

**MARYLAND HIGHER EDUCATION COMMISSION**

**ACADEMIC PROGRAM PROPOSAL**

**PROPOSAL FOR:**

- ☒ New Instructional Program  
☐ Substantial Expansion/Major Modification  
☒ Cooperative Degree Program  
☒ Within Existing Resources or ☐ Requiring New Resources

**FROSTBURG STATE UNIVERSITY**

Institution Submitting Proposal

**FALL 2015**

Projected Implementation Date

**Bachelor of Science**

Award to be Offered

**Hospitality Management Concentration in current B.S. in Business Administration**

Title of Program

**MGMT**

Suggested HEGIS Code

**52.0901**

Suggested CIP Code

**Management**

Department of Proposed Program

**Dr. Michael Monahan**

Name of Department Head

**Dr. Michael Monahan**

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\_\_\_\_\_  
President/Chief Executive Approval

\_\_\_\_\_  
Date Endorsed/Approved by Governing Board

**Frostburg State University**  
**Proposal for Hospitality Management Concentration within**  
**the existing Bachelor of Science in Business**  
**Administration**

**A. Centrality to Institutional Mission Statement and Planning Priorities**

Frostburg State University (FSU) has provided paths to success for students for over 100 years. Founded in 1898 to prepare teachers, the institution today is a public, comprehensive, largely residential regional university offering a wide array of affordable programs at the undergraduate and graduate levels. FSU is a student-centered teaching and learning institution featuring experiential opportunities. The University offers students a distinctive and distinguished baccalaureate education and serves regional and statewide economic and workforce development; promotes cultural enrichment, civic responsibility, and sustainability; and prepares future leaders to meet the challenges of a complex and changing global society. The University provides numerous opportunities for students to engage in community service, leadership development activities, undergraduate and graduate research and internships. These activities serve as experiential laboratories in which students apply what they have learned in the classroom to real-world situations.

The College of Business (FSU*Business*) prepares students to successfully meet professional opportunities through a dynamic, student-centered educational environment that emphasizes, in part, application of knowledge, and global experiential learning. Components of the College's mission emphasize excellence in teaching through innovative approaches. FSU*Business* provides intellectual and professional development to students through coursework, research, and global experiential learning activities, with a focus on leadership, ethical values, and community engagement.

Frostburg State University's College of Business offers a major in Business Administration. Within this degree program students have a choice of six concentrations. This proposal would add a seventh concentration entitled "Hospitality Management." The proposal is unique in that FSU would offer the core Business Administration coursework, would supervise local internships, and offer elective courses. All other required coursework, and some electives, would be offered by partner institutions in a collaborative effort. The University of Maryland Eastern Shore (UMES) would provide 9 credits of discipline-specific required and elective courses from their well-established Hotel and Restaurant Management program. FSU's foreign exchange partner, Vanung University (VU) in Taiwan, would provide 12 credits in a semester abroad program from their College of Tourism and Hospitality.

Specific strategic rationale revolve around workforce development in Western Maryland which has to date been underserved in this industry sector, a collaborative effort with a USMD HBI institution who provides resources without the need for duplication at FSU, and developing a balance in student exchange with our foreign exchange university partner who uniquely can also provide resources for career development in the hospitality industry sector.

**B. Curricular Design**

Using partner university resources to implement this new program suggests that FSU's Hospitality Management concentration is unique in its three-way collaboration where each institution uses its current resources to offer the intended program. Our two partner institutions, the University of Maryland Eastern Shore (UMES) and Vanung University (VU) in Taiwan will provide the specialty courses already offered within their resource base and long running hospitality industry programs.

Educational objectives include providing higher level credentialing and hands-on experience that will serve students in job acquisition and career development. As an applied professional school in a tourism

zone, the FSU College of Business should be expected to introduce students, particularly local students, to the hospitality industry as a specialty area of management and delve into course content areas that give them a broad background to compete in the workforce. Additionally, students receive hands-on practical experience in functional areas. The required study abroad component and the required internship component, both within the field, expose the student to learning opportunities while providing the experiential component future employers will be looking for. A global perspective meets the College goals of preparing students for the increasing global nature of the workforce.

The general curriculum design of the concentration mirrors other concentrations within the Business Administration degree with core courses taken by all students and then specialty courses taken by those choosing one of the specialty concentrations. A catalog description of the concentration follows and would be an addendum to the core requirements for the Business Administration degree.

#### Requirements for Concentration in Hospitality Management

##### 1. Core Courses (51-52 hours)

Required of all majors in Business Administration

*NOTE: MGMT 485 Business Policy and Strategy serves as concentration capstone*

##### 2. Required Courses in Concentration (21 hours)

HMGT 101 Analysis of the Hospitality Industry (3 credits @ UMES)

MGMT 396 Special Topics in Hospitality Management (12 credits)

- *approved courses will be 6 weeks of Study Abroad @ Vanung University in Taiwan*

HMGT 401 Law and the Hospitality Industry (3 credits @ UMES)

MGMT 494\* Internship in Management (3 credits)

- *\* internship must be performed at Rocky Gap or any hotels and resorts*

##### 3. Elective Courses (6 hours)

*Select from among:*

INTR 330 International Business (3 credits)

GEOG 454 Geography of Tourism (3 credits)

GEOG 455 Tourism Planning (3 credits)

HMGT 350 Marketing Hospitality and Leisure Services (3 credits @ UMES)

MGMT 315 New Business Ventures (3 credits)

MGMT 357 Human Resources Management (3 credits)

MGMT 359 Quality Management (3 credits)

MGMT 425 Entrepreneurial Business Plan (3 credits)

BMIS 455 Management Information Systems (3 credits)

MGMT 450 International Management (3 credits)

MGMT 490 Special Topics in Business Administration–MGMT (3 credits)

MGMT 494\* Internship in Management (internship credits in concentration may not exceed 6 credits)

- *\* internship must be performed at Rocky Gap or any hotels and resorts*

MGMT 499 Independent Study in Management (3 credits)

RECR 448 Principles of Ecotourism (3 credits)

See Appendix I for course descriptions.

#### C. Critical Regional/State Need: Workforce Development Supply and Demand

The State of Maryland's designation of Western Maryland as a four-season tourism area makes a concentration in Hospitality Management well suited to support state workforce needs and fulfill the university's economic development mission goal while providing experiential, cultural, and global opportunities for students.

*The State of Maryland Integrated Workforce Plan for 2012 through 2017's* (Maryland Department of Labor, Licensing and Regulation, DLLR, April 12, 2013) vision "is embedded in the principal that Maryland's economic prosperity is directly tied to the education and skill level of the State's workforce." The Governor's Workforce Investment Board (GWIB) has noted "thirteen (13) targeted industry sectors in order to address projected industry workforce needs." The Leisure and Hospitality sector ranks fourth highest in job gains and "will also perform well according to future projections." Local Workforce Investment Areas (LWIAs) have developed strategies to guide "workforce preparation for high demand, high growth industries and occupations in Maryland."

#### **D. Quantifiable & Reliable Evidence and Documentation of Market Supply & Demand in the Region and State**

The concentration in Hospitality Management addresses a broad employment sector (CIP code 52.09 – Hospitality Administration/Management) which can be seen by the sector definition and then the related subsectors listed following the definition.

*A program that prepares individuals to serve as general managers and directors of hospitality operations on a system-wide basis, including both travel arrangements and promotion and the provision of traveler facilities. Includes instruction in principles of operations in the travel and tourism, hotel and lodging facilities, food services, and recreation facilities industries; hospitality marketing strategies; hospitality planning; management and coordination of franchise and unit operations; business management; accounting and financial management; hospitality transportation and logistics; and hospitality industry policies and regulations.*

Subsectors of this CIP area include

- 52.0901) Hospitality Administration/Management, General.*
- 52.0903) Tourism and Travel Services Management.*
- 52.0904) Hotel/Motel Administration/Management.*
- 52.0905) Restaurant/Food Services Management.*
- 52.0906) Resort Management.*
- 52.0907) Meeting and Event Planning.*
- 52.0908) Casino Management.*
- 52.0909) Hotel, Motel, and Restaurant Management.*
- 52.0999) Hospitality Administration/Management, Other.*

The Maryland DLLR Workforce Investment Area (WIA) Western Maryland Fact Sheet 2013 Employment by Sector indicates that the Leisure & Hospitality sector is the third largest employment area in the three western most counties (Allegany, Garrett, and Washington) at 13% of the private sector total, representing 11,887 jobs. DLLR's Maryland Industry Projections for near term growth 2012 to 2015 show the two industry sectors encompassing Arts, Entertainment and Recreation, and Accommodation and Food Service growing at a rate of 2.9%, almost three times the state average for all industries. Longer term projections by the DLLR through 2022 and encompassing more complete related industry sectors noted in the chart following are for industry employment growth of 9.4% which is above the state average of 6.1%.

# DLLR's Division of Workforce Development and Adult Learning

## Maryland Industry Projections - 2012-2022

Industry	Employment			Percent
	2012	2022	Change	Change
<b>Total All Industries</b>	<b>3,094,874</b>	<b>3,284,239</b>	<b>189,365</b>	<b>6.1%</b>
Scenic and Sightseeing Transportation	554	593	39	7.0%
Arts, Entertainment and Recreation	41,796	45,976	4,180	10.0%
Performing Arts, Spectator Sports, and Related Industries	7,687	8,226	539	7.0%
Amusement, Gambling, and Recreation Industries	31,208	34,806	3,598	11.5%
Accommodation and Food Services	42,259	45,961	3,702	8.8%
Accommodation, including Hotels and Motels	24,364	26,471	2,107	8.6%
Food Services and Drinking Places	178,102	194,452	16,350	9.2%
<b>Hospitality/Tourism Sector Totals</b>	<b>325,970</b>	<b>356,485</b>	<b>30,515</b>	<b>9.4%</b>

DLLR projections suggest a state need for 3,000+ employees per year in the next ten years in the hospitality sector. Currently two hospitality management degree granting programs exist in the state at Morgan State University (MSU) and at the University Maryland Eastern Shore (UMES). Graduates of these programs and one additional school don't begin to meet state needs.

### Degree Trends CIP 520904

School Name	Program Name	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Average 10 yrs
UMES	BS Hotel & Restaurant Mgmt	17	17	28	21	38	31	28	36	54	38	31
Morgan State	BS Hospitality Mgmt	18	14	7	15	27	17	17	18	18	18	17
Balt Intl Coll	BS Hospitality Mgmt	5	11	20	27	10	5	6	5			11
Balt Intl Coll	MS Intl Hospitality Mgmt						1	3	6			3

Note: BIC was taken over by Stratford University in 2012 and data is not available from that date on.

### Enrollment Trends

School Name	Program Name	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Average 10 yrs
UMES	BS Hotel & Restaurant Mgmt	154	167	194	179	186	195	195	188	180	167	181
Morgan State	BS Hospitality Mgmt	94	102	107	101	77	94	105	103	97	90	97

Note that even if all those enrolled in the programs graduated there would still be a significant shortfall against the industry growth in employment statistics provided by DLLR. This problem of supply and demand was noted as early as the 2007 Governor's Workforce Investment Board's (GWIB's) Hospitality & Tourism Industry Monograph after which there was a flurry of activity and increase on the supply side which has now subsided even though the demand side continues to escalate.

It is anticipated that FSU will also serve as a gateway for local students who have attained a two-year degree at one of the two local two-year institutions who both have tourism/hospitality degree programs as well as related culinary programs for the restaurant portion of the hospitality industry. While graduates of these programs are currently small in number, access to a further four-year degree from FSU may prompt more entry into the local two-year colleges as a way of economizing on student overall educational costs while also making themselves more attractive to the local hospitality hiring institutions.

### Degree Trends

School Name	Degree	Program Name	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Average 10 yrs
Allegheny College of Maryland	ASSOCIATE	HOSPITALITY MGMT	3	0	5	5	4	6	3	4	6	1	4
Garrett College	ASSOCIATE	ADVENTURE SPORTS MGMT	11	8	9	10	5	14	12	9	9	8	10

## **E. Reasonableness of Program Duplication**

Current graduation trends in the discipline at UMES and Morgan State are not sufficient to meet industry employment demands. This would suggest that supplementing these programs with students from a new region in the state would be appropriate. Neither UMES nor Morgan State draw any significant portion of their student populations from Western Maryland, suggesting that Western Maryland students are underserved in workforce development initiatives in this growing industry sector. The market radius for attracting students will not be cannibalized. UMES, for example, has 0.7% of its in-state student population from the three counties considered Western Maryland based on its 2013 census as reported in USMD's 2013-2014 Data Journal. FSU has only 1.1% of its in-state student body from all three counties on the Eastern Shore based on this same census. With regard to Morgan State, their most recent 2013 student profile data lists only the top counties from which they draw. Granting students access to a local program in Western Maryland that is built around the expertise at UMES and the foreign exchange partner would benefit workforce development in the region, as well as the state, without creating duplication in human and fiscal expenditures.

While creating access to students there is non-duplication of offerings from a resource point of view. UMES has a well-established hospitality management program with a full course inventory and experienced faculty to deliver those courses. FSU students choosing the new Hospitality Management concentration receive their basic Business Administration degree coursework at FSU but the specialized coursework in hospitality management will be taken online at UMES from their Department of Hotel and Restaurant Management. The experiential, cultural, and global components will be taken at our partner foreign exchange university, VU in Taiwan, who has a well-developed College of Tourism and Hospitality. Therefore, there are no new resources needed to implement this new concentration or its off-campus components.

## **F. Relevance to HBI Offerings**

UMES has a program in Hospitality Management. The MoU between the two schools establishes that FSU will provide student access to UMES courses and use UMES expertise in this area for specific required and elective courses in the program. FSU has no intention of offering these courses. By opening up access to a new student trade radius UMES will benefit by FTEs and be able to introduce its programs to new student populations.

## **G. Distance Education**

FSU students will have access to online courses from UMES. Students have technology and exposure to online course offerings at FSU and other campuses so there are no difficulties anticipated in taking online courses at UMES while in attendance at FSU.

With regard to coursework done abroad as part of the international component of the concentration we anticipate that students will likely take an additional course or two online at the home institution (FSU) so they do not get behind in time to graduation as the internationally taught component is only 12 credits. As we currently have overseas students taking online courses at FSU, the infrastructure is in place and we anticipate no issues in this area.

## **H. Adequacy of Faculty Resources**

FSU's professional school accreditation (AACSB) demands that students not only receive instruction by academically and professionally qualified instructors but also that assessment activities measure outcomes the College is required to report on. Program faculty sufficiency is scrutinized and evaluated by the College's accrediting agency's (AACSB) which specifically requires that 90% of all delivered content be delivered by academically or professionally qualified instructors. This requirement is met for the B.S. in Business Administration and its concentrations. The 18 required and 3 elective credits offered by collaborating universities are taught by their instructional staff at UMES and VU and they are guided by their own accrediting demands. A minimum of 73% of credits toward the major are taught by the degree

granting institution (FSU) fully meeting the off-campus program requirement that a third of the program be delivered by the parent institution. The following is a list of faculty involved in the management and delivery of coursework related to the new concentration.

#### **Frostburg State University**

Michael Monahan, MBA, EdD, full time and tenured; Chair of Management Department;  
Curricular interests: leadership, strategy, internship supervision  
Amit Shah, MBA, DBA, full time and tenured; Curricular interests: organizational behavior, strategy, internship supervision  
Thomas Sigerstad, MBA, PhD, full time and tenured; Curricular interests: strategy, academic assessment, internship supervision

#### **University of Maryland Eastern Shore**

Ernest Boger II, MBA, full time and tenured; Chair of Hospitality and Tourism Management  
R.P. Gormley, MBA, Director Hospitality Training Institute  
Judith Streeter, MS Organizational Development; Director UMES's USG Hotel and Restaurant Management Program

#### **Vanung University**

Rong-Tsu Wang, PhD; Dean College of Hospitality and Tourism; Curricular interests: tourism transportation, marketing, service industry, supply chain management  
Meng-Huan Tsai, PhD; Director Tourism and Hospitality Research Center; Curricular interests: tourism and leisure management  
Note: The department has a total of 16 full-time instructors; all instructors have a Council of Labor Affairs Department B license as well as extensive expertise in all areas of practical experience. Eleven of the sixteen are assistant professors and hold a PhD degree.

### **I. Adequacy of Library Resources**

Library resources are provided for FSU students with digital library databases which current business students use across a vast array of industry sectors. Additionally, students will have access when enrolled in courses at partner institutions to the more specialized databases in the hospitality sector.

The FSU Ort Library resources for the Hospitality and Tourism sector contains over 300 distinct items including periodicals, trade journals, and government or industry reports covering a wide range of global and country specific research. Within those items there are multiple years of periodicals and reports. This is in addition to the normal business press and financial databases reporting on organizations which would include hospitality and tourism industry firms. A sampling of titles is shown below. The full report is available on request.

*European Journal of Tourism, Hospitality and Recreation*  
*Hospitality Law*  
*HVS Global Hospitality Report*  
*Journal of Hospitality Management and Tourism*  
*The Journal of the International Academy of Hospitality Research*  
*Journal of Tourism, Travel and Hospitality*  
*Lodging Hospitality*  
*Restaurant Hospitality*  
*Hotel Management*  
*Worldwide Hotels & Motels Industry Report*  
*The International Journal of Tourism Research*

### **J. Adequacy of Physical Facilities, Infrastructure and Instructional Equipment**

There are no indications that the demands of the concentration will require an enhancement of existing facilities at any of the three institutions. The Hospitality and Tourism Management program at UMES is

housed in the state-of-the-art Richard Henson Conference Center featuring hotel guest rooms, banquet service and production facilities, as well as specialized laboratories, classrooms, and faculty offices. Facilities for the program at VU's College of Tourism and Hospitality include a teaching hotel, a teaching travel agency, a variety of Chinese culinary teaching and demonstration kitchens, tasting and evaluation classrooms, meal service classrooms, bartending classrooms, an aviation reservation system room, and a simulated flight cabin classroom.

## K. Financial Resources

No new funds will be required to offer the Hospitality Management concentration. There is no request for facilities or equipment based on the new concentration. Collaborating institutions will provide the instructional staff for courses taken at their institutions. For students at FSU who chose this concentration over another currently offered there are no additional revenue implications as students are simply migrating from one discipline area to another. We do anticipate that students graduating from local two-year programs in hospitality and tourism programs will seek out FSU and will view this collaborative program as a gateway to additional career enhancing credentials of a four-year degree. Additional students will mean tuition revenues but not expenses for existing areas of study. There is also a financial consideration in the foreign student exchange equation. To date we have been accepting VU students without tuition revenue. One objective of this program is to balance that exchange, providing tuition revenue while FSU students are studying abroad at VU. See Table 1.

<b>TABLE 1: RESOURCES</b>					
Resources Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Reallocated Funds <sup>1</sup>					
2. Tuition/Fee Revenue <sup>2</sup> (c+g below)					
a. #F.T Students	0	5	10	15	15
b. Annual Tuition / Fee Rate		7728	7728	7728	7728
c. Annual Full Time Revenue (a x b)		38640	77280	115920	115920
d. # Part Time Students					
e. Credit Hour Rate					
f. Annual Credit Hours					
g. Total Part Time Revenue (d x e x f)					
3. Grants, Contracts, & Other External Sources <sup>3</sup>					
4. Other Sources					
<b>TOTAL (Add 1 – 4)</b>	<b>0</b>	<b>38640</b>	<b>77280</b>	<b>115920</b>	<b>115920</b>

<sup>1</sup> Whenever reallocated funds are included among the resources available to new programs, the following information must be provided in a footnote—origin(s) of reallocated funds, impact of the reallocation on the existing academic program(s), and manner in which the reallocation is consistent with the institution's strategic plan.

<sup>2</sup> This figure should be a realistic percentage of tuition and fees which will be used to support the new program. Factors such as indirect costs linked to new students and the impact of enrolling continuing students in the new program should be considered when determining the percentage.

<sup>3</sup> Whenever external funds are included among the resources, the following information must be provided in a footnote--source of the funding and alternative methods of funding the program after the cessation of external funding.

Expected expenditures include sending one supervising faculty member with students for the study abroad experience every Fall semester. Expenses cover travel, housing, board, and document costs. That faculty member would conduct their normal teaching load online for the semester in question. It is assumed that there would be some incremental inflationary pricing on the current estimate. See Table 2.



<b>TABLE 2: EXPENDITURES</b>					
Expenditure Categories	Year 1	Year 2	Year 3	Year 4	Year 5
1. Total Faculty Expenses (b + c below)					
a. # FTE					
b. Total Salary					
c. Total Benefits					
2. Total Administrative Staff Expenses (b + c below)	0	0	0	0	0
a. # FTE					
b. Total Salary					
c. Total Benefits					
3. Total Support Staff Expenses (b + c below)	0	0	0	0	0
a. # FTE					
b. Total Salary					
c. Total Benefits					
4. Equipment	0	0	0	0	0
5. Library	0	0	0	0	0
6. New or Renovated Space	0	0	0	0	0
7. Other Expenses	3,800	3,900	4,000	4,100	4,200
<b>TOTAL (Add 1 – 7)</b>	<b>3,800</b>	<b>3,900</b>	<b>4,000</b>	<b>4,100</b>	<b>4,200</b>

#### **L. Program Evaluation, Institutional and Accreditors**

As required by our accrediting agency (AACSB), the FSU College of Business (CoB) must engage in assessment activities to report on student learning. This takes the form of pre and post-testing of student knowledge as they enter the CoB and as they graduate from the CoB. This testing encompasses the broad base of core business knowledge as well as concentration specific knowledge. This data is presented in annual reviews used internally as well as mandated affirmations of our accredited status in periodic reports to accrediting teams visiting campus. Students also undergo assessment for communication/writing skills, ethics, applied qualitative thinking, leadership skills, and critical thinking. Quantitative skills are assessed in the core knowledge and specialty discipline assessments. These assessments take place twice each semester as we gather pre and post data. All of these assessments are outside and in addition to the regular grading schema for coursework.

The B.S. in Business Administration with the Concentration in Hospitality Management is subject to institutional and USM review as per the policies and procedures of program review.

#### **M. Consistency with the State's Minority Student Achievement Goals**

*The Maryland State Plan for Postsecondary Education 2013-2017, Maryland Ready*, points to programmatic quality and effectiveness by creating access for the potential employee base in Western Maryland. That access is in fact another important goal as is the affordability for students who gain access online without distant resident costs or through the ability to attend institutions at local resident tuition costs. Diversity is enhanced through the unique collaboration of geographically removed campuses such as the partnering HBI and the foreign exchange partner.

FSU's College of Business 2014 Race & Ethnicity breakdown for enrollments and degrees granted for the basic Business Administration degree where the new concentration would be housed are shown in the

following tables. (Note that degrees in the two other primary majors of Accounting and Economics are not shown.)

College of Business: Business Administration Enrollments by Concentration and Race & Ethnicity									
	Fall 2014								All
	MHECRace								
	African American	Hispanic	Multiracial	NR Alien	Asian	Native American	Unknown	White	
Concentration	N	N	N	N	N	N	N	N	N
Management	97	16	19	11	7	.	1	181	332
Marketing	26	4	4	.	1	1	.	50	86
Finance	10	2	1	1	.	.	.	22	36
Human Resources	13	2	.	.	1	1	1	12	30
Entrepreneurship	13	.	.	1	.	.	.	15	29
Global Business	6	2	.	1	1	.	.	5	15
TOTAL	165	26	24	14	10	2	2	285	528
	31.3%	4.9%	4.5%	2.7%	1.9%	0.4%	0.4%	54.0%	100.0%

College of Business: Business Administration Degrees Awarded by Concentration and Race & Ethnicity									
	Degrees awarded for Aug, Dec, Jan, May 2014								All
	MHECRace								
	African American	Hispanic	Multiracial	NR Alien	Asian	Hawaiian	Unknown	White	
Concentration	N	N	N	N	N	N	N	N	N
Management	5	1	2	1	1	.		35	45
Marketing	8	.	.	.	.	1		25	34
Entrepreneurship	.	1	.	.	.	.		13	14
Human Resources	4	1	.	.	.	.		5	10
Finance	.	.	1	1	.	.		2	4
Global Business	1	1	.	.	.	.		1	3
Total	18	4	3	2	1	1		81	110
	16.4%	3.6%	2.7%	1.8%	0.9%	0.9%	0.0%	73.6%	100.0%

A number of initiatives are in place to support academic achievement by minority students at FSU. The Diversity Center assists diverse student populations in learning how to become familiar with the university environment, as well as monitoring the academic and social adjustment of students. The Center assists students in developing their skills in building strategies for success by providing information about campus resources, support personnel, coping strategies, and cultural heritages. These goals are accomplished through offering activities, workshops and programs which help students develop an understanding of cultural differences as well as how to be respectful and receptive to individuals of backgrounds different from their own. In addition, the Diversity Center assesses the needs of students and works to ensure that the university environment is welcoming and inclusive.

Efforts to increase the graduation rate of minority and first-generation students include services offered through the University's Student Support Services. The office's Programs for Academic Support and Study (PASS) and the Writing Center both provide individual tutoring services and mentoring to help students persist and obtain a degree.

Additional efforts have recently been made to strengthen support, monitoring, and advising programs through the establishment of the Center for Academic Advising and Retention. CAAR oversees initiatives for upper class student retention and the achievement gap under the leadership of the Assistant Provost for Student Success and Retention. In addition, the Center manages the freshman orientation classes and directs students in appropriate services. CAAR will provide instructors an earlier opportunity to easily and effectively express their concerns about student performance, provide a "triage" system to direct students in need of assistance in the appropriate direction, and provide intervention for targeted at-risk students.

## N. Relationship to Low Productivity Programs Identified by the Commission

Not Applicable.

## Appendix I: Course Descriptions

### Frostburg State University

#### **BMIS 455 Management Information Systems (3 credits)**

Relation of MIS to the management functions of planning, control, and decision making. Concepts that underlie MIS: systems management, databases, computers, telecommunications, and general systems design and implementation. Every semester. *Prerequisite: MGMT 251.*

#### **GEOG 454 Geography of Tourism (3 credits)**

A review of the geographical distribution of tourism, travel patterns, and tourism impacts on natural environments and local populations. Fall, odd-numbered years. *Prerequisite: GEOG 104/114 or GEOG 110 or junior standing.*

#### **GEOG 455 Tourism Planning (3 credits)**

Planning activities associated with the development and marketing of tourist activities. Consideration of both business and leisure travel. Group project focus. Spring, even-numbered years. *Prerequisite: GEOG 454.*

#### **INTR 330 International Business (3 credits)**

Introduction to foreign commerce; survey of the environmental, economic, political and social constraints on doing business abroad; discussion of issues and problems facing managers when firms do business with and within foreign countries. Credit cannot be earned for both INTR 330 and BUAD 330. Every semester. *Prerequisite: 42 credits.*

#### **MGMT 315 New Business Ventures (3 credits)**

Examines the problems and challenges of creating and managing a small business. Emphasis on the development and implementation of a business idea, and the practical aspects of starting and managing a small business and its functional components: accounting, finance, management and marketing. Every semester. *Prerequisite: 42 credits.*

#### **MGMT 357 Human Resources Management (3 credits)**

Effective utilization of human resources in organizations: Emphasis on principles, practices and legal aspects of job analysis, recruitment and selection, training, performance appraisal, compensation, safety and health, employer-employee rights, union-management relations; current issues in the field. Every semester. *Prerequisite: a grade of C or better in MGMT 251.*

#### **MGMT 359 Quality Management (3 credits)**

The Quality Management concept; relationship between quality and competitiveness; developing a quality culture through establishing a customer focus, employee involvement and empowerment, team building, education and training; quality tools; implementing quality management. Every semester. *Prerequisite: a grade of C or better in MGMT 251, MATH 109/209/110/380.*

#### **MGMT 396 Hospitality Management Special Topics (3 credits)**

A detailed study of a limited topic in an area of the hospitality industry. Topics vary semester to semester. Repeatable for maximum of 12 credits if topics are substantially different. Courses provided at foreign exchange partner university. Variable. *Prerequisites: HMG 101 offered by UMES.*

#### **MGMT 425 Entrepreneurial Business Plan (3 credits)**

Opportunity assessment and feasibility analysis, as well as implementation, deal structure and operations for entrepreneurially-minded FSU students. Each topic is approached from a pragmatic perspective. Class discussions and assignments are based upon live experiences. The lecture, the readings, and the speakers all reflect that purpose. Spring. *Prerequisite: MGMT 315.*

**MGMT 450 International Management (3 credits)**

Study of international and comparative management theories, concepts and practices; managing in a global environment, cross-cultural management practices, managing human resources in international corporations, unique challenges in managing multinational organizations, and contemporary issues facing global managers. Spring. *Prerequisite: INTR 330.*

**MGMT 490 Special Topics in Business Administration–MGMT (3 credits)**

A detailed study of a limited topic, problem, or period. Topics vary from semester to semester. Repeatable for maximum of 6 credits if topics are substantially different. Variable. *Prerequisites: 90 credits and 18 hrs. of business administration course work.*

**MGMT 494 Internship in Management (3 credits)** internship must be done at a hotel or resort location

Guided work experience in management for business, nonprofit or government organizations. Minimum of 135 clock hours of experience for 3 credits (270 hours for 6 credits). Academic components include, but not limited to, one internship paper, internship log and site supervisor's evaluation of the student's performance. Previous experience not acceptable for credit. Repeatable for maximum of 6 credits. Every semester and summer. *Prerequisites: Junior or senior standing; department chair's approval.*

**MGMT 499 Independent Study in Management (3 credits)**

Research and report on a specific topic not covered by regularly rostered courses. Topic will be defined by the student in conjunction with faculty sponsor. Proposals must be approved prior to registration. Repeatable for maximum of 4 credits. Every semester. *Prerequisites: 18 credits of business administration course work, 90 credits and permission of department chair.*

**RECR 448 Principles of Ecotourism (3 credits)**

Explores the foundational principles, organization and management of ecotourism. Various nature-based tourism and ecotourism settings will be analyzed to compare operations, facilities, personnel and programming. Discussion of the management of ecotourism focuses on business planning, site development, operator responsibilities and best practices. Spring.

## **University of Maryland Eastern Shore**

**HMGT 101 Analysis of the Hospitality Industry Credit 3 @UMES**

The course provides the student with an understanding of the scope and complexity of the hospitality industry. The student is introduced to the opportunities available and the training necessary to achieve a successful hospitality management career. Laboratory sections are scheduled as needed.

**HMGT 350 Marketing Hospitality and Leisure Services Credit 3 @UMES**

Focusing on the application of marketing principles and techniques to the hospitality and travel industries, this course examines how the marketing concepts of product, place, price and promotion, can be effectively utilized in the hospitality industry. Practical applications of promotion publicity, public relations, and advertising are demonstrated in case studies and class assignments.

**HMGT 401 Law and the Hospitality Industry Credit 3 @UMES**

A study of laws applicable to the hospitality industry, this course includes the host's responsibility, negligence, liability, contract, torts, regulations, and insurance.

### **MGMT 396 Special Topics in Hospitality Management (12 credits)**

The first four courses chosen from partner Vanung University's College of Tourism and Hospitality in Taiwan come from two of their four departments, with two courses from each of the Departments of Food and Beverage Management and Department of Hotel Management. These courses are guaranteed to be taught in English. (Note: Course catalogs at Vanung University do not have HEGIS codes or course numbers)

### **Summer Fun Cuisine – when East meets West**

In a production kitchen, the student will correctly demonstrate techniques of deep frying, roasting, braising, steaming and knife skill in accordance with professional and industry standards identified in text, demonstration, and classroom material.

### **Human Resources Management in the Hospitality Industry**

Students in this course will be able to: Understand the changing roles of human resource in the work environment of the contemporary hospitality industry. Identify the key functions of human resource management. Recognize the expanding role of human resource management in strategic planning. Discuss the social, ethical and legal responsibilities of the human resources manager. Engage in critical problem-solving and decision-making, applying key principles of human resource management resources. Provide students with a detailed picture of how successful companies manage human resources in order to compete effectively in a dynamic, global environment. Realize the relationship between the quality of the top management team and the corporate performance in the hospitality industry. Understand required traits of the management team to develop international diversification of the hospitality industry.

### **Beverage Management**

After completing this course, the students will be able to: understand the facilities and equipment of beverage operation; obtain professional skills of beverage making and beverage service; understand legal concerns of beverage service; and apply management concepts in beverage operation.

### **Seminar on Wine**

After completing this course, the student will: have learned the fundamentals, management, operation and service techniques of wines in hospitality industry; received training on professional wine service and management.

**Appendix II: Memorandum of Understanding between Frostburg State University  
and University of Maryland Eastern Shore**



Division of Academic Affairs  
**SCHOOL of BUSINESS AND TECHNOLOGY**  
Office of the Dean

October 24, 2014

Dr. Ahmad Tootoonchi, Dean  
College of Business  
Frostburg State University  
127 Guild Center  
101 Braddock Road  
Frostburg, MD 21532-2303

Dear Dr. Tootoonchi:

Re: Letter of Support for the Development of Cooperative Program in Hospitality and  
Tourism Management between FSU and UMES

It is with great pleasure that I write this letter of support from the University of Maryland Eastern Shore as it relates to the Memorandum of Understanding (MOU) between Frostburg State University (FSU) and the University of Maryland Eastern Shore (UMES) for the development of a cooperative program in Hospitality and Tourism Management at FSU.

The two institutions have mutually agreed to work together in providing the Hospitality Management Program for the benefit of the two institutions. The MOU sets forth a clear set of responsibilities and expectations for both Frostburg State University and the University of Maryland Eastern Shore for UMES to advance and provide specific course offerings as agreed upon by the two institutions.

The University of Maryland Eastern Shore looks forward to working collaboratively with Frostburg State University on this partnership to meet the academic needs of students at both institutions.

Sincerely,

Ayodele J. Alade, Ph.D., Dean

[www.umes.edu](http://www.umes.edu)

MEMORANDUM OF UNDERSTANDING BETWEEN FROSTBURG STATE  
UNIVERSITY AND UNIVERSITY OF MARYLAND EASTERN SHORE

Cooperative Program in Hospitality Management at Frostburg State  
University and University of Maryland Eastern Shore

September 24, 2014

**MEMORANDUM OF UNDERSTANDING BETWEEN FROSTBURG STATE  
UNIVERSITY AND UNIVERSITY OF MARYLAND EASTERN SHORE**

**September 24, 2014**

**Cooperative Program in Hospitality Management at Frostburg State University and  
University of Maryland Eastern Shore**

**RECITALS**

Frostburg State University ("FSU") and The University of Maryland Eastern Shore ("UMES"), both constituent institutions of the University System of Maryland ("USM"), agree to cooperate in the offering of undergraduate coursework in Hospitality Management leading to the award of Bachelor of Science in Business Administration Degree with Concentration in Hospitality Management at FSU and Bachelor of Science Degree in Hospitality & Tourism Management at UMES.

This memorandum of understanding (MOU) sets forth a clear set of responsibilities and expectations for both institutions. The parties agree to work collaboratively to meet the academic needs of students at both institutions.

**1. Purpose and Scope**

- a. It is the intent that this Cooperative Program will facilitate enrollment and registration of students at each home institution to take selected coursework and benefit from the programmatic expertise offered by both institutions.
- b. This Cooperative Program is available only to degree-seeking students at FSU and UMES.
- c. FSU's Hospitality Management Concentration within the B.S. in Business Administration program structure and coursework is outlined in Appendix A.
- d. In fulfillment of the graduation requirement of the Hospitality Management Concentration within the B.S. in Business Administration at FSU, students will be required to take each of the following 3-credit courses offered online by UMES both fall and spring semesters:
  1. HMGT 101 Analysis of the Hospitality Industry
  2. HMGT 401 Law and the Hospitality Industry
- e. Students enrolled in the Hospitality Management Concentration within the B.S. in Business Administration at FSU may additionally opt to enroll in the following 3-credit elective course offered online by UMES:

HMGT 350 Marketing Hospitality and Leisure Services



- f. In fulfillment of the graduation requirement in the B.S. in Hospitality & Tourism Management program at UMES, students may opt to enroll in 12 credit hours of Hospitality Management-related coursework offered by FSU every fall semester through its partner institution, the College of Tourism and Design at Vanung University ("VNU") in Taiwan.
- g. HMGT 101 (Analysis of the Hospitality Industry) course must be completed by students at both institutions prior to departure for the 12 credit hours of Hospitality Management-related coursework to be taken at VNU in Taiwan. HMGT 101 is a recommended prerequisite for the electives and for HMGT 401 (Law and the Hospitality Industry), a senior level course that would usually be completed subsequent to / concurrently with courses offered in the semester abroad.
- h. Hospitality Management-related courses at VNU may be subject to change. FSU will share details of specific courses offered at VNU with UMES at the earliest possible date.
- i. All coursework (12 credit hours) offered at VNU will be taken concurrently and necessitate travel to and residence in Taiwan over a six- to seven-week period of time. The VNU academic calendar will be set by FSU and shared with UMES at the earliest possible date.
- J. Both institutions will collaboratively assess educational outcomes, enrollments, instructor performance, and other pertinent operational and programmatic issues as they arise.

## **2. Program Marketing and Enrollment, Administration and Oversight, and Inter-Institutional Course Registration**

- a. Each institution is responsible for marketing and student registration for the collaborative program on its own campus and to surrounding two-year institutions within its region.
- b. Project Coordinators will be identified on both campuses to facilitate the logistics of travel to include housing and visa support. Final responsibility for follow-through and completion of arrangements will reside with the student.
- c. The Office of the Registrar at each home institution is responsible for the Inter-Institutional registration and record-keeping for students enrolled in its program.

## **3. Tuition and Fees**

- a. Students at each institution will be billed directly by the home institution at the rates of tuition and fees prevailing at the time of registration as per the Inter-Institutional Agreement amongst USM institutions.

- b. All enrolled students who travel to Taiwan will be responsible for costs of roundtrip air travel, room, board, books, and necessary health insurance as outlined in Appendix A. Students are also responsible for obtaining a passport and visa for travel to Taiwan.

#### **4. Term**

- a. This MOU will be effective immediately following the approval by both institutions.
- b. This MOU may be terminated by either party with written notice to the other party. The parties agree that any termination or modification of this MOU will be without prejudice to students currently in attendance and already enrolled in the programs.

#### **5. Starting Date**

Contingent upon approval by campus-wide governance bodies at each institution and by USM and MHEC, the starting date for the cooperative program will be Spring Semester 2015 or Summer 2015.

#### **6. General Provisions**

- a. Any notice or communication permitted or required between the parties under this MOU shall be in writing and given by hand delivery, delivery by postal service mail, or delivery by commercial overnight carrier. Notice by email shall be acceptable when agreed to by the receiving party. Notice shall be effective upon receipt to the person to whom it was addressed. Notice to the parties shall be given as follows:

**If to Frostburg State University:**

Dr. Ahmad Tootoonchi  
Dean, College of Business  
Frostburg State University  
101 Braddock Road  
Frostburg, MD 21532-2303

**If to University of Maryland Eastern Shore:**

Dr. Ayodele J. Alade  
Dean, School of Business and Technology  
University of Maryland Eastern Shore  
Princess Anne, Maryland 21853


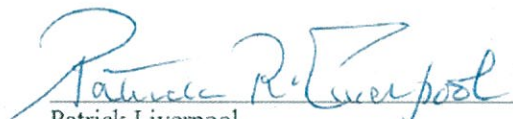
- b. Neither party shall use: i) the name or marks of the other; ii) the name or likeness of any program participant; or iii) the name or likeness of an employee or officer of the other in connection with any product, service, promotion, news release or other publicity without the prior written permission of the other party and of the individual whose name or likeness may be under consideration. However, neither party shall be precluded from disclosing the existence of this MOU, the program being delivered, and the identity of the other.
- c. Neither party shall assign this MOU or its interest therein or its rights or obligations thereunder without the prior written consent of the other.
- d. With respect to the matters set forth in this MOU, this MOU: i) sets forth the complete agreement and understanding of the parties; and ii) supersedes all prior or contemporaneous agreements or understandings.
- e. This MOU may be amended, modified or changed only by a writing signed by both parties.
- f. The captions and headings of portions of this MOU are included solely for convenience and shall not control the meaning or interpretation of the substance of this MOU.
- g. If any portion of this MOU is at any time held by a court of competent jurisdiction to be void or invalid or incompatible with any applicable law, statute, ordinance or regulation, then that portion shall be deemed to be omitted from this MOU without affecting the force, effect or validity of the remainder of this MOU.
- h. Any exhibits or attachments referenced in this MOU, whether or not physically attached hereto are incorporated into and made part of this MOU. The definitions ascribed in the introductory provisions and Recitals of this MOU are made part of this document.
- i. This MOU shall be deemed to be made and performed in the State of Maryland and shall be construed and governed in accordance with the laws of the State of Maryland, excluding its conflict or choice of law rules. This MOU shall be enforced only in the courts of the State of Maryland.
- J. Nothing in this MOU is intended, nor shall it be deemed to create rights or benefits in or to any person or entity other than the parties.
- k. Nothing herein shall constitute or be considered a limitation upon or waiver of the sovereign immunity of FSU, UMES, or the State of Maryland.

1. This MOU may be executed in multiple counterparts or in duplicate, and when so executed by all parties shall constitute an Agreement.

IN WITNESS WHEREOF, the parties hereto for themselves, their successors and assigns have set their hand and seal on the day and year first above written.

FROSTBURG STATE UNIVERSITY

UNIVERSITY OF MARYLAND  
EASTERN SHORE

  
Jonathan Gibralter  
President  
Juliette B. Bell  
President  
William Childs  
Provost  
Patrick Liverpool  
Interim Provost and Vice President for  
Academic Affairs  
Ahmad Tootoonchi  
Dean, College of Business  
Ayodele J. Alade  
Dean, School of Business and Technology

Date: 11/4/14

Date: 10-13-14

## Appendix A

### Proposal for a Hospitality Management Concentration within Bachelor of Science in Business Administration Program at Frostburg State University

A Cooperative Program offered by the College of Business at Frostburg State University (in partnership with the College of Tourism and Design at Vanung University (VNU), Taiwan) and the School of Business and Technology at University of Maryland Eastern Shore

**Program Title:** B.S. in Business Administration with a Concentration in Hospitality Management

**Program Purpose:** The program aims to introduce the fields of food and beverage management and Chinese culture to FSU students, and to interested UMES students, through experiential coursework designed to support the acquisition of professional skills in the area of Hospitality Management, including visits to related industries in Taiwan.

**Hosting Departments:** Department of Management, College of Business at Frostburg State University (in partnership with the College of Tourism & Design at Vanung University, Taiwan), Department of Hospitality and Tourism Management, School of Business and Technology at University of Maryland at Eastern Shore

**Participants:** Students from FSU and UMES

**Terms of study:** 1. Coursework offered at UMES: Semester-long  
2. Coursework offered at VNU: Six weeks (54 hours for each course) – **Mid-September through first week of November.**

**Language of Teaching:** English

#### Requirements for Concentration in Hospitality Management

##### 1. Core Courses (51-52 hours)

Required of all majors in Business Administration

*NOTE: MGMT 485 Business Policy and Strategy serves as concentration capstone*

##### 2. Required Courses in Concentration (21 hours)

HMGT 101\* Analysis of the Hospitality Industry (3 credits@ UMES)

MGMT 396\*\* Hospitality Management Special Topics (12 credits)

HMGT 401\* Law and the Hospitality Industry (3 credits@ UMES)

MGMT 494\*\*\* Internship in Management (3 credits)

\*Must be taken online at University of Maryland Eastern Shore through inter-institutional registration. For details, please contact Chair of the Department of Management, FSU.

\*\*Must be taken at Vanung University (VNU) in Taiwan. For details, please contact Chair of the Department of Management, FSU. Offered courses of 3 credits each include: (1)

Summer Fun Cuisine- When East meets West; (2) Human Resource Management in Hospitality Industry; (3) Beverage Management; and (4) Seminar on Wine, but may be subject to change.

\*\*\*The internship must be performed at Rocky Gap or any hotels and resorts with the approval of the Chair of the Department of Management, FSU.

### 3. Elective Courses (6 hours)

*Select from among:*

INTR 330 International Business (3 credits)  
GEOG 454 Geography of Tourism (3 credits)  
GEOG 455 Tourism Planning (3 credits)  
HGMT 350\* Marketing Hospitality and Leisure Services (3 credits @ UMES)  
MGMT 315 New Business Ventures (3 credits)  
MGMT 357 Human Resources Management (3 credits)  
MGMT 359 Quality Management (3 credits)  
MGMT 425 Entrepreneurial Business Plan (3 credits)  
BMIS 455 Management Information Systems (3 credits)  
MGMT 450 International Management (3 credits)  
MGMT 490 Special Topics in Business Administration-MGMT (3 credits)  
MGMT 494\*\* Internship in Management (internship credits in concentration may not exceed 6 credits)  
MGMT 499 Independent Study in Management (3 credits)  
RECR 448 Principles of Ecotourism (3 credits)

\* May be taken online at University of Maryland Eastern Shore through inter-institutional registration. For details, please contact Chair of the Department of Management, FSU.

\*\*The internship must be performed at Rocky Gap or any hotels and resorts with the approval of the Chair of the Department of Management, FSU.

### Additional Information

**Courses at UMES:** Courses listed under item 2 above must be taken online through inter-institutional registration at the School of Business and Technology, University of Maryland Eastern Shore.

HMGT 101 (Analysis of the Hospitality Industry) course must be completed by students at both institutions prior to departure for the 12 credit hours of Hospitality Management-related coursework taken at the College of Tourism and Design at Vanung University ("VNU") in Taiwan. HMGT 101 is also a recommended prerequisite for the electives and for HMGT 401 (Law and the Hospitality Industry), a senior level course that would usually be completed subsequent to / concurrently with courses offered in the semester abroad.

**Courses at Vanung University in Taiwan:** Courses identified as MGMT 396 under item 2 above must be taken concurrently at the College of Tourism and Design at Vanung University (VNU), Taiwan. The courses are offered only in fall semester of every academic year for a six-week term; mid-September through first week of November.

**Administrative Oversight and Support:** Project Coordinators will be identified on both campuses to facilitate the logistics of travel to include housing and visa support. Final responsibility for follow-through and completion of arrangements will reside with the student.

**Faculty and student participation:** One faculty member from the Department of Management will travel to Taiwan with participating students and serve as supervising faculty member for the entire term.

**Note:** The participating faculty and students may opt to spend an additional week on a trip to Beijing for cultural and program-appropriate business experiences.

**Registration, Tuition, and fees:** Students will register for courses at each home institution based on the applicable home institution tuition and fees as per the Inter-institutional Agreement among USM institutions.

**Travel arrangement and Expenses:** Each student will be responsible for his/her own travel expenses, and travel arrangements will be made by the Center for International Education at FSU. Below is a list of estimated travel costs:

Airfare	Varies depending on the time of travel
Room	\$245 for a six-week period- Vanung University dormitory
Board	\$500 for a six-week period - provided by Vanung University
Health/Safety Insurance	\$45 for a six-week stay in Taiwan
Books	\$150 for six-week term

**Note:** For registration and travel arrangements to Taiwan, students must contact the Director of Center for International Education at FSU.

### **Benefits to FSU and UMES**

- Unique opportunity for students at both AACSB-accredited institutions within the USM to benefit from programmatic expertise and global reach of the partner institutions.
- Exceptional educational opportunity toward Global Experiential Learning for students at both institutions and participating faculty afforded by the immersion experience at a world-class Hospitality program in Taiwan.
- Opportunity for strengthening the relationship between FSU and one of the fastest growing businesses in the community: the Rocky Gap Casino and Resort (demonstrating growth from 120 employees to 525 in one year) with supply of qualified students for both internships and full-time employment opportunities.
- Significant contribution to meeting State of Maryland workforce needs in the burgeoning area of Hospitality Management.

## Appendix III: Agreement between Frostburg State University and Vanung University

萬能科技大學

桃園縣中壢市 (32045) 萬能路 1 號  
Tel: (03) 4515811 Fax: (03) 4513786  
Website: <http://www.vnu.edu.tw>



VANUNG UNIVERSITY

No. 1 Van Nung Road, Chungli,  
Taoyuan 32045 Taiwan, R.O.C.

### ACADEMIC EXCHANGE AGREEMENT

Between  
Frostburg State University  
And  
Vanung University

The President of Frostburg State University and Vanung University, for the purpose of furthering cooperation in both education and academic research, hereby affirm their intent to promote such academic exchange as will be of mutual benefit for their respective institutes. Academic exchange is considered here to include but not to be limited to:

- (1) Development of mutually beneficial academic programs and courses;
- (2) Exchange of academic staff for the purposes of teaching and research;
- (3) Reciprocal assistance for visiting academic staff and students;
- (4) Coordination of such activities as joint research, lectures and training;
- (5) Exchange of documentation and research materials in the fields of mutual interests.

Details of the implementation of any particular exchange resulting from this agreement shall be negotiated between the two institutes as such specific case may arise, and is subject to the availability of funds.

This agreement is subject to revision, renewal or termination by mutual consent and becomes effective upon completion of signature.

Dr. Jonathan Charles Gibraltar  
President  
Frostburg State University  
Date:

Dr. Thomas C. Chuang  
President  
Vanung University  
Date: