

FEB 29 2016



February 11, 2016

NOTRE DAME
OF MARYLAND
UNIVERSITY

James D. Fielder, Jr., Ph.D.
Acting Secretary of Higher Education
Maryland Higher Education Commission
6 North Liberty Street
Baltimore, MD 21201

Dear Secretary Fielder:

Enclosed please find our proposal to offer a new B.A. degree program in Leadership in Hospitality and Event Management. This proposal reflects NDMU's core competency in educating women through the NDMU Women's College, and supports the NDMU mission of increasing access to transform lives. Globally, according to the *World Travel and Tourism Council (2014)*, women represent 55% of all employees in the travel and tourism sector, but only 10% of leaders at the executive level. Consistent with the NDMU Women's College mission, this program will provide increased opportunity for women to enter the hospitality field prepared to lead at the highest levels.

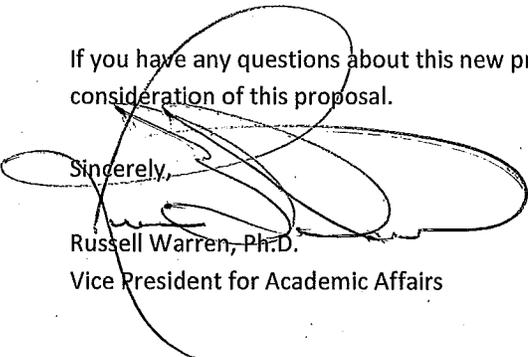
The B.A. in Leadership and Hospitality Management program addresses Goal 4 of the Maryland State Plan to "seek to be a national leader in the exploration, development, and implementation of creative and diverse education and training opportunities," and Goal 5 to "promote economic growth and vitality through the advancement of research and the development of a highly qualified workforce," as well as a documented shortage of degree-prepared graduates needed to fill positions in this rapidly expanding sector (*Baltimore Business Journal, 2014*). Approval of this new program will provide greater access for women to key career opportunities, and to more fully address the employment needs of a region known as a hub for large-scale convention and special events.

Institution: Notre Dame of Maryland University
Program: Leadership in Hospitality and Event Planning
Degree: B.A.
Contact person: Kathryn Doherty, Associate Vice President for Academic Affairs
410-532-5316, kdoherty@ndm.edu

This proposed program increases opportunity for women to enter a well-paying and rapidly expanding (*BLS, 2015*) sector of the economy. The curriculum is based on the accreditation standards of the Accreditation Commission for Programs in Hospitality Administration (ACPHA), which will ensure rigor and relevance in course design and delivery, and the hire of highly qualified faculty who are experts in this field will ensure compliance with the principles of best practice in the discipline. ACPHA accreditation will be pursued during the first five years of this program.

If you have any questions about this new program, please do not hesitate to call. Thank you in advance for consideration of this proposal.

Sincerely,


Russell Warren, Ph.D.
Vice President for Academic Affairs

New Academic Program Proposal
B.A. in Leadership in Hospitality and Event Management

A. Centrality to institutional mission statement and planning priorities

Description of the program, areas of concentration, and relationship to the institution's mission.

Notre Dame of Maryland University has been a regional leader in educating women since 1875. The University continues to meet the educational and professional needs of women through the proposal of a new Bachelor's of Art in Leadership in Hospitality and Event Management to be offered through the Women's College in a traditional face-to-face full time format in the liberal arts tradition.

In keeping with the values central to its mission, Notre Dame emphasizes professional development and transformative education for women that stresses cutting-edge competencies and holistic professional development in the liberal arts tradition. The Leadership in Hospitality and Event Management program, housed in NDMU's historic Women's College, will prepare women to be leaders in the hospitality sector, with an emphasis on graduates who are strong leaders and effective managers within their field. Foundation leadership and business courses are incorporated into a new hospitality curriculum, built within the mission of the University to address the needs of a rapidly expanding profession representing 10% of the United States employment base. Over 55% of those employed in the Hospitality and Event industry are women but only around 10% of the ranks of top leadership are female (*Female Executives in Hospitality: Reflections on Career Journeys and Reaching the Top*, Journal of tourism and Hospitality Management, 2014). With the implementation of this new program, NDMU proposes to build on its tradition to transform and prepare women to be executives and leaders in this field.

Through this new program, the University will build on the strength of its liberal arts curriculum, the institution's demonstrated success in educating and transforming young women, and NDMU's commitment to meeting the state and regional workforce demands. Hospitality services have been a growing sector in Maryland. Major tourism events in Maryland during 2014 generated significant tax revenue for the state, and hotel room sales, tourism-related tax revenue and employment in the hospitality field all grew in Maryland during the first eight months of fiscal 2015, according to a recent report from the *Maryland Office of Tourism Development*. Both nationwide and in Maryland, hospitality jobs represent almost 10% of all employment. From 2009 to 2019, the number of jobs in the restaurant and foodservice industry is projected to increase by 1.8 million. That includes 11% growth in management positions, where women are traditionally under represented. The need in Maryland is well documented. As the Baltimore Business Journal (June 2015) described, "as the tourism industry rebounds from the recession and job openings grow, there aren't enough qualified folks to fill these positions, particularly at the management level," going on to elaborate that it is the upper level management and executive positions – with good salaries—that have a high vacancy rate and need qualified candidates.

Explanation of how the proposed program supports the institution's strategic goals with evidence it is a priority.

The University currently devotes resources to growth in professional and career programs for undergraduate and graduate students in the liberal arts tradition. The Bachelor of Arts in Leadership in Hospitality and Event Management program was developed to promote and support the advancement of women in a field that is traditionally male dominated at the upper levels of management, while meeting the educational needs of the state and region where demand is

Increasing. Notre Dame's success in graduating women will fully support a pool of female professionals educated to enter this field. Hospitality and event venues and facilities in Maryland and the region will benefit from female professionals who are prepared to lead, to innovate, and to transform.

The University's new strategic plan, approved by the Board of Trustees in May 2105, includes an initiative to affirm and enhance the role of women's education, and this field is one that has employed the majority of its female workers at the lower service-focused levels, with significantly lower wages (\$25-30K, *Bureau of Labor Statistics 2014 – BLS*) than higher salary (75K and up, *BLS*) management jobs. Notre Dame's long tradition of successfully preparing women for success in the professional world has shaped the development and focus of this program, and the University is eager to increase access for under represented students to a field where women represent more than half of those employed, but less than 10% of leaders in the sector.

B. Adequacy of curriculum design and delivery to related learning outcomes consistent with state and federal regulations.

List of courses with title, semester credit hours, and course descriptions, along with a description of program requirements.

The Bachelor of Arts in Leadership in Hospitality and Event Management at Notre Dame stresses a focus on women as leaders, the importance of a solid foundation in the liberal arts, a deep core of Hospitality courses, and a complimentary sequence of leadership offerings. A minor in Business is also available. Women's College students in the Bachelor of Arts in Leadership in Hospitality and Event Management will take a total of 64-70 credits in addition to their general education liberal arts core courses (42) and general electives to support individual student interests (8-14), for a total of 120 credits to degree. Program courses include:

Foundation Courses (15 credits) (may take 18 credits for Business Minor with additional course)

ECO-211 Introduction to Macroeconomics *
ECO-212 Introduction to Microeconomics*
BUS-302 Principles of Management*
BUS-303 Principles of Marketing*
BUS-416 Managing Financial Resources*

Hospitality and Event Management Core (34 credits)

HOS-190 Introduction to the Hospitality and Event Planning Industry
HOS-210 Professional Communication in Hospitality and Event Planning
HOS 230 Travel and Tourism
HOS 350 Food & Beverage, with Safety and Sanitation Certification
HOS 360 Catering and Special Events
HOS-370 Lodging Management
HOS 380 Meeting and Convention Management
HOS 400 Hospitality and Event Information Systems
HOS 450 The Legal Environment
HOS 470 Human Resources and Labor Relations
HOS 480 Supply and Logistics in Hospitality and Events
HOS-490 Contemporary Topics in Hospitality and Events (4 credit capstone)

Leadership sequence (9 credits)

BUS-334 Teamwork and Negotiation*
BUS-451 Women in Leadership*
COM-382 Gender and Communication*

Internship (9 credits)*

(*Existing courses)

Course descriptions

Foundation Courses (12 credits)

BUS-302 Principles of Management*

Describes and evaluates the increasing pressure on managers to integrate new information technology, address ethical issues, manage diversity, innovate and improve the quality of goods and services, compete on a global level, improve efficiency, and respond to customer expectations and needs. Identifies and applies the management functions of planning, organizing, leading and controlling as they are used to respond to these challenges. (3 credits)

BUS-303 Principles of Marketing*

This course introduces the language of marketing the strategic marketing process. While formulating viable marketing strategies for diverse business situations, learners will gain experience gathering and analyzing industry and market data, as well as implementing core-marketing concepts such as market segmentation, targeting, positioning, and the marketing mix in the formulation and implementation of real-world marketing strategies. This course culminates in the development of a marketing plan for a new product, service or retail establishment. (3 credits)

BUS-416 Managing Financial Resources*

Provides students with an overview of the accounting and financial tools necessary for managers. Addresses the development and analysis of basic financial statements, the development of budgets (both operating and capital), and other techniques of financial analysis for management decision making. Prerequisite: general education mathematics requirement. Business majors may not take this course; students who have taken BUS-261 may not take this course. [3 credits]

ECO-211 Introduction to Macroeconomics

Focuses on the United States economy and its relations with the world. Examines how interactions among consumers, businesses, government and the rest of the world impact economic growth, inflation, unemployment and business cycles. Investigates the impact of monetary and fiscal policies on the overall performance of the economy. Fulfills general education requirement in social science. [3 credits]

ECO-212 Introduction to Microeconomics

Examines the manner in which prices are determined and limited resources are allocated efficiently through mastery of basic supply and demand. Considers the behavior of producers and consumers under various competitive conditions. Assesses the role of government in responding to market failures. Fulfills general education requirement in social science. [3 credits]

HOS-190 Introduction to the Hospitality and Event Industry

Designed to build an understanding of the hospitality industry by examining the management skills needed to succeed in the many forms of the industry, including hotel and restaurant management, event planning and management, etc. The student will also gain an insight in the development of the industry through popular trade magazines, guest speakers, and field trips. (3 credits)

HOS-210 Professional Communication in Hospitality and Event Planning

Emphasizes professional written and oral communication, social medial skills, press release and event information, marketing collateral, and other modes of communication required in the field.

HOS-230 Travel and Tourism

Basic introduction to the social science of tourism in the US and the world, including definitional issues, motivations for travel, factors influencing demand-side and supply-side growth, the tourism product, market segmentation and marketing, socioeconomic, and ecological impacts, and destination life cycle dynamics.

HOS 350 Food & Beverage, with Safety and Sanitation Certification

Covers the basic skills and understanding needed to purchase, store, prepare, sell and serve safe food products. Governmental standards of Food Safety and Sanitation with emerging issues are reviewed. Students who complete this course successfully receive an industry recognized food safety certificate. (3 credits).

HOS 360 Catering and Special Events

Management techniques, including planning, production, and performance of off-premise catering. Provide leadership and communicate direction for production of an event including developing budgets, publicity, advertising, fund raising, choreography, staging, lighting, and food.

HOS-370 Lodging Management

Introduction to functional department activities and current issues of lodging organizations with emphasis on front office and housekeeping. Reservation activities and night audit exercises. Case studies,

HOS 380 Meeting and Convention Management

Application of event management principles to conference and meeting planning, trade shows, and conventions focusing on budget development, resource allocation, promotion, hospitality, and professional development.

HOS 400 Hospitality Management Information Systems

Covers the use of technology to support work in the hospitality industry, including reservation and ticketing systems, financial tracking and reporting systems, HR technology systems, and other related technology services. (3 credits)

HOS 450 The Legal Environment of Hospitality and Event Management

Reviews laws relating to ownership and operation of hospitality organizations, as well as the duties and rights of both hospitality business operators and customers. Legal implications of various managerial decisions are discussed and explored.

HOS 470 Human Resources and Labor Relations

This foundation course provides students with knowledge, skills and understanding of human resource management and workforce development. Students learn about major human resource functions and how each impacts the performance of the organization. This course explores the theory and practice of negotiations within the sports, entertainment, event, hotel, tourism and food service industries.

HOS 480 Supply Chain and Logistics in Hospitality and Events

Explores topics related to design and management of supply chains, from incoming materials to final product delivery in the hospitality and event industry. Course topics will include supply chain network design, facility planning, capacity planning, globalization and outsourcing, information technology, and global issues in supply chain management.

HOS-490 Contemporary Topics in Hospitality and Event (4 credit capstone)

Students will apply theory and best practice acquired through the program sequence to case study analysis of current trends and challenges facing the hotel, food and beverage, catering and banquet, human resource, and event planning sectors of the industry. This course is designed to apply the skills necessary for success in hospitality management to real-world issues and scenarios.

Leadership Sequence (9 credits)

BUS 334 Teamwork and Negotiation

Analyzes the dynamics, structure and function of teams in businesses and other organizations. Examines the framework and components of conflict resolution and negotiation in both organizational and personal situations. Learners will assess and strengthen key interpersonal skills. This course utilizes role active learning pedagogy extensively including role-plays, small group exercises, and simulations. [3 credits]

BUS-451 Women in Leadership*

Evaluates opportunities, issues and complexities that women face in the workplace. Analyzes differences between gender style and content in communications and behavior; critiques societal expectations of women and men in the workplace and in leadership roles; connects management and leadership precepts through the lens of gender; examines leadership attributes through nontraditional sources. Cross-listed as a graduate course to promote co-mentoring and networking. [3 credits]

COM-382 Gender and Communication*

Examines how communication creates, perpetuates and recreates gender roles. Includes an exploration of the rhetorical movements that provide the foundation for gender and communication in different settings such as the personal environment (gendered verbal and nonverbal communication), the professional environment (education and the workplace) and the media environment. Fulfills general education requirement in gender studies. (3 credits)

Internship (9 credits)*

The internship experience offers a practical experience in the field during the final two years in this program to support application of theory in a real-world, hands-on setting. Placement will be coordinated through the NDMU Career Center and based on the student's preference and career interest. (9 credits)

(*existing courses)

Description of the educational objectives and intended student learning outcomes.

The field of hospitality and event management has evolved slowly to include women and diverse populations in its upper management level, where women continue to hit the glass ceiling although they dominate the employment ranks on the ground. Through this program, NDMU builds on its traditional success in the education of underrepresented groups to offer a comprehensive undergraduate program that emphasizes women as leaders. NDMU's Bachelor of Arts in Leadership in Hospitality and Event Management is a multidisciplinary program in leadership that also offers a minor in Business. Graduates of the Women's College who complete this program will, at graduation, demonstrate the knowledge, skills and abilities to:

- Direct food, beverage, merchandising, service, and vendor activities and relations
- Apply industry standards for planning, implementing, evaluating and managing conventions, trade shows, exhibitions, and conferences
- Conduct essential functions of lodging, food services, and event management.
- Synthesize the interrelationships among political/legal, economic, social and environmental factors and hospitality operations.
- Employ effective communication skills.
- Comply with laws affecting the hospitality industry.
- Evaluate operating results and apply the results in decision-making.
- Demonstrate professional behavior and competencies in customer service and employee relations.
- Negotiate sponsorship and licensing agreements
- Use financial management skills in budgeting, profit margins, cost of goods sold and inventory
- Promote and market events through public relations and social media
- Lead in all aspects of the position, and model leadership skills for others within the organization.

Discussion of general education requirements.

Students in the Bachelor of Arts in Leadership in Hospitality and Event Management will complete the NDMU general education requirements that include a first year seminar, and courses in core areas to support the following outcomes: 1) refine a personal value system; 2) integrate the arts and sciences; 3) develop a global perspective; 4) grow in critical thinking ability; and 5) enhance communication skills. One-third of the student's coursework (40-42 credits) will be in general education, which will also include 6 credits in religious studies, 6 credits in Philosophy and a language through the intermediate level.

Identification of specialized accreditation or certification requirements.

This program has incorporated the Accreditation Commission for Programs in Hospitality Administration curriculum recommendations and guidelines for program design and development (<http://www.acpha-cahm.org>). NDMU will not pursue accreditation at this time, but will consider it as an option once the program is fully established.

Description of external partnerships or contracts.

There will be no external partnerships or contracts associated with this program, although there is a required off-campus internship that will be arranged through the NDMU Career Center and supervised by program faculty. Future plans include articulation agreements with area community

colleges and A.A. to B.A. pathway programs.

C. Critical and compelling regional or statewide need as identified in the State Plan.

Demonstration of demand and need for the program in terms of meeting present and future needs of the region (advancement of knowledge, societal needs, and capacity related to HBCUs).

There are currently other hospitality programs in Maryland, but none that focus specifically on Leadership in Hospitality and Event Management, or that emphasize the role of women leaders in the profession. This provides a unique perspective and unduplicated foundation for NDMU graduates that differentiates this program from others in the state;

NDMU's Leadership in Hospitality and Event Management program is tailored to the unique challenge for women in a field where males dominate the leadership ranks. Increasing educational and employment opportunity through a Leadership in Hospitality and Event Management degree emphasizing the role and importance of women leaders in this profession will ensure greater access to employment for women in this expanding and well paying career field. NDMU's long-term success in educating women as leaders, coupled with its history of access and serving underrepresented groups, makes the university uniquely qualified to develop and deliver this program.

Evidence that the perceived need is consistent with the Maryland State Plan for Postsecondary Education.

The Bachelor of Arts degree in Leadership in Hospitality and Event Management at NDMU supports goals 2 (Access, Affordability and Completion), 3 (Diversity), and 5 (Economic Growth and Vitality) of the *Maryland State Plan for Postsecondary Education 2013-2017*, and employment in a growing field that serves business travelers and vacationers. According to HCareers.com, hospitality and event managers are employed in the food and beverage industry in catering companies, hotels, restaurants, and anywhere else food is served, overseeing all operations of restaurants and on-property food services. This can include human resources, ordering food and supplies, customer service, financial tracking and inventory.

Hospitality and event managers may also work in lodging management. Lodging management includes hotels, motels, resorts, and any other property that provides lodging to travelers. Managers in this area of hospitality are in charge of the daily operations of the property. These can include marketing, employee relations, customer relations, budget, sales, and facilitating the smooth operation of the property. Casinos are another area of hospitality management and event planning, with jobs limited to areas of the United States where gambling is legal. Casino managers are responsible for the smooth operation of the facility. They are also in charge of customer relations, facility management, employee relations, and the added responsibility of security. A fourth area of the industry for careers is travel and tourism management. Jobs in this field include travel agents, cruise directors, sales managers, and tour managers who are in charge of all factors that revolve around traveling. This can include booking travel, overseeing guest entertainment, managing staff, budgets, sales and marketing. NDMU's Leadership in Hospitality and Event Management program focuses on the preparation of female professionals qualified to move into management ranks. Notre Dame offers a comprehensive program with a focus on the unique role of women in the Hospitality and Event industry, providing them with a competitive advantage in this employment marketplace.

D. Quantifiable and reliable evidence and documentation of market supply and demand in the region and the state.

Data and analysis projecting market demand and the availability of openings in the job market to be served.

The *Bureau of Labor Statistics* (2015) suggests that job growth in hospitality will grow faster than average for some areas of the field through 2022 because of expansion due to multi-billion dollar profits from tourism and leisure. Competition for these jobs is high, however, and a comprehensive degree is a must. The NDMU Leadership in Hospitality and Event Management degree adds value by providing not only a comprehensive set of knowledge, skills, and abilities in the area of hospitality, but also a complementary set of skills in communication and media, adding value to the degree and the graduate.

In the state, hospitality is ranked as one of Maryland's key industries (www.baltimore.org), Washington, DC, only 30 miles away, is home to an equally successful hospitality industry, and both metropolitan areas – of which Notre Dame of Maryland is an integral component – provide ample employment opportunity for program graduates, as demand among employers is expanding (*Bureau of Labor Statistics 2015*). The Maryland Tourism Council reported that the travel and tourism business in Maryland generated \$15.4 billion in 2014, while the Federal Reserve Bank of Richmond, in its September 15, 2015, *Snapshot* report for the fifth district noted a 4.6% increase in wages paid in the leisure and hospitality industries in Maryland, at about \$2.71 million, and an estimated growth in employment of 5%. These statistics increase when expanded regionally, and nationally, offering ample opportunity for post graduation employment in the hospitality and event-planning field. Typical entry-level positions in Leadership in Hospitality and Event Management pay in the \$25,000 - \$35,00 range, and increase through the line works to managers (*BLS 2015*). Salaries increase as positions become more management and leadership focused. A manager in lodging can expect to make up to \$100,525, with a degree and depending on the size of the facility. A casino manager can expect to make between \$124,618 and \$338,199 each year. Food and beverage managers will make up to \$67,822 a year, with a degree in the field and working in large resort hotels and exclusive properties. Overall, hospitality and event managers can expect to make up to \$124,616, depending upon employer and work assignment.

Discussion and evidence of market information that clearly provide quantifiable and reliable data on the educational needs and anticipated number of vacancies expected over the next 5 years.

In a *Bureau of Labor Statistics Job Openings and Labor Turnover Summary* released in July, 2015, overall job openings in the country increased to 3.9%, with the industry sector (which includes hospitality and event managers across a variety of occupational fields) was among the sectors experience the largest growth in openings. The Northeast section of the United States was noted in the report as a growth region, along with the South, for job openings; both regions are prime employment locations for NDMU graduates. Since the economic recovery began in May, 2014, the leisure and hospitality industry gained more than 1.6 million jobs, accounting for almost 1 out of every 5 nonfarm jobs added during the recovery. *Jobs.net* reports that jobs in the hospitality industry are growing at the fastest rate of any industry except for health care. The hospitality industry added 273,700 new jobs in 2011 in the U.S. alone, with many more opening up in emerging markets around the world. Employment in this sector has seen a 17 percent growth between 2004 and 2014, even while other industries grew at a rate of only 14 percent due to the sluggish economic conditions around the globe. Locally, 10.4% of those employed in Maryland worked in the leisure and hospitality industry (*Maryland's Labor and Market Analysis 2013*)

Data showing the current and projected supply of projected graduates.

NDMU anticipates program start-up for fall 2017, with the following projected enrollments (reflects entering class of 15 majors, an overall retention of 90%, and a graduation rate of 80%:

	2017	2018	2019	2020	2021*
Projected Cumulative Enrollment	10	17	23	30	30

*First 10 graduates May 2020

	2021	2022	2023	2024	2025
Projected Graduates	12	12	13	14	14

E. Reasonableness of Program Duplication

Identify similar programs in the State and/or same geographical area. Discuss similarities and differences between the program and others in the same degree to be awarded.

Although a number of institutions in Maryland offer some type of hospitality program, none offer either the focus on Leadership or the focus on educating and preparing women to advance, which is relevant due to the small numbers of women historically employed as upper level managers in the Hospitality field.

Provide justification for the proposed program.

Given the employment specifics provided earlier in this proposal, the lack of duplication in terms of curricular concentration and proposed student population, and recognizing NDMU's demonstrated success in educating women, the approval of the program is justified from a workforce needs perspective as well as a way to increase access to a hospitality program that emphasizes communication and the role of women. The fact that no similarly focused (leadership, and the role of women) hospitality program exists in the state or region also supports approval in that this program proposes to draw from a market pool (traditional age females) who might not consider a similar program at another institution.

F. Relevance to Historically Black Institutions (HBIs)

Discuss the program's potential impact on the implementation or maintenance of high-demand programs at HBIs.

This proposed program will have no impact on the implementation or maintenance of a high-demand program at Historically Black Institutions.

Discuss the program's potential impact on the uniqueness and institutional identities and missions of HBIs.

NDMU's Leadership in Hospitality and Event Management program will not impact in any way the uniqueness and institutional identity and mission of Maryland's HBIs. In fact, the program will serve NDMU's main market segment (women) through a program that emphasizes the increased access of women to advanced leadership positions in this relatively high paying profession.

G. Adequacy of faculty resources.

Provide a brief narrative demonstrating the quality of program faculty. Include a summary list of faculty with appointment type, terminal degree title and field, academic title/rank, status, and the courses each will teach.

Faculty

One half-time Hospitality faculty member will be hired in year 1, and a second full-time Hospitality faculty member will be hired in year 2 (following students' completion of foundation courses). Current full time faculty will continue to devote 15% of their course load to teaching existing foundation courses that are already being offered and taught. As enrollment grows, adjunct faculty as needed will also teach courses.

H. Adequacy of library resources.

The Maryland Interlibrary Consortium, from which students and faculty at the Loyola Notre Dame library can borrow, has a total of 108,580 books (hard copy and online through subscribed databases) with a primary heading of Hospitality. 76,431 were published within the last decade. There are an equal number of books in the Event Management field.

The Loyola Notre Library's Online Journal holdings are more substantial, including a total of 1,495,672 titles related to hospitality, with an equal amount available through event management peer reviewed journals. These journal holdings are sufficient, and will be updated as more publications become available. Students in the program will also have online access to all consortium and NDMU online resources available through the library.

I. Adequacy of physical facilities, infrastructure and instructional equipment.

No new physical space is needed for this program. Classes will be housed in existing classroom space. The NDMU LMS Joule (Moodle Rooms) will be the learning platform for the program. The Internship will take place off campus at area hospitality and event facilities.

J. Adequacy of provisions for evaluation of the program.

Discuss procedures for evaluating courses, faculty, and student learning outcomes.

The Leadership in Hospitality and Event Management program will be subject to the same requirements as existing programs for course, faculty, and program evaluation. All NDMU students complete course evaluations online at the end of each of their courses, and this will continue for the Leadership in Hospitality and Event Management program. Faculty are evaluated annually by their department chairperson as provided for in the NDMU faculty handbook, and this will continue for full time faculty teaching in the Leadership in Hospitality and Event Management program. Adjunct faculty teaching at NDMU are evaluated through peer observation and feedback during their two semesters at the university using criteria for best practice in teaching and learning.

The University Assessment Plan at NDMU guides the assessment of student learning outcomes at all levels of the institution. Every course syllabus must continue learning outcomes for the program and the course, and assess those outcomes every year. Departments prepare and submit an annual student learning outcomes assessment report, which is reviewed by the University Assessment Committee. Feedback for these reports is provided to the chairs and the faculty at department and individual meetings. All requests for resource allocation and budget change must be supported by assessment data, including coursed based outcomes results.

K. Consistency with the state's minority student achievement goals.

Discuss how the proposed program addresses minority student access and success, and the institution's cultural diversity goals and initiatives.

The recruitment and retention of minority students is a high priority for Notre Dame, which regards outreach to minority populations as an integral part of our mission. Notre Dame continues to serve approximately 28 percent of students of color in its overall student population. The cross-disciplinary approach of the Hospitality program, and its support for the employment of women and students of color in a field in which they are under represented, will make the proposed degree accessible to a wide range of students. Additionally, Notre Dame's academic support resources, including the Academic and Career Enrichment Center, are designed to help bolster the retention of at-risk students, including women and minority students.

NDMU anticipates that the Leadership in Hospitality and Event Management program, with no similar program emphasizing the preparation of women for this career field in Maryland or the region, will increase access to this program for women who are historically underrepresented in Hospitality management and executive positions.

L. Relationship to low productivity programs identified by the Commission.

If the proposed program is directly related to an identified low productivity program, discuss how the fiscal resources may be redistributed to this program.

The Leadership in Hospitality and Event Management program is not directly related to an identified low productivity program in Maryland.

M. Finance

Complete Tables 1 and 2 for the first five years of the program and provide a narrative rationale for each resource and expense. (see next page)

TABLE 1: RESOURCES					
Resource Categories	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
1. New Funds	\$44,800	\$134,400	\$179,200	\$182,784	\$186,439
2. Tuition/Fee Revenue (c+g below)	\$325,480	\$553,316	\$755,964	\$995,880	\$1,002,810
# F/T Students	10	17	23	30	30
Annual Tuition/Fee Rate	\$32,548	\$32,548	\$32,868	\$33,196	\$33,427
c: Total F/T Revenue (a x b)	\$325,480	\$553,316	\$755,964	\$995,880	\$1,002,810
# P/T Students					
Credit Hr. Rate					
Annual Credit Hr.					
g) Total P/T Revenue					
3. Grants, contacts, & other external sources					
4. Other Sources					
TOTAL (add 1-4)	\$325,480	\$553,316	\$755,964	\$995,880	\$1,002,810

Table 1: Resources Narrative

1. New and Existing Funds

Beginning in fall 2017, four full-time faculty will allocate 15% of their course load as part of existing courses that they usually teach each academic year. Fifteen percent of their salaries are, therefore, listed as funds allocated from current full time teaching loads. An average yearly raise of 2% is projected. Enrolling students in these existing courses will not have an undue impact on the institution as none of these classes are at capacity. One half time faculty member will be hired in spring 2017 to develop the courses and launch the program, and one full time faculty member in year 2; this will increase to a total of 2 full time faculty members by the end of year 2, pending sufficient enrollment.

2. Tuition and Fee Revenue

Tuition is based on 10 full time students entering the program each year with an expected 75% annual retention rate. The second year of the program will admit a new group of first-year students,

with gradual growth in enrollments leading to 30 new and continuing students per year by the 4th year of the program. The projection of the number of students who will enroll in the program is derived from consistent enrollment patterns at the University. It is also anticipated that this will be a recruitment and enrollment tool for new population of students interested in leadership positions in this extensive industry. The attrition rate reflects current trends in our existing bachelor's programs.

3. N/A

4. Total Revenue

The program is designed as a full time, Women's College program, with students taking 30 credits annually for 4 years. The full time tuition rate is \$32,548 in year one, with an expected 1% annual increase beginning in year 3.

TABLE 2: EXPENDITURES					
Expenditure Categories	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Faculty (b + c below)	\$44,800	\$134,400	\$179,200	\$182,784	\$186,439
# FTE	.5	1.5	2	2	2
b) Total Salary	\$37,000	\$98,112	\$130,816	\$133,433	\$136,101
c) Total Benefits	\$7,800	\$36,288	\$48,384	\$49,351	\$50,338
Admin. Staff (b + c below)					
# FTE					
b) Total Salary					
c) Total Benefits					
3. Support staff					
4. Equipment	\$15,000	\$10,000	\$7,500	\$5,500	\$2,500
5. Library	\$2,000	\$600	\$600	\$600	\$600
6. New or Renovated Space					
7. Other Expenses – Marketing	\$20,000	\$20,000	\$10,000	\$1,000	\$1,000
8. TOTAL (add 1-7)	\$150,100	\$170,400	\$196,760	\$189,884	\$190,539

Table 2: Expenditures Narrative

1. Faculty (# FTE, Salary, and Benefits):

The equivalent of 1 half-time faculty member will be hired for the program in the first year, with the addition of 1 full-time faculty member in the second year, and a total of 2 full-time faculty by year 3-5, pending enrollment.

Raises for full-time faculty members of 2% per year are projected. Benefits are projected at 27% of salary.

2 & 3. Support and Admin Staff (# FTE, Salary, and Benefits):

No additional support staff is expected in the first 5 years of the program.

4. Equipment:

An initial outlay for specialized equipment, such as those related to food and beverage service and sanitation, will be made in Years 1 and 2 of the program (\$15K and \$10K, respectively), with

subsequent additional purchase of equipment for Years 3-5 (\$7,500 – 2,500 per year). This is a new program for NDMU so appropriate equipment is not in place in campus facilities and will be required to most effectively meet teaching and learning goals for the program.

5. Library:

To accommodate the needs of the Hospitality Management program, the library is expected to need \$2000 to supplement the online collection the first year, and \$600 each following year.

6. New and/or Renovated Space:

No new or renovated space needs are expected in the first 5 years of the program.

7. Other Expenses:

This is a new program, so marketing materials will need to be developed and delivered. Cost reflects initial outlay, with decreasing allocation through year 5. All costs are estimated and will depend on marketing strategy and collateral. It is anticipated that marketing will occur through traditional as well as digital sources.

