
Year 3			
<p style="text-align: center;">Total 30 ECIS at OSU</p> <p>HRAD3213 Hospitality Management & Organization ECON 3513 Social & Behavioral Sciences Course HRAD3783 Hospitality Industry Human Resources Management STAT2023 Elementary Statistics for Business and Economics ACCT 2203 Professional Elective- Managerial Accounting LANG 4002 Business French or German 3 PRAC1000 Work Experience Seminar CULT 1003 Experience Seminar on Transatlantic Cultures</p>	<p style="text-align: center;">Total 30 ECIS at OSU</p> <p>HRAD3473 Hospitality Mechanical and Facilities Management HRAD3553 Purchasing in Hospitality and Food Service HRAD4103 Hospitality Law and Ethics HRAD3363 Hotel Front Office Management BCOM 3223 Organizational Communications Professional Language Applications Workshop Web-Based Professional Journal</p>	<p style="text-align: center;">FREE SUMMER!</p>	
Year 4			
<p style="text-align: center;">Total 25 ECIS at TUAS</p> <p>Module 13: 1000320 Studying Skills and Professional Growth (5); 2010437 Information Management and Research (3); 2010470 Methodology (2) Module 14: 2010290 Personal project and final project work (15)</p>	<p style="text-align: center;">Total 30 ECIS at TUAS</p> <p>OPTIONAL STUDIES (15)- Hospitality Financial Analysis- Hospitality and Tourism Financing- Macroeconomics Work Placement (15)</p>	<p style="text-align: center;">COMPLETE ANY DEFICIENCY COURSES AND GRADUATE WITH TWO DEGREES</p> <p>These students will be obtaining two degrees: • B.S. Degree in Hospitality Management from OSU, and • B.S. Degree in Hospitality Management from TUAS</p>	

The detailed plan for student mobility is illustrated in the table below.

Student Mobility Plan

Month and Year:	Aug. '09 to Dec. '09		Jan. '10 to Apr. '10		May '10 to Aug. '10		Aug. '10 to Dec. '10		Jan. '11 to Apr. '11		May '11 to Aug. '11		Aug. '11 to Dec. '11		Jan. '12 to Apr. '12		May '12 to Aug. '12	
	Semester 1		Semester 2		Summer		Semester 1		Semester 2		Summer		Semester 1		Semester 2		Summer	
	YEAR ONE																	
U.S. Students:	YEAR TWO																	
	YEAR THREE																	
	YEAR FOUR																	
Cohort One (1 Student)	Option 1	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)
	Option 2	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)
Cohort Two (1 Student)	Option 1	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)
	Option 2	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)
Cohort Three (1 Student)	Option 1	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)
	Option 2	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)
RGU Students:	Option 1	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)
	Option 2	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)	At OSU (90 ECTS Coursework)
TUAS	Option 1	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)
	Option 2	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)	At TUAS (90 ECTS Coursework)

The students from each side of the Atlantic will spend the first year at their home institution including domestic work placement during the first summer semester; one semester of coursework at a foreign institution and one semester of coursework at the home institution during the second year followed by the second summer semester of work placement in a foreign country; two semesters of coursework during the third year at the foreign institution from which they will be obtaining the second bachelor's degree; and finally, the entire last year of coursework back at their home institutions in order to obtain a bachelor's degree from their home institution. Including foreign work placement, the plan calls for the students to live abroad for a total of four semesters, three at the institution from which they will obtain a degree and one at the institution from which they will not obtain a degree. The students have the option to choose which two degrees they would like to obtain which in turn will determine their optional pathway for their degrees. Students from each institution will have a choice of pursuing one of the two optional pathways for obtaining the degrees.

Faculty Mobility Plan

The faculty mobility plan calls for the program coordinators to first meet during the first semester of the first funding year to attend FIPSE orientation, finalize plans and to admit students into the program. Other faculty exchanges will occur through co-teaching plans with teams from across the Atlantic. It is anticipated that at least two faculty member from each institution per semester will be mobilized to a partner institution to teach or co-teach a module/courses. The courses taught will be 'swapped' among the transferring faculty so that it has no implications of the transfer on the institutions. A total of eight faculty members at each institution may be mobilized as shown in the Faculty Mobility Plan below. The institutions will treat all transferred faculty as "Visiting Professors" and provide all available support and help that has been established at their own institutions (e.g. accommodation, work visa help, teaching resources, office, administrative help, etc.). The salaries for the visiting faculty will still be paid by the home institution throughout the transferred period.

Month and Year:	Aug. '09 to Dec. '09	Jan. '10 to Apr. '10	May '10 to Aug. '10	Aug. '10 to Dec. '10	Jan. '11 to Apr. '11	May '11 to Aug. '11	Aug. '11 to Dec. '11	Jan. '12 to Apr. '12	May '12 to Aug. '12	Aug. '12 to Dec. '12	Jan. '13 to Apr. '13	May '13 to Aug. '13
	Semester 1	Semester 2	Summer	Semester 1	Semester 2	Summer	Semester 1	Semester 2	Summer	Semester 1	Semester 2	Summer
	YEAR ONE			YEAR TWO			YEAR THREE			YEAR FOUR		
OSU Faculty:												
Project Director	Meet at OSU for Project Finalization			Meet at OSU for Improvement Planning								Meet at OSU for Cohort Graduation
OSU Project Coordinator												Meet in Europe for Cohort Graduation
Faculty # 1			Work Placement Coordination in U.S.		Work Placement Coordination in Europe				Work Placement Coordination in Europe			Work Placement Coordination in Europe for Cohort Three
Faculty # 2												
Faculty # 3												
Faculty # 4												
Faculty # 5												
Faculty # 6		Co-Teach at TUAS										
RGU Faculty:												
Ed. Project Director	Meet at OSU for Project Finalization			Meet at RGU for Improvement Planning and Co-Teach								Meet at OSU for Cohort Graduation
RGU Project Coordinator												Meet in Europe for Cohort Graduation
Faculty # 1			Work Placement Coordination in U.K.		Work Placement Coordination in U.S.				Work Placement Coordination in U.S.			Work Placement Coordination in U.S. for Cohort Three
Faculty # 2												
Faculty # 3												
Faculty # 4												
Faculty # 5												
Faculty # 6		Co-Teach in TUAS										
TUAS Faculty:												
TUAS Project Coordinator	Meet at OSU for Project Finalization			Meet at RGU for Improvement Planning and Co-Teach								Meet at OSU for Cohort Graduation
TUAS Project Co-Coordinator												Meet in Europe for Cohort Graduation
Faculty # 1			Work Placement Coordination in Finland		Work Placement Coordination in U.S.				Work Placement Coordination in U.S.			Work Placement Coordination in U.S. for Cohort Three
Faculty # 2												
Faculty # 3												
Faculty # 4												
Faculty # 5												
Faculty # 6		Co-Teach at OSU										

LANGUAGE, CULTURE, AND PLACEMENT TRAINING

Based on the above recommended template for each of the programs, a Plan of Study was developed for each optional pathway. To keep with the spirit of the program, additional modules/courses and programs with and without credit were developed and integrated into the program plan of study for each option. The table below describes the language, cultural, and placement requirements that were specially developed for this program. In terms of languages, the students will learn French, German, English, and Finnish as a part of this program. The students will be required to gain greater expertise with either French/German and Finnish depending on the optional pathway they choose. Students choosing RGU as the main institution will be expected to be experts in French or German while students choosing TUAS will be expected to be experts in Finnish. All students will need to be fluent in English in order to be a part of this program since most of the instruction will be in English. All students will also be required to have a strong command of the other language in which they are not expected to be experts in before they exit the program. In order to reinforce the languages, all students will participate in language courses, workshops, and seminars. They will also be required to maintain an electronic journal/portfolio on the web with audio and video clips that showcases their linguistic abilities for faculty to evaluate.

All the students will enroll and complete three new courses/modules developed specially for this program that highlight the criticality of cultural aspects on U.S. – E.U. lodging industry. The three new modules developed will be worth one credit-hour each (2 ECTS each) and will be offered during the summer cohort programs. In addition, workshops and seminars will be arranged to highlight the importance and the impact of cultural differences in hotel operations and strategy development. The students will be required to stay with a host family for at least a month at each of the foreign countries in order to gain an understanding of the nuances of everyday life. The students will be involved in many cultural/educational tours and programs to an in-depth understanding of local culture.

All students will complete a total of 800 hours of work placement training or internship across all three institutions. At the main institution, other than the home institution, each student will complete 600 hours of training (25 hours per week for 24 weeks). In addition, the students will work 100 hours at each of the home and minor institution's country. The minor placements will last at least a month in each location. It is expected that the students will be reimbursed at least at the rate of U.S. \$10.00/hour throughout their placement schedule. The student stipends originating from the FIPSE grant will be proportionately reduced once the students are placed in work placement. This will allow the students to stay abroad a longer duration of time (4 semesters each) and will be a more effective way to leverage the funds obtained from the FIPSE grant for educational purposes.

The students will be given ample opportunity to reflect and share their experiences and understanding about the cultural differences through various work-experience seminars and critical thinking exercises. The students will shadow front-line employees at hotels and management at meetings to understand the differences in management styles and decision-making in business. They will also get to practice business strategy development and language skills through role-playing exercises.

Language, Culture and Placement Training for FIPSE Students

Courses/Modules and Programs	Description and Remarks				Delivery Plan
LANGUAGES	Courses or Programs	ID No.	ECTS	Credits	Remarks
<u>University Credit Courses:</u>					
English Composition 1		ENGL 1113	6	3	The students will take two courses from the choices for a total of 6 credit hours.
English Composition 2		ENGL 1213	6	3	The students will take two courses from the choices for a total of 6 credit hours.
Or,					This language requirement will also fulfill the English (E Component) of the General Education (GE) requirement of Oklahoma State University. A copy of the syllabus for e
International Freshman Composition 1		ENGL 1123	6	3	The students will take these classes in a traditional classroom setting, independent studies, and online courses.
International Freshman Composition 2		ENGL 1223	6	3	
Or,					
Critical Analysis of Writing 1		ENGL 1313	6	3	
Critical Analysis of Writing 2		ENGL 1413	6	3	
Or,					
Introduction to technical Writing		ENGL 2333	6	3	
Technical Writing		ENGL 3323	6	3	
German Language 1		Module 3	6	3	All students choosing to obtain the second bachelors degree from TUAS will be expected to take all three modules.
German Language 2		Module 4	6	3	These courses will be offered at TUAS during regular semester periods.
German Language 3		Module 8	6	3	These courses will be offered by RGU during regular semester periods.
Business French 1		BS1205	8	4	
Business French 2		BS2105	8	4	
<u>Non-University Credit Programs:</u>					
Professional Language Applications Workshop		LANG 1000	0	0	A three-week non-credit language training and applications workshop to enable the students to practice and apply their language skills in simulated hotel environments and to learn hotel industry specific technical terminology.
					The language applications workshops will be offered on an ongoing basis throughout the duration of the language training.

Web-Based Professional Journal

LANG 1001 0 0

The students will need to maintain such electronic journals on the program website at all times throughout the duration of study. The journals will be routinely evaluated by faculty and other experts to assess learning and progress.

CULTURAL EXPERIENCE

University Credit Courses:

Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry

HRAD 4850 2 1

Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations

HRAD 4850 2 1

A Cultural Perspective on Strategy in the Transatlantic Hotel Industry

HRAD 4850 2 1

The courses will be offered as a part of the summer cohort program during the first two years of the program.

Non-University Credit Programs:

Host Family Stay Program

CULT 1000 0 0

This will be a mandatory "host family stay" program for all exchange students to enhance their understanding of everyday life in the local culture.

A formal "cultural tour" programs for the exchange students to engage in local events and activities for a richer cultural experience.

Tours to local cultural attractions, events, and meetings will be arranged. Social events such as foreign movie nights

The students will be required to stay with a host family in the foreign country for a minimum period of one month during the entire program.

Cultural Tour Program

CULT 1001 0 0

The courses will be offered as a part of the summer cohort program during the first two years of the program.

Shadow The Front Line Program

CULT 1002 0 0

Through a "Shadow the Front-Line" program, the students will be exposed to hotel industry patterns in real-life setting for the purpose of developing an understanding of the

underlying distinctions of consumer behavior in each country.

Through a one week seminar, this program will build an open and highly interactive environment for sharing of industry specific knowledge and experiences for the purpose of understanding country differences in operations in the hotel industry.
Discussions

Experience Seminar on Transatlantic Cultures CULT 1003 0 0

University Credit Courses:

A work experience course that is in sync with program's technical content. The practical modules will be completed in a pre-specified series on both sides of the Atlantic. Students will complete a total of 800 hours of practical work experience in the field.

1-3

Transatlantic Lodging Industry Work Experience HRAD 4850 2-6

The students will be placed at the world renowned Broadmoor Hotel & Resort (<http://www.broadmoor.com/>) in Colorado Springs, Colorado for a continuous period of six months during which the students will rotate among various hotel departments for a total of

PRACTICAL EXPERIENCE

Non-University Credit Programs:

Based on their work experience, the seminar will allow students to formally present their experiences and understanding of the impact of culture on management styles and how a corporate strategy may be developed around it.

Work Experience Seminar PRAC 1000 0 0

The students will engage in such seminars every other week throughout their placement period. The students will be required to come to all the two-hour seminars and also complete a management report at the end of the placement period.

ECTS CREDIT TRANSFER AGREEMENT

SCHOOL OF HOTEL & RESTAURANT ADMINISTRATION

College of Human Environmental Sciences
Oklahoma State University

E.C. CREDIT CALCULATION		U.S. CREDIT CALCULATION	
PROPERTY SERVICES AND MANAGEMENT (HT3025)		MECHANICAL EQUIPMENT & FACILITIES MANAGEMENT (HRAD3473)	
INDICATIVE STUDENT WORKLOAD		INDICATIVE STUDENT WORKLOAD	
Scotcats: 15 ECTS: 7.5			Credit-Hours: 3
CONTACT HOURS	FULL TIME	CONTACT HOURS	FULL TIME
<u>CONTACT HOURS</u> Lectures Tutorials Workshops Practicals	17 6 6 6	<u>CONTACT HOURS</u> Lectures Computer Lab Workshops Practicals	48 16
<u>DIRECTED STUDY</u> Coursework Preparation Student Centered Learning	30 55	<u>DIRECTED STUDY</u> Coursework Preparation Homework Assignments and Research	16 24
<u>PRIVATE STUDY</u> Additional Readings	30	<u>PRIVATE STUDY</u> Additional Readings	16
TOTAL HOURS:	150	TOTAL HOURS:	120
CREDIT EQUIVALENCY		CREDIT EQUIVALENCY	
		Scotcats:	12
		ECTS:	6

3 U.S. CREDIT HOURS = 6 ECTS = 12 SCOTCATS

SIGNED H.O.T.E.L. ATLANTIS PROJECT MOU

Memorandum of Understanding Between Oklahoma State University, Robert Gordon University, and Turku University of Applied Sciences July 1st 2007

This Memorandum of Understanding ("MOU") to develop a mutually beneficial dual-degree transatlantic undergraduate program for the parties' student and faculty populations is entered into between Oklahoma State University ("OSU"), a flagship institution of higher education funded by the State of Oklahoma with its administrative offices located at 101 Whitehurst Bldg., Stillwater, Oklahoma, 74078, USA, and Robert Gordon University ("RGU") of Aberdeen, Scotland (UK), and Turku University of Applied Sciences (TUAS), of Turku, Finland. The program will be titled, the *H.O.T.E.L. Atlantis Project - Higher Opportunities for Training, Education, and Languages*.

Whereas, OSU, RGU, and TUAS recognize the increasing assimilation of the U.S. and E.C. hotel industries, and the need to create a pool of hotel managers that are equally competent working in both the industries, and

Whereas, OSU, RGU, and TUAS recognize the importance of creating transparency between the U.S. and E.C. hotel industries in terms of workforce mobility, educational credit transfers, university degree recognition, and recognition of professional credentials, and

Whereas, OSU, RGU, and TUAS realize the importance of sharing educational materials, instructional methods, research findings, and institutional models that will help build lasting ties between the educational communities of the U.S. and E.C., and

Whereas, OSU, RGU, and TUAS recognize the unique strengths and missions of their partner institutions, and

Whereas, OSU, RGU, and TUAS agree that their cooperation in this MOU is limited to those matters in which they can excel for the betterment of their respective communities.

Therefore, in consideration of the mutual promises contained in this MOU, the parties agree as follows

I. Objective

The purpose of this MOU is to record the understanding and commitment of the three parties to promote and strengthen a culture and language intensive dual-degree transatlantic undergraduate program in hotel management that involves student and faculty mobility and the award for two undergraduate degrees, one from OSU and the other from one either RGU or TUAS depending on the study pathway option chosen by the students. It is understood that each student will have two flexible study pathway options to choose from. Specific contracts regarding exchanges of students, faculty or activities and/or initiatives shall be completed as separate agreements. In such instances, the agreements shall be in writing and signed by authorized representatives from each of the parties.

II. Scope of MOU

1. Exchanges and cooperative ventures initiated under the terms of this MOU shall be based on a spirit of reciprocity and mutual benefit and will specifically encompass the exchange of students and faculty. The parties to the Agreement shall, for a duration that will be determined on a case-by-case basis and after mutual agreement, invite faculty for teaching and other academic visits. The students will be exchanged on a pre-determined basis as outlined in the program proposal.

2. The parties to the Agreement shall admit students into their respective programs as transfer students by awarding them admission into their second year of study based on their previous education and work experience. Each institution shall evaluate their applicants according to their own admission standards and create a pool of potential candidates from which a collective decision can be made about the best candidates for completing the dual-degree program. The transfer credits from each institution will be evaluated on the following basis: 3 credit-hours = 6 ECTS = 12 Scotcat. All admitted students will first complete any pre-requisites or deficiency credits before starting the dual-degree program.

3. Student Exchange Program: A total of 24 students shall be admitted into the program on each side of the Atlantic in three equal yearly cohorts. OSU will have 8 students in each cohort while RGU and TUAS will have 4 students each, in each of their yearly cohorts. The students will complete a minimum of 30-credit hours or equivalent number of credits at each institution that awards a degree. In addition, all the students will also complete at least 15-credit hours of study at the foreign institution from which they will not receive a degree. The students will be residents of each foreign partner program from which they will receive a degree for at least one academic year (10 teaching months) during which time, they will complete an intensive culture and language training program, and take core hotel management courses during the first and second semesters. The students will be residents of each foreign institution from which they do not receive a degree for at least one semester. The students will complete the fourth year of the program at their home institutions. The students will also complete a total of 800 hours of practical training between the three partner institutions.

4. Culture, Language and Placement Training Program: The parties to this Agreement shall provide the exchange students intensive cultural and language training during their first visit to the foreign institution. The language component shall involve offering a two to three-course sequence to help students increase proficiency successively. OSU would teach English Composition, technical writing, and creative writing; RGU, Business French; and TUAS, Business German and Finnish. At the end of this program, all students will be expected to be fluent in English, Business French and Business German and also have conversational knowledge of Finnish. The host institution shall also provide various avenues for the students to practice their language skills by arranging workshops, seminars, and interactions with the local community. The partner institutions shall offer three one-credit hour courses titled, "Transatlantic Expansion and its Impact on the U.S.-E.U. Lodging Industry" (HRAD 4850.1); "Understanding Transatlantic Multicultural Issues in U.S.-E.U. Hotel Operations" (HRAD 4850.2); "A Cultural Perspective on Strategy in the Transatlantic Hotel Industry" (HRAD 4850.3), in order to help student gain a better understanding of the influence of culture on management, business, and strategy. In order to enrich the cultural experience, the partner institutions will also arrange for the exchange students to stay with a 'host-family' for at least a month in each host country. Through the arrangement of a series of events, the host institution shall also allow the exchange students to participate in regional cultural events and visit local attractions of cultural value. The partner institution shall also arrange work internships at domestic hotels for all the exchange students.

In order to enhance coordination and cooperation, the partner institutions will offer two summer cohort programs for each cohort during the second and third year of the program of study. One such summer cohort program will be held in Europe, either at one of the partner institutions or other locations (Such as Barcelona, Spain) in Europe deemed more appropriate for enhancing the students' European educational and cultural experience. The second summer cohort program will be held at OSU. All students, faculty and staff involved in the exchange program will be brought together during the cohort programs.

5. Visiting Scholar Programs: The partner institutions agree to accept one to two scholars per year on either a short-term basis or for up to one semester. When teaching exchanges occur, it shall be assumed that the faculty members will teach comparable credit hour loads, continue in the regular pay arrangement of their home institutions, and receive housing, orientation, and research assistance from the host institution in order to gain maximum benefit from the exchange. An emphasis on classroom teaching shall be a high priority for the exchange of faculty. Visiting faculty shall have a sufficient command of the language of instruction if they are invited to teach. They also should have the flexibility to teach the courses as requested by the host institute and as agreed to mutually. Other areas of emphasis may include professional development, research, and participation in community, cultural, and speaking activities.

6. Responsibilities:

Student and Faculty Mobility: The exchange students and faculty members and/or the home institution shall be responsible for the cost of transportation, living expenses, and other costs to and from the host institution.

Tuition and Other Fees: The parties to the Agreement shall reimburse the other partner institution(s) any differential in tuition fees that may occur because of the difference in the number of students being exchanged or the difference in tuition fee structure among the institutions. The fees charged would not be any higher than the fees charged to students not enrolled in the exchange program.

Visa Requirements: Exchange students and faculty shall be responsible for obtaining any necessary visas and otherwise complying with all immigration laws and regulations of the country of the host institution. The host institution shall cooperate in such efforts but shall not have any responsibility to assure the granting of any visas, permits, or approvals.

Other Documentation: Unless otherwise provided in the applicable Exchange Contract, each exchange participant must submit, prior to departure from the home institution, proof of Medical, Health, and Repatriation insurance coverage for the duration of the exchange period as required by the law of the country of the host institution.

Discrimination: The parties agree that no person or entity will be discriminated in any shape or form during the execution of this project. Serious efforts will be made to provide equal access to all individuals irrespective of their age, gender, ethnicity, country of origin, sexual orientation, handicap status, or nationality. Programs to recruit students and faculty from diverse backgrounds shall be implemented.

7. Information Exchange: The partner institutions agree that open, honest, and timely communication of detailed information between them is essential for the successful outcome of this MOU. In recognition of this key element, the institutions agree as follows:

- a. To actively populate and update the website specially designed for this project with all the necessary information about course curriculum, course content, evaluation tools, student and faculty information, and administrative support material. The partners also agree to maintain the security of the information by carefully storing the records and website access information of all participants;
- b. To have more effective and personal communication, the parties agree that there shall be at least three, face-to-face, all-stakeholders meetings arranged during the entire duration of this program. The meetings shall be used for planning, strategizing and troubleshooting purposes.
- c. To inform one another regularly about the progress made and problems resolved successfully. A spirit of learning from each other shall prevail in all aspects of this project. Information about curricular programs offered by each, and especially about academic, colloquia, conferences, and symposia organized by each shall also be exchanged. They shall exchange documentation and publications issued from these proceedings;
- d. To respond faithfully to requests of the partner institution;
- e. To offer time-lines for completing informal requests of the partner institution; and
- d. To make a good faith effort to meet deadlines for all formal projects entered in partnership.

8. **Intellectual Rights:** Should any faculty collaborations result in the potential for intellectual property, representatives of the institutions shall meet as soon as practicable to seek a fair and equitable understanding as to ownership and/or any other property interests that may arise in regard to the intellectual property. Any such discussion shall at all times strive to preserve a harmonious and continuing relationship between the institutions.

III. Program Implementation

- 1. OSU, RGU, and TUAS will act as principals for the promotion and implementation of the MOU.
- 2. OSU, RGU, and TUAS, each in its own country, may additionally support the exchange project by using professional development funds or other special international education funds. Other joint program development activities may be supported through letters of endorsement, technical writing in support of grant applications, and coordination of promotion and marketing efforts for faculty exchange activities.

IV. Administration

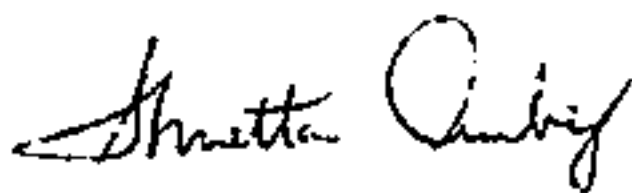
- 1. OSU, RGU, and TUAS agree to generate reports and exchange visits to monitor the progress of this MOU. Written correspondence, fax, or e-mail will be the customary working method of evaluation. However, at least six personal meetings for consultation and decision-making shall be held.

V. Duration and Effect

1. This MOU becomes effective upon signature by all parties. It shall be evaluated each semester to determine the initiation, continuation or revision of exchange programs. Any of the parties may terminate this MOU by giving written notice of termination to the other party with the understanding that any other agreement then in progress shall be completed according to the provisions of the other agreement.

2. This MOU is not intended to create enforceable legal rights in the partner institutions, but rather to establish a positive activity on a voluntary basis that may provide additional opportunities for educational innovation in the future.

In witness whereof, the parties hereto have caused this Memorandum of Understanding to be executed by their respective proper officials:




Dr. Shiretta Ownbey
Associate Dean

*College of Human
Environmental Sciences,
Oklahoma State
University*



Prof. Rita Marcella
Dean

*Aberdeen Business School,
Robert Gordon University*



Marjut Putkinen
Director of Education

*Unit of Well-Being Services,
Turku University of Applied
Sciences*



Dr. Pat Knaub,
Dean

*College of Human
Environmental Sciences,
Oklahoma State
University*

OSU-TUAS STUDENT EXCHANGE SIGNED MOU



TURUN AMMATTIKORKEAKOULU
TURKU UNIVERSITY OF APPLIED SCIENCES

CO-OPERATION AGREEMENT

Between

OKLAHOMA STATE UNIVERSITY (USA)

and

TURKU UNIVERSITY OF APPLIED SCIENCES (FINLAND)

Dr Marlene Strathe, Provost and Senior Vice President, Oklahoma State University, USA and Dr Saara Lampelo, Vice Rector, Turku University of Applied Sciences, Finland hereby affirm their support of the possibility of academic collaboration and exchanges in the subjects that will be of mutual benefit to their respective institutions.

This agreement is made as a gesture of goodwill between two institutions and this agreement does not constitute at this time any contractual obligations.

This agreement will extend to, but not limited to the following types of exchanges between the two institutions:

- exchange of staff members;
- exchange of students (e.g. academic exchange and / or practical training);
- exchange of information, documentation and materials; where appropriate;
- co-ordination through their respective offices in joint projects.

Details of implementation of any particular exchange resulting from this agreement shall be negotiated between the two educational institutions as such specific areas arise.

This agreement is subject to revision, renewal or cancellation by mutual consent.

Date

Date 7.2.2008



Dr Marlene Strathe



Dr Saara Lampelo

**ACTIVITY AGREEMENT I
CONTRACTUAL AGREEMENT FOR A STUDENT EXCHANGE PROGRAM
BETWEEN
TURKU UNIVERSITY OF APPLIED SCIENCES (FINLAND)
AND
OKLAHOMA STATE UNIVERSITY (OKLAHOMA, USA)**

In order to further international understanding and academic cooperation, Turku University of Applied Sciences (hereinafter referred to as TUAS) and Oklahoma State University (hereinafter referred to as OSU) agree to establish the following student exchange program.

I. PURPOSE OF THE PROGRAM

The primary purpose of this Agreement is to institute an exchange of students between TUAS and OSU that will provide student participants with an opportunity to study in and benefit from the academic and cultural environment of the other.

II. CONDITIONS OF THE EXCHANGE OF STUDENTS

1. Exchange Type: The participating students will pay applicable tuition and fees to their own Home Institution and will be exempt from paying tuition and general fees at the Host Institution. They are responsible for all other costs related to the exchange, including lodging and meals.

2. Annual Selection and Review: OSU and TUAS will agree upon the number of the students to be exchanged by December of each year for the following academic year. TUAS and OSU will review the program annually for any imbalances in the number of students exchanged and will adjust the numbers of students exchanged the following year, as necessary, to maintain a reasonable balance in the exchange.

For the purposes of reciprocity between the Institutions, two students for one semester are equal to one student for the entire academic year.

3. Academic Program: The participating student(s), for one year or one semester, will be registered at the Host Institution to take part in a full-time non-degree-seeking program. Participating students will be free to take courses at an appropriate level in all departments subject to enrollment limitations and the agreement of the head of the department concerned. The Home Institution will determine transfer of academic credit and applicability of courses to the degree program for its own students.

It is understood that participating OSU students will complete no more than twenty-five percent (25%) of their degree program at the Host Institution.

4. Student Eligibility: TUAS and OSU agree to select students who have the academic background and language skills to enable them to benefit from participation in regular university classes at the Host Institution. The exchange program will be open to students who have completed at least one year of undergraduate study. The Home Institution will select students for the exchange on the basis of academic merit, language

ability, and other factors as agreed upon by both institutions. It is expected that the Home Institution will propose candidates who meet at least the minimum requirements for admission at the Host Institution. Students chosen by the Home Institution shall normally be accepted by the Host Institution, but each institution reserves the right to decline to admit any student.

b. Housing and Other Assistance: The Host Institution will assist in securing appropriate housing in university residence halls. The Host Institution will provide participating students appropriate visa documents and lodging information and will offer an on-site orientation. Both TUAS and CSU will provide the information and guidance necessary for participating students to be placed and to participate in the lectures, seminars, and research programs best suited to their program of study and their own level of achievement.

6. Reporting Responsibilities:

(A) Each institution will promptly provide the other institution with a list of educationally related costs, including, but not limited to, books, supplies, local transportation, and such other incidental expenses that students can expect to incur during their program of studies.

(B) Each institution will promptly provide the other institution with the exact dates of enrollment for their programs, including the beginning and ending dates of each of the semester/terms in their academic year.

(C) For each term of enrollment, each institution will promptly provide an assessment of each visiting student's seminar and course participation and examination performance at the Host Institution. Upon completion of the program of study, the Host Institution will provide to the Home Institution, in a timely manner, academic transcripts on behalf of participating students.

7. Participating Student Responsibilities:

(A) The participating students, themselves, are responsible for round trip transportation, lodging and meals, books and supplies, local travel, medical insurance, and personal expenditures, including special fees as may be required of exchange participants and/or other international students. Neither institution shall be held responsible for such charges. Applicants will be expected to provide a written guarantee of sufficient funds, as determined by the Host Institution, to support themselves during the exchange period.

(B) It is understood that all participating students must purchase at their Host Institution comprehensive health insurance for their time abroad, including medical evacuation and repatriation benefits, unless they can present evidence of comparable or better coverage.

(C) Participating students will be subject to and must abide by all the rules and regulations of the Host Institution, including the same institutional regulations regarding academic performance as pertains to regularly enrolled students at the Host Institution.

(D) Participating students who are accepted for a full academic year must satisfactorily complete their first semester program at the Host Institution, in accordance

with the Host Institution's academic requirements for its regularly enrolled students. If the first semester program has not been satisfactorily completed, the Host Institution may ask the participating student to return to his/her Home Institution.

8. Coordination: TUAS and OSU designate the following offices to coordinate the student exchange programs:

For TUAS

International Relations Manager
Joukahaisankatu 3-5,
20520 Turku, Finland
Telephone: +358 10 5535 68
Mobile: +358 50 5985 681
Fax: +358 105535 791
E-mail: klrsti.virtanen@turkuamk.fi
www.turkuamk.fi

For OSU:

Study Abroad Office, 060-G SU
Oklahoma State University
Stillwater, OK 74074 USA
Telephone: +405-744-8669
Fax: +405-744-5667
E-mail: gerry.auer@okstate.edu
Web site: <http://studyabroad.okstate.edu>

The offices will serve as a liaison between the two institutions, and will be responsible for overseeing the selection of students to participate in the exchange, ensuring appropriate reporting, and assisting with the students' adjustment.

III. CONDITIONS FOR OSU STUDENTS RECEIVING FINANCIAL AID

In order for OSU participating student(s) to be eligible for federal financial aid under the Federal Title IV Student Aid programs, the following conditions must be agreed upon:

1. Participating OSU students will be considered enrolled full-time at OSU, which will be considered their Home Institution and which will process students' federal and state financial aid (if legally possible). They will be considered visiting students at TUAS, the Host Institution.

2. OSU will use the cost of education information and the enrollment dates provided by the Host Institution to determine financial aid eligibility and to schedule disbursements, see Section II, paragraph 6 (A) and (B).

3. The Host Institution will promptly notify OSU if an OSU student withdraws from the program of study and will specify the last day of attendance. OSU will then be responsible for performing a refund/repayment calculation and distributing refunds to institutional federal student aid accounts.

4. OSU is responsible for monitoring its participating students' satisfactory academic progress relative to the federal and state financial aid assistance programs, using the student's grades or statement of academic progress supplied by the Host Institution, see Section II, paragraph 6 (C).

IV. ENACTMENT, RENEWAL, AND TERMINATION

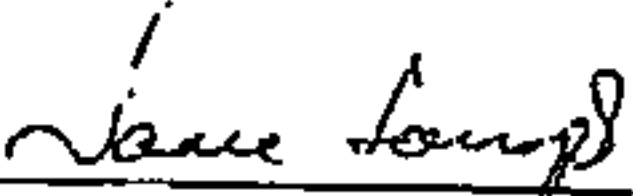
1. This Agreement carries no financial implications for the signatory institutions, except for the above-mentioned exemption from tuition and fees, if applicable.

2. It is understood that this Agreement in no way supersedes any other agreement that either institution may have with other universities or academic organizations.

3. This Agreement will take effect when signed by both parties. It will continue thereafter, subject to revision or modification by mutual agreement, until terminated by either of the parties hereto. Either individual institution may give notice of intention to terminate participation. Such notice shall be given in writing at least twelve (12) months before the beginning of the academic year in which it will take effect and the agreement will terminate at that point. If the Agreement is terminated, the institution having hosted the larger number of students to that point shall be entitled to send to the other institution, within two (2) years from the date on which the Agreement was terminated, a sufficient number of students to rectify any existing imbalance.

The Agreement is executed by the authorized representatives of Turku University of Applied Sciences and Oklahoma State University in duplicate copies, each of which shall be deemed an original.


Signed on behalf of Turku University of Applied Sciences:
Dr. Saara Lampelo
Vice Rector



Signature

7.2.2008
Date

Signed on behalf of Oklahoma State University:
Dr. Marlene Strathe
Provost and Senior Vice President



Signature

1/29/08
Date

LETTERS OF SUPPORT FROM OSU

Dr. Marlene Strathe

Interim System CEO and University President, OSU



OKLAHOMA STATE UNIVERSITY

Marlene I. Strathe
Interim System CEO, President
107 Whitehurst
Stillwater, Oklahoma 74078-1018
405 744 6384
Fax 405 744 6286
Email: osupres@okstate.edu

May 21, 2007

Dr. Frank Frankfort
Program Coordinator, E.U.-U.S. Atlantis Program
Funds for Improvement in Post Secondary Education (FIPSE)
U.S. Department of Education
1990 K Street, N.W., 6th Floor
Washington DC 20006-8544

Dear Dr. Frankfort:

Oklahoma State University has more than sixty years of experience with higher education development around the world. We are pleased to have the opportunity to continue this tradition through the *H.O.T.E.L. Atlantis Dual-Degree Program* developed under the aegis of the *U.S. Department of Education's U.S.-E.U. Atlantis FIPSE Program*. We congratulate the U.S. and E.U. partner institutions: School of Hotel & Restaurant Administration at Oklahoma State University; Aberdeen Business School at Robert Gordon University in Scotland; and the School of Hospitality Management at Turku University of Applied Sciences in Finland, for their dedicated work for developing this innovative dual-degree program in Hospitality Management. The global nature of the hospitality industry is completely in sync with the spirit of this new dual-degree program developed.

Oklahoma State University is fully committed to the success of this new program, and extends a warm welcome to the European students who will be studying on our campus following completion of their study in Europe. We also look forward to sending our students to Robert Gordon University and Turku University of Applied Sciences to enhance their educational experience. Programs such as these hold the greatest promise for long-term understanding and productive cooperation among nations and peoples of the world. Such programs are also one of the most effective ways by which American institutions of higher education can develop credit transferability, credential recognition, and student mobility with other educational systems around the world. In a rapidly globalizing world, educational transparency is a key ingredient for success and the dual-degree program developed is a step in that direction.

We look forward to hosting the students at Oklahoma State University, and wish the students success in their academic studies.

Sincerely,

A handwritten signature in black ink that reads "Marlene I. Strathe".

Marlene I. Strathe, PhD

/dal

Dr. Stephan Wilson
Dean, College of Human Environmental Sciences – OSU

OKLAHOMA STATE UNIVERSITY



March 25, 2008

College of Human Environmental Sciences
Office of the Dean
106 Human Environmental Sciences
Stillwater, Oklahoma 74078-6112
405-744-9805; fax: 405-744-7113
<http://ches.okstate.edu>

Dr. Frank Frankfort
Program Coordinator: E.U.-U.S. Atlantis Program
Funds for Improvement in Post Secondary Education (FIPSE)
U.S. Department of Education
1990 K Street, N.W., 6th Floor
Washington DC 20006-8544

Dear Dr. Frankfort:

The School of Hotel and Restaurant Administration (HRAD) housed in the College of Human Environmental Sciences (HES) at Oklahoma State University (OSU) is pleased to serve as the lead institution for the consortium of three European and American universities that have jointly developed an innovative dual-degree undergraduate program in Hospitality Management. The program developed in conjunction with the College of Business at Robert Gordon University in Scotland, and the School of Hospitality Management at Turku University of Applied Sciences in Finland, is designed to develop "Transatlantic Hotel Managers" that have a profound understanding of the influence of national culture and languages on lodging operations. The students enrolled in the program will receive two undergraduate degrees in Hospitality Management, one from each side of the Atlantic, within four years based on the joint curriculum being offered by the three partner institutions. The flexible design developed will also allow the students options for choosing different pathways for studies that will lead to a different combination of degrees received.

All three members of our consortium are widely recognized for their academic excellence and dedication to teaching, research and public service. All three universities have had extensive experience with the development of international programs in higher education, and currently enroll substantial numbers of international students from countries throughout the world. We look forward to a long and mutually beneficial relationship with Robert Gordon University and Turku University of Applied Sciences, and to having dedicated European students studying at our campus. We are also enthusiastic about sending our students to our partner institutions in Europe to enhance their language and cultural understanding. We believe that it is creative programs such as these that will allow seamless integration of different educational systems from across the globe by effortlessly mobilizing the students and by making their credentials portable. We congratulate the consortium partners for all their hard work in developing the dual-degree program and wish the students success with their studies.

Sincerely,

Stephan Wilson, Ph.D., C.F.L.E.
Professor and Dean

Dr. Shiretta Ownbey
Associate Dean, Academic Affairs, CHES-OSU



May 10, 2007

Dr. Frank Frankfort
Fund for the Improvement of Post-Secondary Education
U.S. Department of Education
1990 K Street, N.W., 6th Floor
Washington DC 20006-8544

College of Human Environmental Sciences
Academic Programs and Services
301 Hamar Environmental Sciences
Stillwater, Oklahoma 74078
405-744-5053; Fax: 405-744-7113
<http://ches.okstate.edu>

Dear Dr. Frankfort:

This letter is submitted to indicate my strong support for the proposal entitled "The H.O.T.F.I. Atlantis Project" submitted by Professors Radesh Palakurthi from Oklahoma State University, Richard Barnes from R.G.U. in Scotland, and Marita Atkainen from T.U.A.S. in Finland. The proposal describes an innovative flexible approach using a dual-degree undergraduate program in *Hotel Management* which intends to develop *Transatlantic Hotel Managers*. The students involved in this program will be enrolled in three undergraduate degree programs across three universities- one in the U.S. (Oklahoma) and two in the E.U. nations (UK and Finland). The students will complete all the credit requirements for obtaining a bachelors degree from two of the three institutions, one from the U.S. and one from either of the two E.U. institutions based on the students' choice, and hence the flexible pathway. In addition, the students involved in this program will also be required to complete language, cultural training, and work experience components on either sides of the Atlantic.

At Oklahoma State University, we are interested in internationalizing our curriculum. This proposal offers an exceptional opportunity for us to work with two European Union institutions in delivery of a program that will allow students from our three universities to gain educational and industry experience that transcends geographic boundaries. The experiential learning opportunities built into the plan will integrate a transatlantic approach to hotel management with technology-focused strategies and language- and culture-based experiences. Students from all three institutions who complete the program will gain from the cross-cultural experiences and the outcome of earning degrees from two universities within four years, a significant difference from the eight years it would have taken to obtain the two degrees successively.

Oklahoma State University administrators and faculty are committed to the success of the proposed program. As Associate Dean for Academic Programs and Services, I have collaborated with Professor Palakurthi in reviewing the course rotations for students participating in the program. We have identified required courses that are available through traditional on campus and various distance learning formats in order to ensure that participating students are able to complete degree requirements within the timeline indicated.

Thank you for your careful consideration of this proposal.

Sincerely,

A handwritten signature in cursive script, appearing to read "Shiretta Ownbey".

Shiretta Ownbey, Ph.D.
Associate Dean, Academic Programs and Services
College of Human Environmental Sciences

**Ms. Rebecca Eastham
Clinical Instructor and Internship Coordinator**

OKLAHOMA STATE UNIVERSITY



May 16, 2007

College of Human Environmental Sciences
School of Hotel and Restaurant Administration
210 Human Environmental Sciences West
Stillwater, Oklahoma 74078-6173
405-744-6713; fax: 405-744-6299

Dr. Frank Frankfort
Coordinator, EU-U.S. Atlantis Program
U.S. Department of Education
Fund for the Improvement of Postsecondary Education (FIPSE)
1990 K Street, N.W., 6th Floor
Washington DC 20006-8544

Dear Dr. Frankfort:

As Internship Coordinator in the School of Hotel and Restaurant Administration at Oklahoma State University, I am proving this letter in support of the FIPSE Grant Proposal submitted by Dr. Radesh Palakurthi and his co-authors.

Our hospitality and tourism school successfully places an average of 75 students per year into internship worksites across the United States. It is our commitment to provide the same level of support and access to resources to the students participating in the *H.O.T.E.L. Atlantis Project*. In fact, we have already targeted a key hospitality employer with whom we currently place interns annually.

We will work closely with the students and the internship worksite to ensure the students' placement is a valuable learning experience and one which complements the educational goals as submitted in the FIPSE grant proposal.

If I can provide any further assistance or information during the granting process, please contact me directly at 405-744-8094.

Sincerely,

A handwritten signature in cursive script that reads "Rebecca S. Eastham".

Rebecca S. Eastham, MHR
Internship Coordinator and Clinical Instructor

**Letter of Support from OSU Faculty
School of Hotel and Restaurant Administration**



COLLEGE OF
Human Environmental Sciences

School of Hotel and Restaurant Administration
210 Human Environmental Sciences West
Stillwater, Oklahoma 74078-6173
405 744 6713
Fax 405 744 6299

Dr. Frank Frankfort
Program Director
FIPSE: E.U.-U.S. Atlantis Program
U.S. Department of Education
Office of Postsecondary Education
1990 K Street, N.W.
Washington, DC 20006

May 10th 2007

Dear Dr. Frankfort:

It is with great enthusiasm that we write this letter of support for the proposed dual-degree program in *Hospitality Management* titled, *H.O.T.E.L. Atlantis Project: Higher Opportunities for Training, Education, and Languages*, being submitted by Dr. Radesh Palakurthi for consideration for the FIPSE: E.U.- U.S. Atlantis Program of 2007. We believe that the program as proposed is innovative and will prove to be an excellent model for the much needed recognition of educational credits and credentials among hospitality institutions on both sides of the Atlantic. The ability of the students to obtain two bachelors degrees from the three partner institutions within four years combined with the intensive work placement, languages and cultural training will better endow the students to work in this rapidly globalizing lodging industry. We believe that the program outcomes are well aligned to develop *Transatlantic Hotel Managers* that the industry will be eager to employ.

The Oklahoma State University's School of Hotel and Restaurant Administration has been known as a program of distinction for over 65 years. Students have been prepared for careers in hospitality through meaningful teaching, quality laboratory practices and supervised industry work experiences and internships. Learning is "hands on" and provides a bridge between the classroom and professional practice in the field. Some of the main features of the School include: Eighth rank among similar programs in the United States (out of a group of about 350); state-of-the-art facilities including a fine dining restaurant and an 80-room hotel; a distinguished full-time faculty; strong support and involvement from the industry through Advisory Board membership and employment; and many international study program options. We already have been offering Study Abroad programs during the summer in Europe for our undergraduate students for about a decade.

Our program of 450 undergraduate students is large enough to provide meaningful classroom experience and professional instruction, but small enough to provide students with personal attention. A dozen of our faculty members have doctorate degrees in hospitality or related fields from reputed universities from all over the U.S. The combined research and teaching experience of the faculty is highly respected among its peers. Our enthusiasm for students' success is appreciated by our students and the industry alike.

In conclusion, we would like to reiterate that we strongly endorse the *H.O.T.E.L. Atlantis Project* and look forward to welcoming the European students into our program. We are sure they will have the best educational experience that OSU can offer. Thank you for your time.

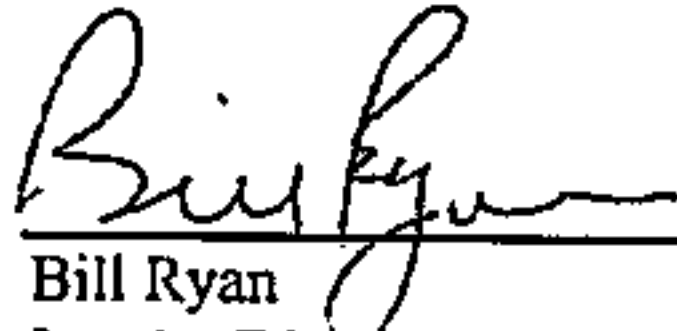
THE STATE'S UNIVERSITY



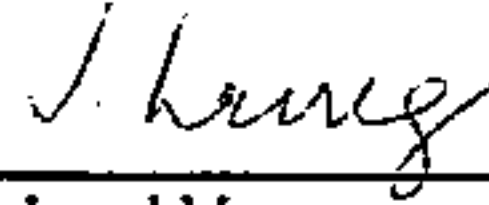
Radesh Palakurthi
Professor



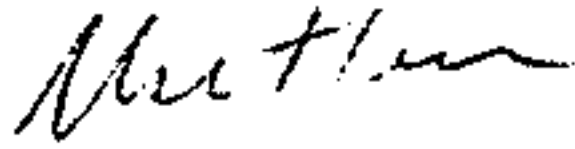
Richard Ghiselle
Incoming Director



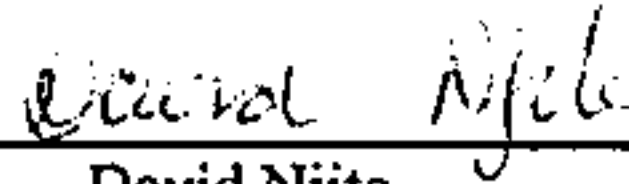
Bill Ryan
Interim Director



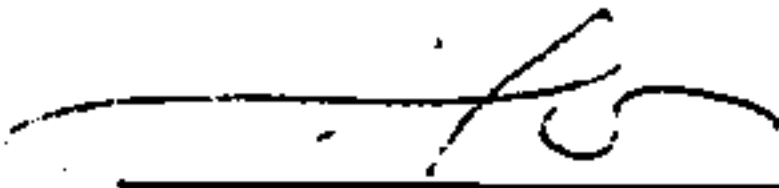
Jerrold Leong
Associate Professor



Murat Hancer
Associate Professor



David Njite
Assistant Professor



Hailin Qu
Regents Professor



Shelia Scott-Halsell
Assistant Professor



Rebecca Eastham
Clinical Instructor

Mr. Jim Hopper
President & CEO, Oklahoma Hotel and Restaurant Association

Oklahoma Hotel & Lodging Association

LEADING OKLAHOMA'S LODGING INDUSTRY!

OH&LA



May 27, 2007

Dr. Frank Frankfort
Program Coordinator: E.U.-U.S. Atlantis Program
Funds for Improvement in Post Secondary Education (FIPSE)
U.S. Department of Education
1990 K Street, N.W., 6th Floor
Washington DC 20006-8544

Dear Dr. Frankfort:

The School of Hotel & Restaurant Administration at Oklahoma State University can be proud of the achievements that it has maintained through the years as an outstanding institution with a strong academic record and excellent relationship with the global hospitality industry. The administrative and academic staffs deserve our thanks for their dedication and commitment to providing highly trained individuals for the hospitality industry at all levels. Our organization is particularly proud to be associated with the School and all its accomplishments.

Incorporated in 1974, the Oklahoma Hotel & Lodging Association is Oklahoma's trade association for the lodging industry. Representing more than 200 members, the OH&LA actively provides operational, educational, technical, marketing and communications support as well as legislative representation on behalf of Oklahoma's entire lodging industry. The OH&LA is a state partner of the American Hotel & Lodging Association (AH&LA), the voice of the \$122.7 billion lodging industry, employing more than 1.8 million hotel property workers. The mission of our organization is to foster the growth of the industry by promoting good will and by providing programs of education and recognition to improve professionalism and by enhancing the quality of service provided to our guests. In this regard, we consider the H.O.T.E.L. (Higher Opportunities for Training, Education, and Languages) Atlantis Project proposed by the School as another example of an excellent idea that will immensely benefit the U.S. lodging industry in the future.

With increasing numbers of acquisitions and mergers in the lodging industry occurring among nations on both sides of the Atlantic, it behooves the industry to develop specialized programs to develop managers that are not constrained by language and cultural barriers. The H.O.T.E.L. Atlantis project directly addresses this need and has the critical elements to make it a model to emulate and to build on in the future. We strongly endorse the proposal and look forward to helping the program grow.

If you have any further questions, please contact my office at (405) 942-6462. Thank you for your time.

Sincerely,

Jim Hopper
President & CEO

JH/rp

3800 N. Portland • Oklahoma City, OK 73112-2948 • (405) 942-6462 • FAX (405) 942-0541
www.oklahomahotels.org

Ms. Cindy Clark
Director of Human Resource, The Broadmoor Hotel and Resort, Colorado

THE BROADMOOR

P.O. Box 1439
Colorado Springs, Colorado 80901-1439
(719) 634-7711

CINDY E. CLARK
DIRECTOR OF HUMAN RESOURCES
May 29, 2007

Dr. Frank Frankfort
Program Coordinator: E.E.-U.S. Atlantis Program
Funds for Improvement in Post-secondary Education (FIPSE)
U.S. Department of Education
1990 K Street, NW., 6th Floor
Washington, DC 20006-8544

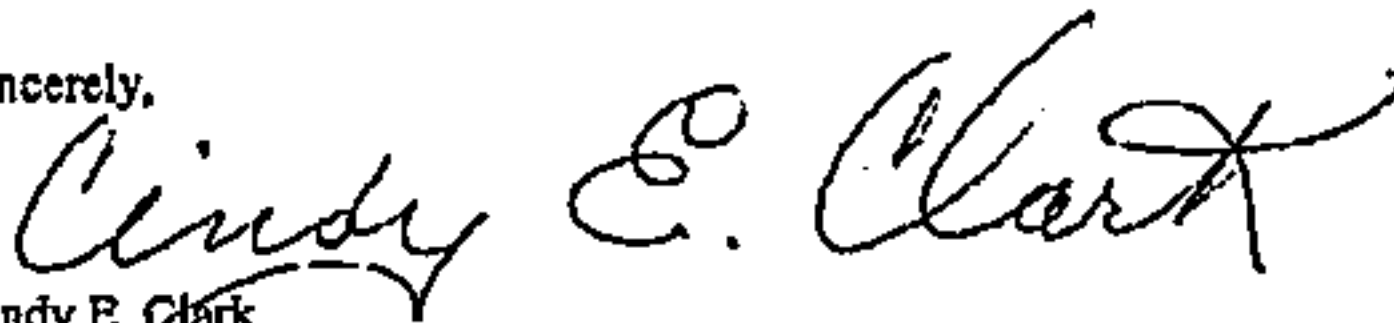
Dear Dr. Frankfort;

I am writing to you to express The BRO^ADMOOR Hotel's support of The H.O.T.E.L Atlantis Project as proposed by Oklahoma State University (OSU). OSU, working with two European universities, is submitting a FIPSE Grant proposal to develop an innovative tri-degree undergraduate program in Hotel Management that specifically aims at developing Transatlantic Hotel Managers. The role of The BRO^ADMOOR would be to facilitate placement training of students while they are in the United States.

The BRO^ADMOOR is the oldest 5-Star, 5-Diamond resort in the United States with 700 guest rooms on 3,500 acres. We are a full service luxury resort and are independently owned and operated. Our resort is located in Colorado Springs, Colorado at the base of the Rocky Mountains and is an international tourist destination. We have 1,400 employees year round and employ up to 1,800 employees during our peak season months. The BRO^ADMOOR has long been committed to the support of cultural exchange with others in the hospitality industry. In 2006, approximately 260 of our employees were students from around the world on the J-1 Visa and, in 2007, we expect to exceed this number.

We are excited for this opportunity to build a partnership with Oklahoma State University, The Robert Gordon University, and the Turku University of Applied Science. We believe that an 8 month internship with our property would enhance the technical training students will receive while participating in their undergraduate program. Details of the placement would be worked out as we approach the tentative placement date in 2009. However, we believe that our philosophy on the training and development of our employees would be in-line with the objectives laid out in the FIPSE grant proposal.

Sincerely,



Cindy E. Clark
Director of Human Resources
The BRO^ADMOOR

CC: Radesh Palakurthi
Rebecca Eastham



LETTERS OF SUPPORT FROM RGU
Professor Rita Marcella
Dean of Faculty, Aberdeen Business School



ABERDEEN BUSINESS SCHOOL
The Robert Gordon University
Aberdeen Business School
Aberdeen
AB10 1QJ
United Kingdom
Tel: 01224 262119
Fax: 01224 262114
E-mail: absc@rgu.ac.uk
www.rgu.ac.uk

17th May 2007

H.O.T.E.L. (Higher Opportunities for Training, Education and Languages) Atlantis Project: An Innovative Flexible Pathway Transatlantic Degree Undergraduate Program for the US-EC Lodging Industry

To whom it may concern

This letter of intent to participate in the above programme with Oklahoma State University and Turku University of applied Sciences, Finland is to demonstrate the commitment of the Aberdeen Business School, The Robert Gordon University to the project.

The Faculty Management Group fully supports the spirit and content of the project proposal and is committed to the development and implementation of the International Programme. This initiative forms part of the strategic intent for the further internationalisation of the Aberdeen Business School. The school aims to create strong, meaningful relationships with quality institutions worldwide for the benefit of faculty, students, businesses and communities.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Rita Marcella'.

Professor Rita Marcella
Dean of Faculty
Aberdeen Business School



Dr. Lorna Duguid

Competitive Business Manager, Scottish Enterprise Grampian



18 May, 2007

Mr Richard Barnes
Aberdeen Business School
Robert Gordon University
Garthdee Road
Aberdeen
AB10 7QG

Dear Mr Barnes

H.O.T.E.L. Atlantis Project

Tourism is a vital industry for Scotland. It injects £4.2bn in tourism spend into the Scottish Economy each year and supports around 200,000 jobs. The economic value of the industry described above along with the identified potential it has to grow is the reason it has been identified by Scottish Enterprise as a Priority Industry.

Aberdeen Business School, at The Robert Gordon University's bid for the H.O.T.E.L. Atlantis Project (Higher Opportunities for Training, Education and Languages), is to be welcomed.

SE Grampian recognises the long term benefits this transatlantic degree programme in the field of International Hospitality will have in Aberdeen, it is likely that such a degree programme will have enormous benefit for the hospitality industry in Scotland.

SE Grampian wishes you every success in the development of this project.

Yours Sincerely

A handwritten signature in black ink that reads "Lorna Duguid".

Lorna Duguid
Competitive Business Manager

Ref LD/PI/07-081



A BS EN ISO 9001 Registered Company



27 Albany Place
Aberdeen AB10 10B
Telephone: 01224 252000
Fax: 01224 213417

Registered Office: 27 Albany Place, Aberdeen
Registered in Scotland No. 119124 903 No. 502 94487

Mr. Ian Dunlop
Area Director, Visit Scotland

18 May 2007
01224 288826
ian.dunlop@visitscotland.com
ID/SH



Mr Richard Barnes
European Co-ordinator
Aberdeen Business School
The Robert Gordon University
Garthdee Road
ABERDEEN
AB10 7QG

Dear Richard

H.O.T.E.L. Atlantis Project

Thank you for your information about the exciting plans that the RGU Aberdeen Business School has for a new transatlantic degree programme in the field of International Hospitality.

VisitScotland is delighted to hear about this development and we believe that the existence of such an innovative programme will provide a major benefit for the hospitality industry in Scotland. In an increasingly competitive global environment it is vitally important that the Scottish hospitality industry keeps pace with international standards and the existence of a Scottish based degree programme which learns from other countries is very much to be welcomed.

VisitScotland is please to support your application to the H.O.T.E.L. Atlantis Project and we would wish you every success with your plans. We look forward to hearing of progress in due course.

Yours sincerely

A handwritten signature in cursive script that reads "Ian Dunlop".

Ian Dunlop
Area Director

Mr. Jacky Selway
Business Manager, Aberdeen Convention Bureau



www.aberdeenconferences.com

aberdeen modern

16 May 2007
01224 288815
jacky@aberdeenconferences.com
ACB/JS/JM

Mr Richard Barnes
European Coordinator
Aberdeen Business School
The Robert Gordon University
Garthdee Road
ABERDEEN
AB10 7QG

Dear Richard

H.O.T.E.L. Atlantis Project

I am delighted to learn that the Aberdeen Business School is to submit a bid for the above project. I am writing to endorse the bid proposal submitted by the Business School and to assure you that this project would receive a warm welcome to the City.

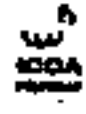
Aberdeen is a dynamic modern city and is recognised throughout the world as the energy capital of Europe. Over the last 25 years the arrival, growth and development of the oil and gas industry has helped to create a prosperous city with first class facilities and an excellent infrastructure. In 2006 Aberdeen was voted the top Scottish city for business tourism facilities. International hospitality is an important factor in the city's success and any move to strengthen this is warmly received, along with the benefits for the industry as a whole in Scotland.

Aberdeen is easily accessible by land, sea and air from the US and Europe.

I do hope that the Aberdeen Business School is successful in bidding for this prestigious event

Yours sincerely

Jacky Selway
Business Tourism Manager
Aberdeen Convention Bureau



Mr. Jim Byers
Chairman, Aberdeen Hotel Association



**ABERDEEN
HOTELS
ASSOCIATION**

Mr Richard Barnes
European Coordinator
Aberdeen Business School
The Robert Gordon University
Garthdee Road
Aberdeen
AB10 7QG

Wednesday 16th May 2007

Dear Mr Barnes

The Aberdeen Hotels Association agrees that the bid for the H.O.T.E.L. Atlantis Project (Higher Opportunities for Training, Education and Languages) to strengthen the quality of entry-level managers available to the transatlantic lodging industry is a positive initiative.

Developing a specialised flexible pathway dual-degree undergraduate programme, that creatively incorporates the best resources available at three reputed universities on both sides of the Atlantic is seen by us as a positive step.

Yours sincerely

Jim Byers
Chairman
Aberdeen Hotels Association

AN ASSOCIATION
OF FINE HOTELS
COMMITTED TO
FURTHERING
STANDARDS OF
EXCELLENCE AND
HOSPITALITY
IN THE
GRAMPIAN REGION

LETTER OF SUPPORT FROM TUAS
Dr. Saara Lampelo
Vice Rector of International Affairs, TUAS


TURUN AMMATTIKORKEAKOULU
TURKU UNIVERSITY OF APPLIED SCIENCES

20th March 2008

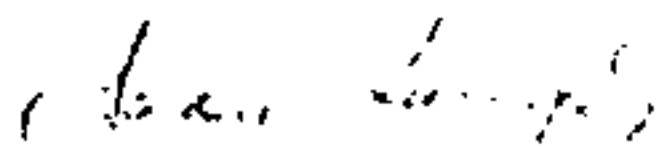
**H.O.T.E.L. (Higher Opportunities for Training, Education and Languages) Atlantis Project:
An Innovative Flexible Pathway Transatlantic Degree Undergraduate Program for the US-
EC Lodging Industry**

To whom it may concern

This letter of intent is to demonstrate the commitment of the Turku University of Applied Sciences, Finland to participate in the above programme with Oklahoma State University, USA and Aberdeen Business College, The Robert Gordon University UK.

Turku University of Applied Sciences fully supports the spirit and content of the project proposal and is committed to the development and implementation of the International Programme. We confirm our willingness to share our knowledge and experience in the project field.

Yours sincerely,



Dr Saara Lampelo
Vice Rector of International Affairs
Turku University of Applied Sciences



**Jussi Valtola,
General Manager, Holiday Club**

Holiday ■ *Club*

LETTER OF SUPPORT

Marita Antikainen
Degree Programme Manager
Turku University of Applied Sciences
Lemminkäisenkatu 30
20520 Turku

March 26th, 2008

H.O.T.E.L. Atlantis Project

Holiday Club Caribia, Spa and Congress Hotel is very pleased to support your application to the H.O.T.E.L. Atlantis Project and we wish that the project will succeed. We look forward to hearing of progress in due course.

Yours sincerely



**Jussi Valtola
General Manager**

SKÅL INTERNATIONAL TURKU ry



Letter of support

H.O.T.E.L. Higher Opportunitles for Training, Education and Languages

We, the undersigned, on behalf of the following organisation:

Support organisation

Organisation: SKAL International Turku ry.
Contact person and position: Susanna Saari, Club President 2008
Street and number: Luostarinkatu 15 as. 41
Postcode & city: 20700 TURKU
Country: FINLAND
Telephone: + 358 505985343
E-mail: ssaari@hotmail.com

agree to support the project "H.O.T.E.L. Higher Opportunities for Training, Education and Languages" within Atlantis, an EU/US CO-OPERATION PROGRAMME IN HIGHER EDUCATION AND TRAINING

Turku 25.3.2008

Susanna Saari
President 2008

Skål International Turku ry - International Association of Travel and Tourism Professionals

BOARD MEMBERS 2008:

Mr. Jussi Valtola, Hotel Holiday Club Caribia, Turku
Ms. Ulla Lähteväroja, SAS Radisson Marina Palace, Turku
Mr. Saul Paavola, Park Hotel Turku
Ms. Susanna Lehtovaara, Finland Travel Bureau, Turku
Mr. Ikka Joukanen, Restile Oy
Ms. Marja Eela-Kaskinen, Hotel Artukaisten Paviljonki, Turku

Bio of Project Director U.S. Program - OSU
Radesh Palakurthi, Ph.D., M.B.A.

Dr. Palakurthi is currently a Professor and Graduate Program Coordinator at the School of Hotel and Restaurant Administration, in the College of Human Environmental Sciences at Oklahoma State University in Stillwater, OK. Formerly, Dr. Palakurthi was a Professor of Hospitality Management at San Jose State University in San Jose, CA. His research interests are in the areas of application of technology for marketing functions, and higher education in hospitality. He has authored or co-authored more than forty publications in the area of hospitality management and is on the editorial board of two reputed international hospitality journals. He is currently completing a textbook on the application of web technologies in hospitality for the Prentice-Hall Publishing Company.

Dr. Palakurthi completed his Ph.D. in 1995 in Man-Environment Relations with a specialization in Hospitality Services Marketing from The Pennsylvania State University, State College, PA. He has a Master's degree in Hotel and Restaurant Administration from Purdue University and an M.B.A. with a specialization in Information Technology from San Jose State University. He also has an undergraduate degree in Hospitality Management from Florida International University in Miami.

Dr. Palakurthi was the Acting Program Director of the Hospitality Management Program at San Jose State University and also an elected Academic Senator at the same university. He was honored with a Service Recognition award by the Senate in 2004. Dr. Palakurthi is an active consultant and has completed major projects for reputed hospitality corporations such as T.G.I. Fridays, ClubCorp, Brinker International, and Pizza Hut. He has also coordinated several research projects for government agencies such as the Department of Tourism for the State of Oklahoma, The Department of Agtourism for the State of Oklahoma, Special Administrative Region (SAR) of Macau in China, The San Jose Convention & Visitors Bureau, and The and City of Claremore Convention and Visitors Bureau. He is also on the Advisory Board of two high-tech companies in Silicon Valley.

Dr. Palakurthi has teaching and research experience in Europe, Asia and the Oceania. He has been a Visiting Professor at reputed hospitality programs in New Zealand, Australia, China and India. As the Graduate Coordinator of the School at OSU, Dr. Palakurthi coordinates full and part-time programs in the U.S., Thailand, and Hong Kong. In addition, new cohort programs are being developed in Porto Rico, Jamaica, China, and India. Dr. Palakurthi has received several research and instructional technology grants from the State of California, City of Claremore, and the New Zealand Ministry of Education. He has also received several awards and recognitions for teaching, research and service.

Dr. Palakurthi has been on several university and community level committees for service and research. He was an active member of the Undergraduate Studies Committee at San Jose State University and he is currently a Full Board Member of the Institutional review Board (IRB), and the Students' Conduct Committee at Oklahoma State University.

Bio of Dr. Richard Ghiselli
Program Coordinator - OSU

Degrees:

- Ph.D.** Purdue University, West Lafayette, IN: Department of Restaurant, Hotel, Institutional, and Tourism Management.
- M.S.** Purdue University, West Lafayette, IN: Department of Restaurant, Hotel, Institutional, and Tourism Management.
- B.A.** University of Illinois, Champaign - Urbana, IL: Major, Philosophy / Minor, Mathematics.
- A.O.S.** Culinary Institute of America Hyde Park, NY: Culinary Arts.

Professional Experience:

- 7/2007 - present **Professor & Director, School of Hotel & Restaurant Administration, Oklahoma State University, Stillwater, OK.**
- *Charles W. Lanphere Professor*
- 8/1994 – 6/2007 **Assistant Professor, Associate Professor, Department of Hospitality & Tourism Management, Purdue University, West Lafayette, IN.**
- *Associate Department Head, May 2006 – June 2007*
 - *Director of the Arthur C. Avery Foodservice Research Laboratory, May 1997 - May 2002.*
- 8/1993 - 6/1994 **Assistant Professor, Department of Human & Family Resources, Northern Illinois University, DeKalb, IL.**
- 8/1988 - 5/1993 **Grad/Staff, Department of Restaurant, Hotel, Institutional, and Tourism Management, Purdue University, West Lafayette, IN. (Teaching Assistant, Research Assistant)**
- 5/1985 - 8/1988 **Club Manager, Bureau Valley Country Club, Princeton, IL.**
- 8/1982 - 8/1983 **Food Service Director, Freeport Country Club, Freeport, IL.**
- 9/1981 - 8/1982 **General Manager, The Lincoln Underground Restaurant, Lincoln, Nebraska (a Gryphon Corporation restaurant).**

Memberships in Academic & Professional Organizations:

- American Culinary Federation, 1994 – present.
- Council on Hotel, Restaurant and Institutional Education (CHRIE), 1993 – present.
 - ◆ Board Member, Professional Development (2007-2009)
- Eta Sigma Delta, International Hospitality Honor Society, 2006 - present
- Gamma Sigma Delta, The Honor Society of Agriculture, 2002 – present.
- National Restaurant Association, 1993 – present.

Mr. Richard W. Barnes
E.U. Program Director- RGU

SUMMARY CURRICULUM VITAE



Richard W Barnes, BA (Hons), CertEd, FIOH (Formerly FHCIMA), FHEA
JobTitle/Position
Senior Lecturer, Head of Articulation and International Academic Development

Academic and Professional Qualifications:

1978 HND, Hotel, Catering and Inst. Man., Leeds Polytechnic (now Leeds Metropolitan University)
1982 HCITB Trainer Skills 1
1986 EMFEC Stage 2 (Adult Ed), C and G 730 Teacher's Certificate, Clarendon College of Further Education
1989 CNAACertificate in Education, Trent Polytechnic (now Nottingham Trent University)
1991 BA (Hons) Business Studies, IPM Qualifications, Liverpool Polytechnic (now Liverpool John Moores University)
1993 HCTC, Training Practice and Assessment
2000 ECDL

Current Professional Affiliations

1981 Fellow of the Hotel and Catering International Management Association
1998 Member CHME
1999 Member ATHE

Employment Experience

1991- Lecturer / Senior Lecturer, The Robert Gordon University,
2005 - Subject Leader, Hospitality, Tourism and Retail Management. Socrates Erasmus co-ordinator, Aberdeen Business School. Articulation Leader for national and international programmes, ABS.
2007 - Head of Articulation and International Academic Development

Main Subject / Interest Areas

Cultural Aspects of International Management; Business development

Related Public Output

One public output item in the period 1998-2000

1. Barnes R and Lawton S, (1998) Developing Distance learning courses in a "traditional" university, Quality Assurance in Education Vol. 6., No. 2.

Research/Consultancy/Professional Practice

1987-97 Chief Examiner, City & Guilds 491, Guest House and Small Establishment Management
1998 Management Teambuilding for Esslemont Macintosh
1998 Director, Blitz Entertainment Ltd.
1999-2004 External Examiner, Sheffield Hallam University
2004 Director, Foyer Enterprise Ltd.

International Experience

1994 Course development consultant – Franchise of stage 3 BA Hospitality Management IAM Calcutta
1995 Course development consultant – Open learning stage 3 Hospitality Management - Hong Kong

1995 Course development consultant - Open learning stage 3 Hospitality Management – Israel
2005 - Socrates / Erasmus co-ordinator for Aberdeen Business School
With liaison and development responsibility for: China; Poland; Cyprus; Turkey; France; Germany;
Sweden; Belgium; and Denmark

Other relevant information

1999 – 2004 External Examiner, Sheffield Hallam University
2004 Chair of Validation Panel, HN Hospitality, SQA
2005 Course development consultant / moderator - stage 3 Hospitality Management (Validated
course) Motherwell College
2006 Member of Validation Panel, BA Hospitality and Service Management (Part time) Hong Kong,
for Napier University.
2007 Member of Validation Panel – Masters courses in tourism and Hospitality, Birmingham
College of Food, Tourism and Creative Studies

Deirdre C Mactaggart, BA(Hons)

Job Title/Position

Senior Lecturer and Programme Leader for Hotel, Tourism and Retail undergraduate courses, Department of Marketing, Aberdeen Business School.

Academic and Professional Qualifications

1994 BA (Hons) Hospitality Management, Napier University
Current Working towards PgHELT Tertiary Level Teaching Qualification by Portfolio Route, The Robert Gordon University.

Current Professional Affiliations

2001 Member of The Tourism Society

Employment Experience

1997-2002 Lecturer, The Robert Gordon University
2002- Senior Lecturer, The Robert Gordon University

Main Subject/Interest Areas

Skills development and management within the Scottish tourism industry (skills gaps and development of enterprise skills).
Event management (attendee motivations; resident attitudes to events; service quality within events, and disaster management).

Related Public Output

McMorland, L. and Mactaggart, D. (In Press) Traditional Scottish Events: Native Scots Attendance Motivations. *Event Management – An International Journal, Special Edition: Festivals and Events – Looking Beyond Economics*.
Martin, A., Mactaggart, D. and Bowden, J. (2006) The barriers to recruitment and retention of supervisors/managers in the Scottish Tourism Industry. *International Journal of Contemporary Hospitality Management*, Vol 18 (5).
McMorland, L. and Mactaggart, D. (2006) Traditional Scottish Music Events: Native Scots Attendance Motivations. In *Proceedings: Cutting Edge Research in Tourism Conference – New Directions, Challenges and Applications*. 6-9 June 2006, University of Surrey, UK.
Mactaggart, D. and Bowden, J. (2005) E-learning and Skills Development: A Scottish Industry Case Study. In *proceedings: Institute for Small Business & Entrepreneurship 28th National Conference*. 1-3 November 2005, Blackpool, UK.
Bowden, J. and Mactaggart, D. (2005) Tourism Entrepreneurial Start-Up – An Exploratory Study in Scotland. In *proceedings: Institute for Small Business & Entrepreneurship 28th National Conference*. 1-3 November 2005, Blackpool, UK.
Mactaggart, D., Martin, A., and Davies, S. (2004) Owner/Manager Skills in Scottish Tourism: Minding the Gap. In *Proceedings: Tourism State-of-the-Art International Conference*, June 27th – 30th, Strathclyde University, Glasgow, UK.
Martin A, R. Nash and D. Mactaggart, 2001. Tourism as an Engine for Economic Development. In *Proceedings: Scottish Forum for Modern Government Conference*, The Robert Gordon University, January 2001.

Research/Consultancy/Professional Practice

Tourism Skills project – owner managers in the Scottish tourism industry. Culminated in national launch of <http://campus.rgu.com/tourismelearning> (September 2004)

Tourism Enterprise project – developing and promoting an enterprise culture in tourism and hospitality. Culminated in national launch of <http://www.enterprising-tourism.com> (March 2006).

Tourism Skills project (2) – further development of skills and addressing of skills gaps within the Scottish tourism industry.

Antikainen Marita Hannele
Program Leader – Turku University of Applied Sciences

**Europass
Curriculum Vitae**

Personal information

Sumame(s) / First name(s) **Antikainen Marita Hannele**

Address(es)

Telephone(s)

E-mail(s)

(b)(6)

Nationality **Finnish**

Date of birth **22 November 1958**

Work experience **Dates 1998 →**

Occupation or position held **Degree Program Manager, Hospitality Management programs**
 Name and address of employer **TURUN AMMATTIKORKEAKOULU (Turku University of Applied Sciences)**
Lemminkäisenkatu 30, 20520 Turku

Type of business or sector **Higher education, applied r&d**

Dates **1988-1998**

Occupation or position held **Teacher**
 Name and address of employer **Turun ammatti-instituutti, Tommilankatu, Turku**

Type of business or sector **Vocational Education**

Education and training **Dates 2008**

Title of qualification awarded **Lis.Sc.(Tech)**
 Principal subjects covered **Real Estate and Facilities Management**
 Name and type of organisation **Helsinki University of Technology**

Dates **2000**

Title of qualification awarded **Pedagogical Education**

Principal subjects covered **Pedagogical studies**

Name and type of organisation **Jyväskylä University**

Dates **1991**

Title of qualification awarded **M.Sc, Agriculture and Forestry,**
 Principal subjects covered **Home and Institutional Technology**
 Name and type of organisation **Helsinki University**

Language skills **Finnish (mother tongue) English, Swedish**

Additional information
 Co-ordinating Finnish Universities of Applied Sciences Hospitality Management network
 Working with Nordic Facility Management education network
 Working with European Facility Management education network
 Managing three degree programs at Turku University of Applied Sciences
 Co-ordinating Finnish Virtual Polytechnic e-learning project 2001-2006

Virtanen Kirsti Eliisa
International Relationships Manager – Turku University of Applied Sciences

Curriculum Vitae

Personal information

Surname(s) / First name(s) **Virtanen Kirsti**
Address(es) Turku University of Applied Sciences, Jukahaisenkatu 3 A, 20520 Turku, Finland
Telephone(s) (b)(6)
E-mail(s) kirsti.virtanen@turkuamk.fi
Nationality Finnish

Work experience

Dates 1996 ->
Occupation or position held International Relations Manager
Main activities and responsibilities Responsible for developing internationalisation at Turku University of Applied Sciences
Name and address of employer Turku University of Applied Sciences
 Joukahaisenkatu 3-5, 20520 Turku
Type of business or sector Higher education, applied r&d
Dates 1985 - 1996
Occupation or position held Export Office Manager, Project Manager
Main activities and responsibilities Responsible for marketing pharmaceuticals and superior of sales staff in Baltic countries and Poland
Name and address of employer Leiras Oy
Type of business or sector Manufacturer of pharmaceuticals

Education and training

Dates: 1993
Title of qualification awarded MA
Principal subjects / occupational skills covered International marketing, administration, languages
Name and type of organisation providing education and training University of Turku &
 Turku School of Economics and Business Administration

Language skills

Mother tongue(s) Finnish
Other languages English, Swedish, French, German (basic: Russian, Estonian, Spanish)

Additional information

MEMBERSHIP OF PROFESSIONAL BODIES:
 *Finnish Universities of Applied Sciences Network for Internationalisation:
 Member of the Board, Manager, 2004 –
 *Finnish Universities of Applied Sciences Network for East and Southeast Asia:
 Member of the Board, 2002 -2006
 *Leonardo da Vinci Programme National Board:
 Member of the Board, 2004 –2006
 * International development team of Higher Education Institutions in Turku,
 Chair, 2006 -

Bio of External Evaluators

Dr. Fred DeMicco



Dr. Fred DeMicco is ARAMARK Chair and Professor for the department of Hotel, Restaurant and Institutional Management at the University of Delaware. Formerly, he was Associate Director in the School of Hotel, Restaurant and Recreation Management at Penn State University, where he was Professor-in-Charge of the HRIM undergraduate program. Dr. DeMicco teaches courses in international management, food service management and leadership, with research in the areas of cost control, total quality management, gerontology and managed services. His research spans the human life cycle from children to older employees and mature customers in the hospitality industry.

In 1986, he completed his Ph.D. in Hotel, Restaurant and Institutional management at Virginia Polytechnic Institute and State University. In 1996, he completed a sabbatical in Hotel Management at Walt Disney World, Florida.

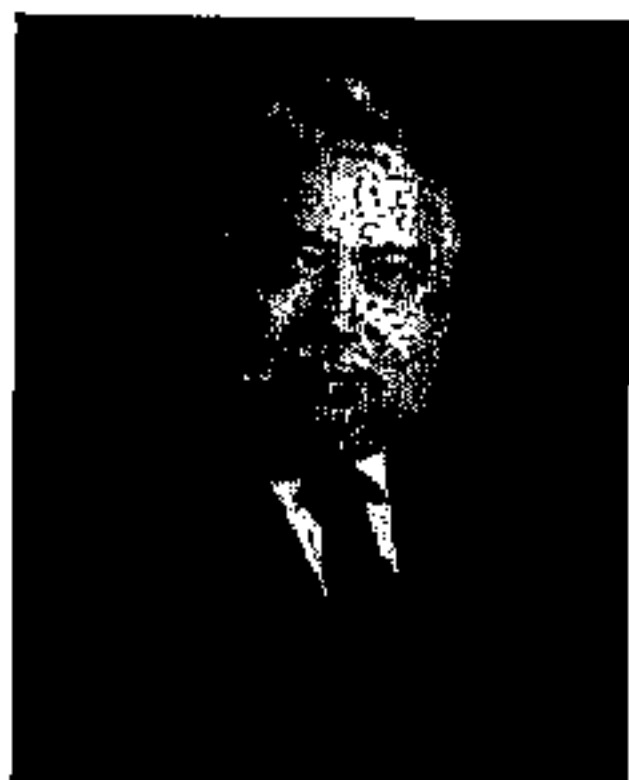
He is on the Editorial Board of the Hospitality Research Journal, as well as the author and co-author of more than 75 publications in the area of hospitality. Dr. DeMicco is ranked 12th among the 119 most cited international hospitality faculty. Dr. DeMicco has taught and conducted research in Europe, Scandinavia, and the Caribbean (including cruise ships). For more than a decade, Dr. DeMicco has been the coordinator for a summer study abroad program in Europe. Through this program, Dr. DeMicco has closely worked with several reputed hospitality schools in Switzerland, Italy, Germany, Italy, and France.

Dr. DeMicco has co-authored, with James Keiser and Robert N. Grimes, a textbook published by Prentice-Hall entitled *Contemporary Management Theory: Controlling and Analyzing Costs in Foodservice Operations* (4th edition). The book is used at approximately 100 CHRIE-affiliated universities and has been translated into Japanese.

University of Delaware - HRIM
Raub Hall
14 West Main Street
Newark, DE 19716

Phone: (302) 831-6077; Fax: (302) 831-6395; E-mail: fdemicco@udel.edu

Dr. Patrick J. Moreo



Dr. Pat Moreo is Department Chair and Professor for the department of Food & beverage William F. Harrah College of Hotel Administration at the University of Nevada at Las Vegas. Formerly, he was the Director in the School of Hotel, Restaurant Administration at Oklahoma State University. Dr. Moreo teaches courses in international hospitality management, hotel operations, and hospitality education. His research interests are in all functional areas of hospitality operations. Dr Moreo completed his Ed.D. in Higher Education Administration at the University of Nevada at Las Vegas, and has an M.S. in Hotel Administration from Cornell University.

Dr. Moreo has more than 30 years of experience teaching at various universities in the U.S. and abroad. Dr. Moreo is on the Editorial Board of several academic journals, as well as the author and co-author of more than eighty publications in the area of hospitality. Dr. Moreo has taught and conducted research in Europe, and Asia. Dr. Moreo has been the Chair of a Summer Study Abroad Program in Europe for more than a decade. Please see our latest brochure attached. Through this program, Dr. Moreo has closely worked with several reputed hospitality schools in Switzerland, Italy, Germany, Italy, and France each year.

Dr. Moreo has co-authored a textbook published by Prentice-Hall entitled Front Office Operations and Night Audit (3rd edition). The book is used by many major hospitality programs across the world.

**Dr. Pat Moreo
Department Chair
Food & Beverage Department
William F. Harrah College of Hotel Administration
University of Nevada, Las Vegas
4505 Maryland Parkway - Box 456022
Las Vegas NV 89154-6022
Phone: (702) 895-1330
Fax: (702) 895-4871
Pat.Moreo@unlv.edu**

Dr. Joan Maria Clay
Professor, University of North Texas (UNT)



Dr. Joan Marie Clay is professor and past chairperson in the Division of the Hospitality Management at the University of North Texas (UNT). Her degrees are from Northern Illinois University (B.S.Ed. – Biology and Math), Indiana State University (M.S. – Biology), and the University of North Texas (Ph.D. – Human Resource Management).

Joan has been a faculty member in the UNT School of Merchandising and Hospitality Management for the past 16 years teaching primarily in the areas of human resources, cost controls, and legal aspects of hospitality management. Joan has held faculty positions in the business schools at UNT, Texas Tech University, and College of St. Mary in Omaha, Nebraska.

Joan serves the Accreditation Commission for Programs in Hospitality Administration (ACPHA) as Chair of Site Visitation teams and Member of Site Visitation Teams. As Chair of the Site Visitation teams, Joan organizes the evaluation process, reviews all documents submitted for accreditation of requesting universities, supervises the site visitation, and prepares the final recommendation. Assessments are determined in areas of program mission and objectives, planning and evaluation, administration and governance, curriculum, faculty, student services and activities, and resources.

Joan serves on the Hong Kong Council for Academic Accreditation (HKCAA). On-site in Hong Kong, she evaluates accreditation standards, submissions, and processes. She also evaluates yearly progress updates.

Joan is an external reviewer in the Management and General Business categories for on-line learning modules for Multimedia Education Resources for Learning and Online Teaching (MERLOT). She serves on the editorial board for the *Electronic Journal of Hospitality Legal, Safety, and Security Research*, and on the research review boards for *Cornell Hotel & Restaurant Administration Quarterly*, *Hospitality E-Business Analysis, Research, and Development*, *International Journal of Hospitality & Tourism Administration*, *Journal of Foodservice Business Research*, and *Journal of Travel & Tourism Marketing*.

Her research has resulted in extensive publication in noted academic and practitioner journals. Her publications appearing in *The Cornell Quarterly* have received high praise from both the academic and professional communities. Joan was recognized as a "National Research Scholar in Hospitality Management" by *the Journal of Hospitality and Tourism Education* in 2002.

In addition to her research efforts, Joan has written and instructed continuing education programs for many corporations and business organizations. Her text, *Writing for Understanding and Success*, was used by the Texas Society of Certified Public Accountants in its continuing education classes.

Dr. Suvi Nenonen
CEM Facility Service Research Group, Helsinki University of Technology



Suvi Nenonen
CEM Facility Service Research Group,
Laboratory of Construction Economics and Management,
Helsinki University of Technology, P.O. Box 3300, FI - 02015 TKK, Finland,
e-mail: suvi.nenonen@tkk.fi

(b)(6)

Ms. Suvi Nenonen has years of international research and teaching experience in the fields of real estate, workplace and facilities management. Nenonen is an active member of European Facilities Management networks (EuroFM and Nordic FM) and member also in New Ways of Work network in USA. She earned her Doctor of Philosophy at Helsinki University of Technology in 2005. Her doctoral thesis is The Nature of the Workplace for Knowledge Creation. She is working as research manager in facilities services research group in the department of Construction Economics and Management in Helsinki University of Technology. She is directing workplace management research domain.

Curriculum Vitae

Personal details

Born on the 31st of May 1963 in Mikkeli, Finland. Nationality Finnish

Degrees

Doctor of Philosophy 9.12.2005 TKK, Department of Surveying

Finland

Major Real Estate Management

Minor Work Psychology

Master of Social Sciences 23.11.1989 University of Jyvaskyla, Faculty of Social Sciences

Finland

Major Developmental Psychology

Minor Educational Sciences

Most important posts and positions

*Research Manager, Facility Services Research Group, Construction Economics and Management, Helsinki University of Technology, Finland
From August 2005 –*

*Researcher and lecturer in the degree Program in Production and Management of Services, Turku Polytechnic, Finland
From August 2003 - August 2005*

*Researcher in Graduate School for real estate and facilities management KIITO, Finland
1.4.-31.8.2003,
Research post funded by the Ministry of Education:*

*Full time researcher, Turku Polytechnic, Finland
From August 2001 - March 2003*

Most important positions in international networks

Board member of Nordic FM network 6/2007-

Member of New ways of work network 2007-

Chairman of NordicFM education team 2007

Chairman of EuroFM Education network group 2002-2005

Publications and Research related to teaching

Nenonen, Sivi. 2003. Education as a way to Professional Development in the Field of Facilities Management EuroFM conference Copenhagen. Danmark. 12.-15. May, 2003.

Nenonen, Sivi & Hendriks Eric. 2000. Euro FM education Forum: BA – shared space where the knowledge is created, in conference Proceedings World Workplace Europe 2000: The Evolution through workplace. 17.-19. June 2000.Glasgow, United Kingdom. pp. 305-309.

Other

Languages: English (fluent),Swedish (fluent) ,German (basics),French (basics),Estonian (basics)

***ICT skills: Excellent skills: MS Word, MS PowerPoint, MS Excel,
WWW browsers, Adobe Acrobat, Acrobat reader and
Microsoft Office Outlook, Lotus Notes
Working skills: Front page, Publisher, PhotoShop***

Dr. Stephen Ball

- 1.0 Full name and date of birth**
(Surname first) Ball, Stephen Douglas (Dr) 16/7/54
- 1.1 Home contact details**
1 Cooper Lane,
Holmfirth,
Huddersfield,
West Yorkshire, HD9 3BP

01484 688 114
s.ball@shu.ac.uk
- 2.0 Current employer and address**
Sheffield Hallam University

Faculty of Organisation and Management
City Campus,
Howard Street,
Sheffield
S1 1WB

5.2 Teaching experience

- 1982-1991 BTEC, HND Hotel, Catering and Institutional Management, Univ of Huddersfield
- 1982-1990 BSc/BSc (Hons) Catering and Applied Nutrition, Univ of Huddersfield
- 1988-1991 Postgraduate Diploma in International Hospitality Management, Univ of Huddersfield
- 1982-1993 BA/BA (Hons) Hotel and Catering Administration/Business, Univ of Huddersfield
- 1993 - 1998 BA/BA (Hons) Hotel and Catering Operations Management, Univ of Huddersfield
- BA/BA (Hons) Hotel and Catering Management with Tourism and Leisure, Univ of Huddersfield
- BA/BA (Hons) International Hotel and Catering Management, Univ of Huddersfield
- 1997-1998 MA International Hotel and Catering Management, Univ of Huddersfield
- July 1991 Postgraduate Diploma in Tourism, BSc (Hons) Food Science, BSc (Hons) Consumer Food Science, University of Otago, New Zealand
- July 1991 Professional Food and Beverage Certificate, Otago Polytechnic, New Zealand
- 1998 - Undergraduate Programme in Leisure and Food Management, Sheffield Hallam University
- 1998 - Postgraduate Programme in Leisure and Food Management, Sheffield Hallam University

5.9 External Validations etc. from 2004

- May 2004 Programme Review: MSc International Hospitality Management Programme, University Center 'Cesar Ritz', Brig, Switzerland
- June 2004 Validation: MA International Event Management, University of Brighton
- July 2004 Approval of FdA Hospitality Management and FdA Culinary Arts Management, University of Teesside

OSU RESOURCES

The Ranchers Club (<http://www.theranchersclub.com/>):



An exceptional dining experience in an innovative setting, The Rancher's Club sets the standard in fine dining. Guests are surrounded by an upscale western atmosphere highlighting ranches of the west. The handpicked cuts of aged prime beef and an array of the finest fish, fowl and pork are featured on the menu. Enjoy outstanding cuisine, the highest standard of service, and an extraordinary atmosphere. Together these items celebrate an exciting new approach to cuisine in Stillwater. The restaurant is operated by the students of the School of Hotel and Restaurant Administration at OSU.



Taylor's
Dining
Room:

Taylor's Dining Room is located on the west side of campus in the HESW building. It is elegantly decorated in creams and beiges with touches of black. During the semester, Taylor's is operated as a fine dining teaching laboratory at lunch hour.

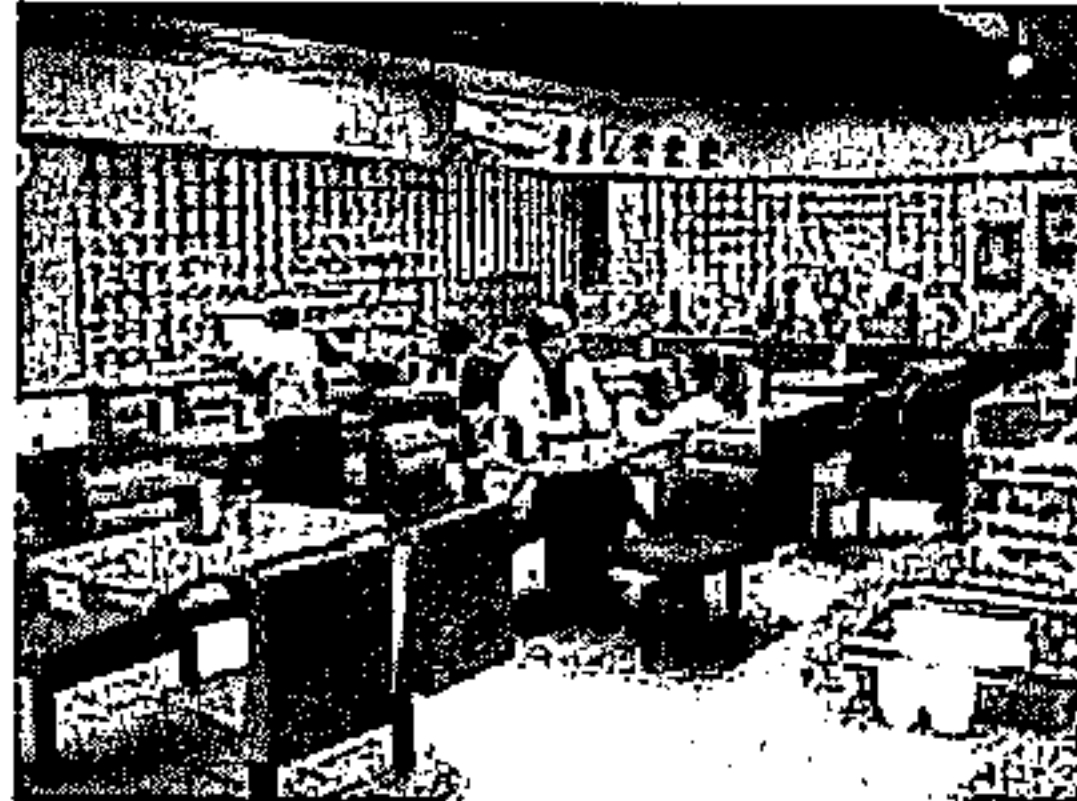
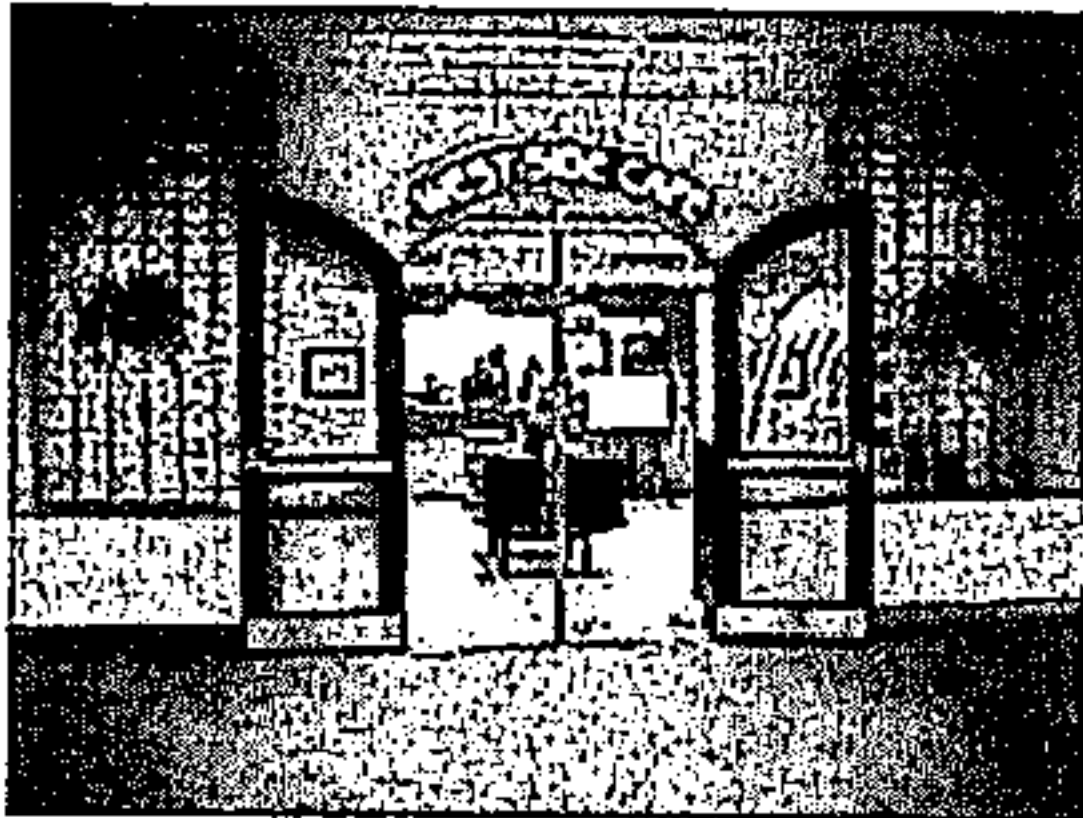
It is available for private dinners, wedding receptions and meetings on weekends and evenings and the Rancher's Club Catering provides exclusive catering for Taylor's.

Lunch: T-F 11:30 a.m. – 1:30 p.m.



Westside Café:

The Westside Café is a student-operated business maintained by students of the OSU School of Hotel and Restaurant Administration. The goal is to strive for excellence and exceed expectations. Sandwiches, salads, and burgers are the specialty in this fun café, quick and friendly service is at the top of the menu. Open: M-Th. 8:30 a.m. - 2:00 p.m., Friday, 8:30 - 1:30 p.m.

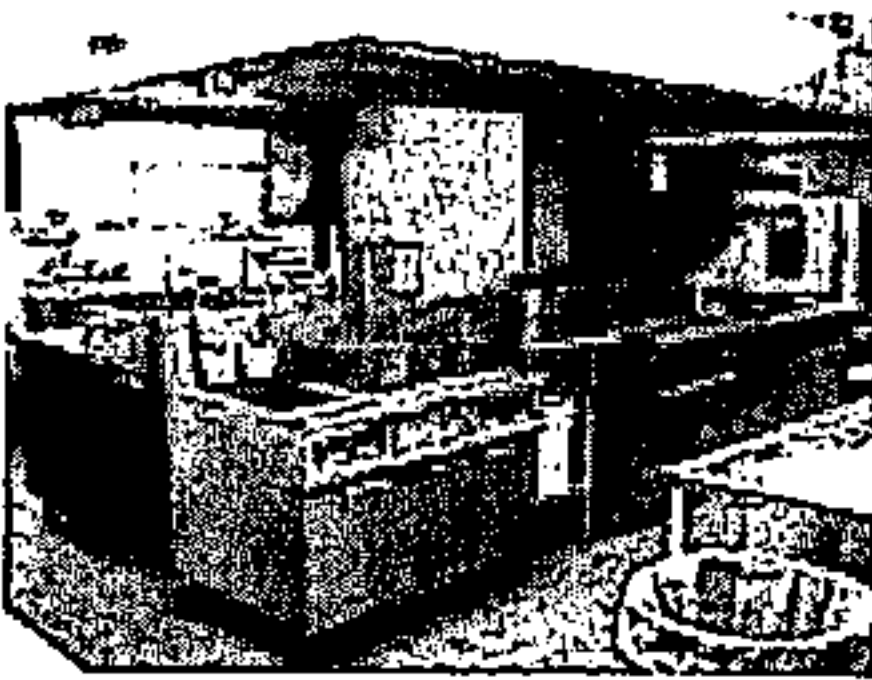


Food Services Experimental Laboratory:



The Food Service Experimental Laboratory supports research opportunities in unique uses of state, regional, and national foods. It is staffed by an award winning faculty member with expertise in experimental food challenges.

Food Production Laboratories:



The Food Production Laboratories offer basic and experimental uses of food, as well as experience in quantity food production. The quantity food production laboratory supports the operation of a 135 seat full service dining room.

Demonstration Classroom



The Demonstration Classroom incorporates the latest instructional technologies.

The Student Training Hotel at OSU:

The Atherton Hotel at OSU is both a historic gem on the campus of Oklahoma State University and a learning laboratory for today's students.

Built in 1950, the Student Union Hotel has been an historical place for alumni, families, and visitors to gather. Among the special features of the Union Club Hotel were the 82 guest rooms. Each newly decorated room had restful, eye-appealing furnishings; wall-to-wall carpeting, air-conditioning, a private bath, and guest dial telephone service. The hotel became known for the circulating ice water, a faucet with chilled water in the system. The Union Club had automatic elevator service and ample parking space adjacent to the entrances. Moderate room rates appealed to parents and university guests.



Throughout the years, many famous guests have visited or stayed at the hotel. A



few of the guests include Presidents Truman, Ford, Carter, Reagan, and Bush. The Atherton Hotel has also served Senators John Edwards and Joseph Lieberman plus other Presidential candidates as the host property for political debates on campus. Bob Hope, Haile Selassie, Vincent Price, Will Rogers, Jr., Bill Crosby, Faith Hill, Sinbad, Wilt Chamberlain and Coretta Scott King are among the many other high profile guests that have stayed at the hotel.

The Atherton Hotel has a rich history of serving Oklahoma State University, Stillwater, and Oklahoma. The Atherton Hotel is now a part of the College of Human

Environmental Sciences and the School of Hotel and Restaurant Administration

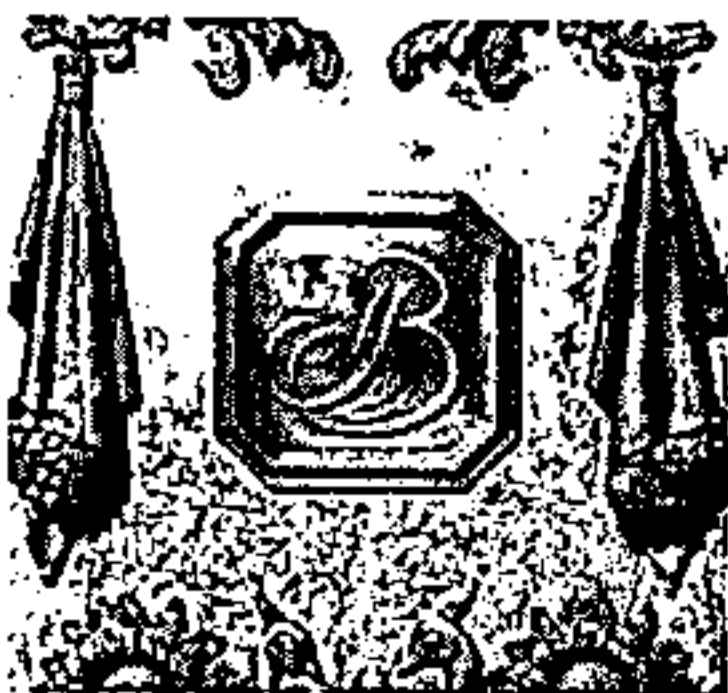
Serving as a "living laboratory" for the education and experience of future hospitality professionals. For more than 75 years, the School of Hotel and Restaurant Administration has been providing an outstanding education for our future hospitality professionals. In 2001, the Student Union Hotel became The Atherton Hotel at OSU named in honor of Mr. Bill Atherton, an OSU graduate that spearheaded the renovation. A recent \$6-million renovation and revitalization has imbued the hotel with a stately elegance and sophistication in a warm and inviting atmosphere. The

Atherton was selected for membership in Historic Hotels of America in 2004. A hotel must be at least 50 years old and have significance in the community to qualify for membership.

In the continuing tradition of excellence and growth, The Atherton Hotel is opening a new restaurant in the fall of 2005 called The Ranchers Club. It is upscale destination dining that features prime steaks, the freshest in fish and fowl, sumptuous sides and desserts. An additional new division, Rancher's Club Catering, now offers full catering and beverage service both on and off campus. The Atherton Hotel sets the standard for experiencing Oklahoma hospitality with quality and sophistication on a luxurious scale and creates the ultimate legacy of distinction for future guests. Truly.....unforgettable.

The Broadmoor Hotel & Resort for Student Placement (Colorado Springs)

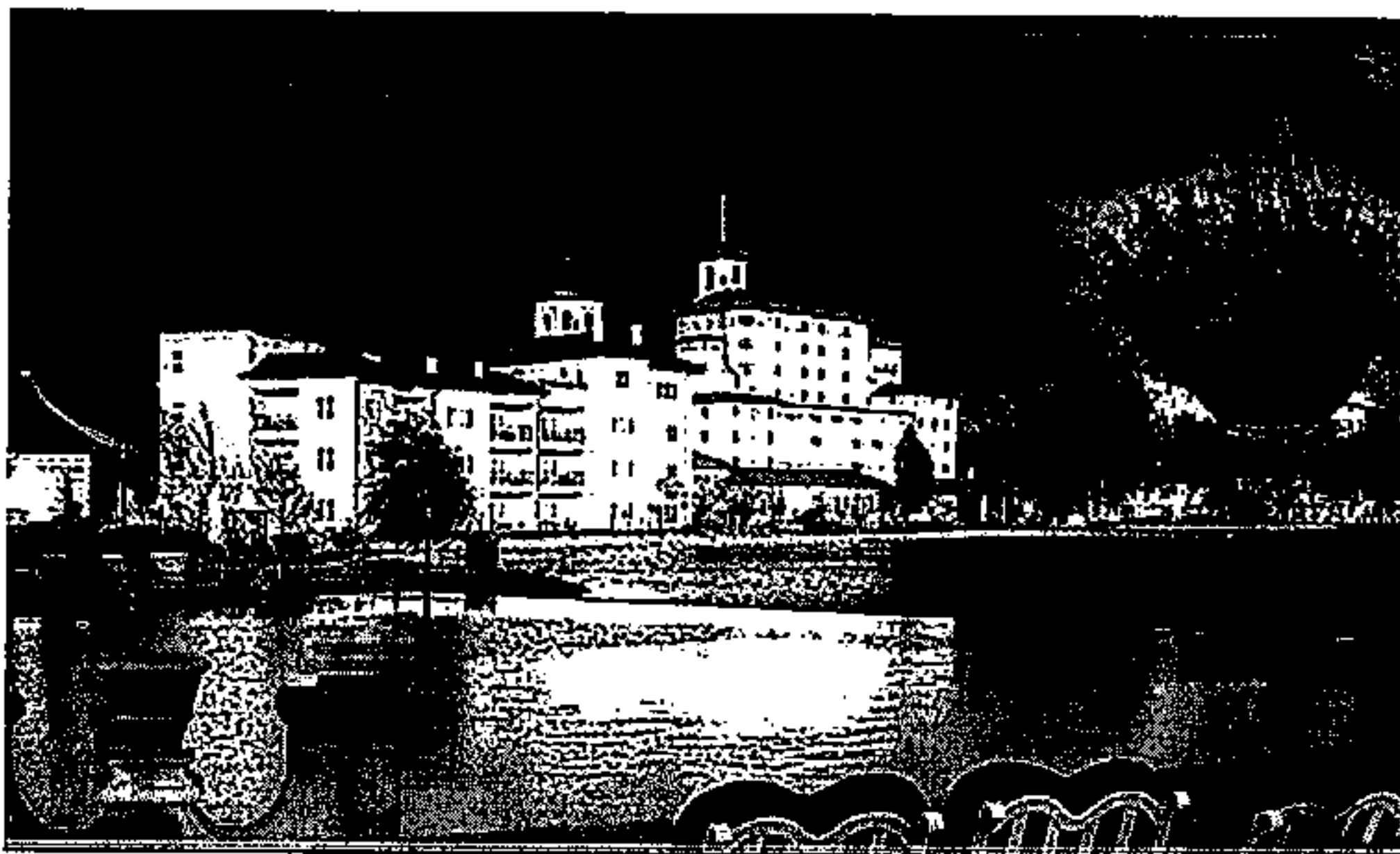
<http://www.broadmoor.com/colorado-springs-resort.php>



A luxurious retreat conveniently located just minutes from downtown Colorado Springs, The BRO^ADMOOR is the pinnacle of meeting locations in North America. It has 700 rooms and suites, 185,000 square feet of flexible event space, 15 restaurants, cafés and lounges, three golf courses, a tennis club, and world-class spa. These lush 3,000 acres are easily accessible, with non-stop flights from Los Angeles, San Francisco, Chicago, Atlanta, Dallas, and Phoenix directly to Colorado Springs Airport, or from anywhere in the United States through Denver International Airport, just 90 minutes away.

Accommodations:

The BRO^ADMOOR's 700 guest rooms and suites are located in BRO^ADMOOR Main Complex and BRO^ADMOOR West Complex. Luxuriously appointed rooms have either a king bed or two double beds, comfortable furniture and elegant bathrooms. Many offer views of beautiful Cheyenne Mountain and the resort's own Cheyenne Lake. BRO^ADMOOR "signature" toiletries, hairdryers, multiple telephones and a mini-bar are standard.



Before arrival

Information package

When accepted to Turku University of Applied Sciences, you will receive an information package, which contains important information concerning arrival, accommodation, etc. Please read through the material, fill in all the applications and send them to us as soon as possible. Arrival information should be in the International Office at least two weeks before your arrival. Students living in Turku should send the application for housing directly to the Student Village Foundation.

Student tutors

Student tutors are Turku University of Applied Sciences degree students who are interested in meeting people from different cultures. Your student tutor will meet you when you arrive and help you in practical matters during the first few days. She/he may contact you via e-mail before your arrival, but if not, you will meet her/him on your arrival. Your student tutor will also keep you informed about any free time activities with other Finnish and international students.

Special requirements for health care students

Vaccinations from Northern Europe and Canada (PDF) (10 KB)

Vaccinations from Russia and the Baltic countries (PDF) (9 KB)

Students living in Turku

Accommodation

Starting packages

Arrival

Accommodation

Exchange students in Turku usually live in the Student Village Foundation's apartments. You must book your own accommodation at least 6 weeks before your arrival. Accommodation can be booked at The Student Village foundation of Turku (in Finnish: Turun Ylioppilaskyläsäätiö, TYS).

Please fill in the application form which is enclosed in the information package and send it to TYS, not to the International Office! (TYS and Turku University of Applied Sciences are separate organisations.) Please note that you shouldn't apply for a flat via the internet - exchange students should always use the form in the information package.

You can find a lot of information about housing (information about the flats, where they are located and prices) from this address: <http://www.tys.fi>. If you have further questions about accommodation matters, please contact info@tys.fi. When you have booked accommodation, the housing office will send you information about your flat. It is VERY IMPORTANT that you pay the deposit fee (by using the invoice (tilisiirto) which TYS will send you) for your flat before you arrive. This way you will insure that it will be booked for you.

Language Studies

FINNISH FOR FOREIGNERS

Turku University of Applied Sciences offers a basic language course in Finnish to exchange students. The course is a fun way to get to know the Finnish language and Finnish everyday life. After the course the student understands the basic structures of the Finnish language and is able to cope in everyday situations. The courses run continually, beginning in September and January. For further information contact: Mari Tauriainen (firstname.surname@turkuamk.fi).

LANGUAGE CENTRE AT TURKU UNIVERSITY OF APPLIED SCIENCES
Turku University of Applied Sciences Language Centre develops and coordinates functions related to language studies. The development of language training supports the internationalisation of the UAS. The objective of the language studies is for students to obtain the language and communication skills necessary to practise a profession and for professional development. We are working on the English pages of the Language Centre. More info available in due course.

For further information contact: Minna Scheinin (firstname.surname@turkuamk.fi).

Student Health Care

As a student of the Polytechnic you are entitled to the City of Turku health care, irrespective of where you come from. Students can use the services of a general practitioner, public health nurse, psychologist, laboratory and x-ray services free of charge. A reference is needed for laboratory tests and x-rays.

Robert Gordon University Resources

International Office:

We have two main jobs in the International Office. One is to assist in the promotion of the University overseas, for example by:

- Attending overseas education fairs
- Working with local education representatives in certain countries and
- Helping to identify new opportunities for RGU in an increasingly global education environment.

Secondly, we have an important role to play in contributing to the welfare of our current international students. That means we are here to make you feel welcome when you first arrive, and to help solve any problems that you may have, including with visas and immigration. We also co-ordinate a social programme for international students and provide English language support for students whose first language is not English.

The Robert Gordon University is approved by the US Department of Education for participation in federal loan programmes. Our School Code is G31028.

REFERENCES

- IHG. (2007). *2007 Annual Report*. Retrieved May 10, 2008 from <http://www.ihgplc.com/files/reports/ar2007/>.
- Scoviak, J. (2007, June). *Customers want a better night's sleep. Franchisees want more profit. Franchisors are battling to find cost-effective ways to keep both camps happy and loyal. [Electronic version] Hotels Magazine, 7, 16-19.*
- Strauss, K. (2006, July). *Giants Must Keep Eating or Become Another's Dinner in Fast-Paced Environments [Electronic version] Hotels Magazine, 6, 8-10.*
- Strauss, K. & Scoviak, M. (2007). *HOTEL's Giants 325 Ranking Reveals Globalization Has Created A Smaller World And Larger Hotel Portfolios As The Biggest Chains Continue Their Worldwide Expansion Plans (5th ed. Vol. 2)*. Author Retrieved May 14, 2008, from HOTEL Magazine Web site: <http://www.hotelsmag.com/contents/pdf/HTL0707giantslistings.pdf>

Budget Narrative

Budget Narrative

Attachment 1:

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Budget Narrative

The projected budget for the proposed H.O.T.E.L. Atlantis project is shown in table below:

COST	Year 1	Year 2	Year 3	Year 4	TOTAL
PERSONNEL					
<u>Administration:</u>					
- Program Coordination	\$ 8,824.00	\$ 8,824.00	\$ 8,824.00	\$ 8,824.00	\$ 35,296.00
TRAVEL					
<u>Faculty Mobility:</u>					
	\$ 13,889.00	\$ 13,889.00	\$ 13,889.00	\$ 13,889.00	\$ 55,556.00
SUPPLIES					
<u>Administration:</u>					
- Project Supplies	\$ 1,593.00	\$ 1,593.00	\$ 1,593.00	\$ 1,593.00	\$ 6,372.00
- Miscellaneous Expenses	\$ 509.00	\$ 509.00	\$ 509.00	\$ 509.00	\$ 2,036.00
CONTRACTUAL					
Evaluation	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 10,000.00
OTHER					
<u>Administration:</u>					
- Website Development and Maintenance	\$ 463.00	\$ 463.00	\$ 463.00	\$ 463.00	\$ 1,852.00
TOTAL DIRECT COSTS	\$ 27,778.00	\$ 27,778.00	\$ 27,778.00	\$ 27,778.00	\$ 111,112.00
F&A @ 8%	\$ 2,222.00	\$ 2,222.00	\$ 2,222.00	\$ 2,222.00	\$ 8,888.00
<u>Student Mobility:</u>	\$ 72,000.00	\$ 72,000.00	\$ 72,000.00	\$ 72,000.00	\$ 288,000.00
TOTAL:	\$ 102,000.00	\$ 102,000.00	\$ 102,000.00	\$102,000.00	\$ 408,000.00

- **Salaries and Wages:**

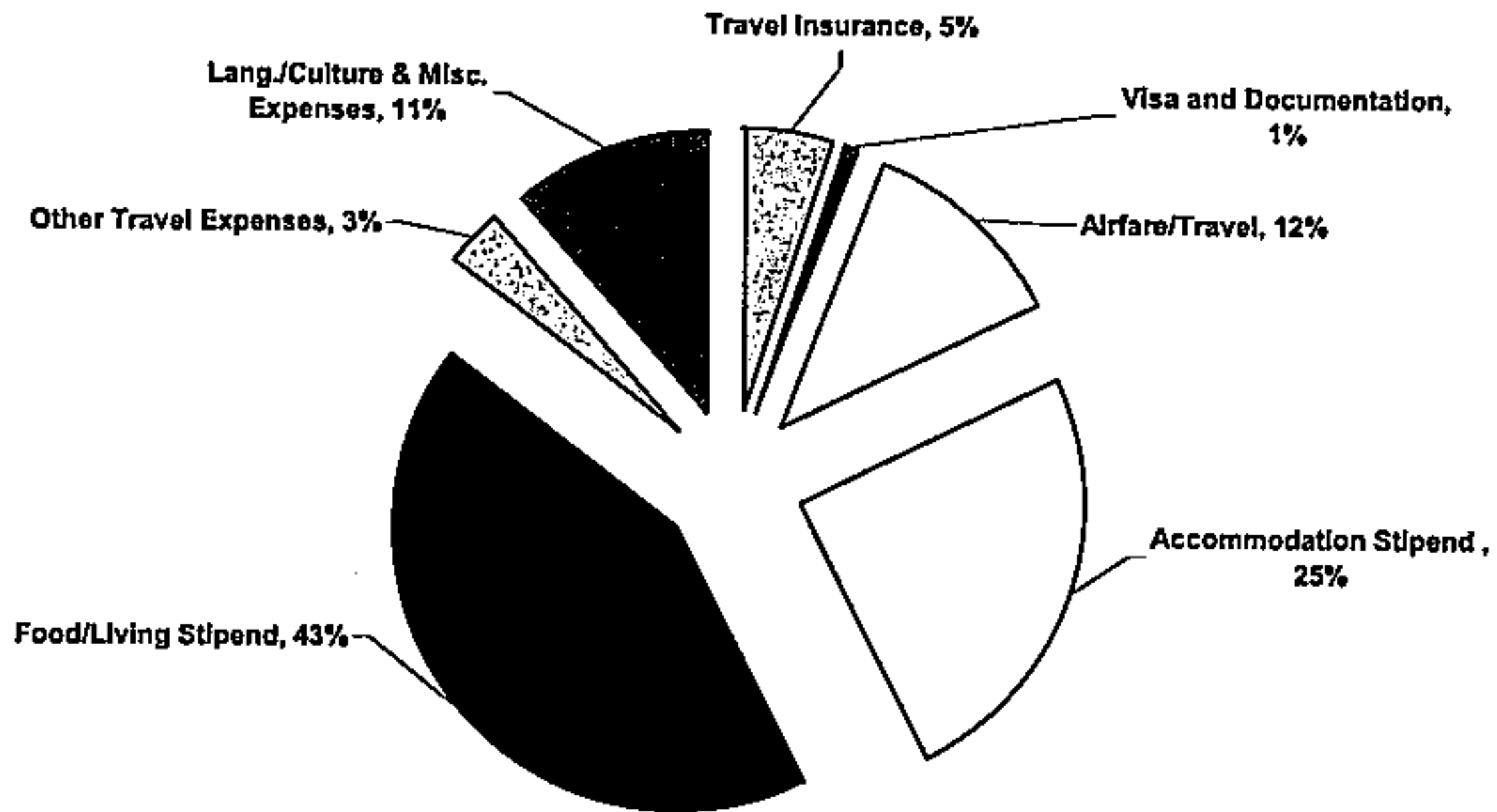
- **Secretary Salary and Benefits:** It is expected that the project director will hire an administrative assistant for 10 hours a week for 10 months at the rate of \$10.00/hour. The cost of benefits is also included in the budget table.

- **Student Assistant Salary and Benefits:** It is expected that the project director will hire a student assistant for 6 months each year for 10 hours a week at the rate of \$10.25/hour. The cost of the benefits is also included in the above table.
- **Fringe Benefits:** Calculated at standard university rate and is included with the salaries in the above table.
- **Travel:** Travel expenses for faculty mobility will be expensed at \$13,889.00 per year for the four year duration of faculty mobility. Faculty travel plans and expenses are expected to be as follows:
 - **Year One:**
 - FIPSE workshop attendance by core faculty (\$2,000)
 - Program planning meeting and site visit at European partner institutions (One week duration at each site). The Project Director will be involved in this trip. (\$3,000)
 - One trip to the Broadmoor Hotel and Resort in Colorado Springs, Colorado, by the Project Director to discuss and finalize plans for student placement. (\$889)
 - Three faculty members visit Europe for the program for a duration of two weeks each. This visit will be for the purpose of teaching, research, and cultural engagement of students. (\$8,000).
 - **Years Two and Three:**
 - Each year, two faculty members will teach for a duration of two weeks at each of the European partner institutions during the regular semesters (\$6,000)
 - Each year, two faculty members will be involved for at least two weeks in regular cohort program in Europe conducting research, teaching, and engaging the students in the cultural activities. (\$7,889 each year)
 - **Year Four:**

- Four faculty members will teach for a duration of two weeks at each of the European partner institutions during the regular semesters (\$12,000)
 - Visit of Core Faculty to Broadmoor Hotel & Resort for program conclusion planning and student evaluations (\$1,889).
- **Supplies:** During the first year, material supplies such as stationery, printer cartridges, etc. will be purchased worth about \$1,593.00. This will include the purchase of a computer just to accommodate the needs of this project. When the student mobility begins and continues into the second and third year, the supplies expenses are expected to increase while the equipment purchase expense will decrease. However the total supplies expenses is expected to remain at the same level of about \$1,600.00 per year. Miscellaneous expenses for software, organizers, calculators, and other such teaching tools are expected to be about \$509.00 per year for the four year duration of the project.
- **Other Expenses:** The external program evaluation fee is expected to be \$10,000 for the entire duration of the project, or about \$2,500.00 per year. The proposal has identified three external evaluators whose bios are included in the appendix. It is anticipated that each year, one of the evaluators will be hired for a one-week duration at our expense to thoroughly evaluate all components of the program. In addition other evaluators will monitor the progress and development of the students' education by reviewing documents, conducting interviews and studying the website postings. The expenses in this category will cover all travel costs of evaluators related to the activity.
- **Other Expenses- Administration:** The main coordination and communication tool used for this project will be the dedicated website for the dual-degree program. The authors expect this website to be developed on a customized basis. The cost of development and maintenance is estimated to be about \$463.00 per year because of the use of voluntary student help from the Computer Science Department on the OSU campus. Some modules may be developed as part of a class project.

- **Total Direct Costs:** Based on the above descriptions, the total direct cost is expected to be \$27,778.00 each year for the duration of the project.
- **F&A Indirect Costs:** Indirect costs have been calculated at 8% of the total direct costs shown above.
- **Student Mobility Stipends:** On the U.S. side, this project will mobilize a total of 24 students at the rate of 8 per year for three years. The student mobility costs will cover all student project related expenses such as: travel costs, room and board costs, cultural training costs, and some educational expenses such as books and lab fees. Although the students will be staying abroad for a total duration of 20 months through this program, in keeping with the spirit of the program, the students will be engaged in extended months of practical training in the industry. During these practical training periods the students will be adequately compensated by the companies they work for. Considering this additional source of income, the students' stipends will be substantially reduced during their placement periods and the funds made available while they are not gainfully employed. Such a strategy will allow the students to stay abroad for a longer duration of time and gain a better understanding of the cultural issues. The average stipend per students will be about \$11,970.00 and the expected breakdown of the costs is shown in the pie chart below.

**Student Mobility Stipend Cost Breakdown
(Expected Cost is \$11,970.00 Per Student)**



Living and food expenses are expected to constitute the biggest share of the total costs at about 43%.

Accommodation costs would account for about 25% and air travel costs about 12%. Cultural training costs will account for another 11% of the total stipend cost.