Memorandum of Understanding
On Academic Partnership
between the
Ecole hôtelière de Lausanne
and
Virginia Tech

I. PURPOSE

This Memorandum of Understanding (MOU) is entered into between the Ecole hôtelière de Lausanne (EHL, Switzerland) and Virginia Tech (VT, USA).

The purpose of this MOU is to establish an agreement among the above mentioned parties concerning their respective roles and responsibilities for development and implementation of a strategic academic partnership.

II. PRINCIPLES

The parties enter into this agreement to ensure that the following principles are respected:

1. The academic partnership is designed to advance the body of knowledge related to the hospitality industry and to facilitate exchanges of faculty and students between the institutions.

2. The partnership includes two related programs: (A) a joint research program and (B) facilitated offering of VT’s Ph.D. in Hospitality and Tourism Management to EHL students and faculty.

A. PRINCIPLES OF THE JOINT RESEARCH PROGRAM

1. The program is based on a network of researchers that is coordinated by EHL and VT.

2. The research agendas will concentrate on advancing the understanding of the forces driving change in the industry.

3. The research process will include seminars, workshops and think tanks organized by both institutions.

4. Pending resource and budget appropriations, research conferences will be organized to communicate research outcomes to industry stakeholders.

5. The research activities will be facilitated by faculty and Ph.D. student exchanges between EHL and VT.
6. Ph.D. seminars from VT’s regular program may be offered on EHL’s campus and serve as a catalyst for research ideas and network building.

B. **PRINCIPLES OF THE OFFERING OF VT PH.D. PROGRAM**

1. As with all VT graduate programs, final approval of all issues of policy and procedure is vested within the VT Graduate School. All VT Graduate School requirements, rules and regulations will be followed.

2. The VT Ph.D. in Hospitality and Tourism Management (HTM) program will be administered by the VT HTM Graduate Curriculum Committee and the VT HTM Department with final approvals vested in the VT Graduate School.

3. Students participating in the program must meet all requirements of the VT Department of Hospitality and Tourism Management. This includes admission, residency, plan of study approval, preliminary exams, proposal and dissertation defenses, and other activities as stipulated by the HTM Graduate Curriculum Committee.

4. Virginia Tech faculty will be responsible for most of the program teaching and advising with resources obtained from EHL and other institutions when appropriate and possible.

5. It will be the goal to have qualified EHL faculty participate on graduate students’ committees.

6. Approved credit hours from selected courses of the MBA program of EHL will be transferable to the Ph.D. program. No more than 27 credit hours will be transferable. VT HTM courses taught on the EHL campus will not count against this 27 credit hour limit.

7. Graduate students may receive assistantships from EHL and work as academic assistants or instructors.

8. A mix of pedagogical approaches will be used incorporating leading edge technology and distance learning.

9. Pending resource and budget appropriations, global seminars will be organized at each location and will become part of a unique signature item to ensure a synergetic scholarly research environment, (also item A.3).

10. The global seminars will include faculty members and students from the partner institutions as well as other academics and industry professionals. Organized in a think tank format, the seminars will make use of the alumni network of both schools and serve as catalysts for research ideas and network building (also item A.3).

11. This relationship will serve as a strategic alliance at the Ph.D. level only.
III. ORGANIZATION OF THE PH.D. OFFERING

The organization of the Ph.D. program will be based on the following scheme:

1. The graduate students must meet VT Graduate School residency requirements and will have to attend the regular core courses of the program on VT's Blacksburg campus.

2. To ensure the good progress of students at the Ph.D. level, it is necessary for them to spend a minimum amount of time in a scholarly research environment as well as in an environment providing them with opportunities to conduct consulting and teaching activities. This will be achieved by the following:

   a. The graduate students will have to spend a minimum of one academic year residency on the Blacksburg campus.

   b. The graduate students will have to spend a minimum of one academic year residency on EHL campus.

3. Courses will be offered on the Blacksburg campus, on the EHL campus and through distance learning tools.

4. The global seminar programmatic offering will be integrated in the curriculum and serve to initiate independent studies.

5. VT faculty members may spend one or more academic semesters on EHL campus and serve as Visiting Professors. This would be facilitated by a faculty exchange program with EHL faculty spending the corresponding time on the VT campus.

IV. COORDINATION OF THE RESEARCH PROGRAM

The program will be coordinated by a committee including one faculty member of each institution. The coordinators will be responsible for:

1. Coordinating the research process.

2. Organizing conferences in Lausanne and in Blacksburg.

3. Coordinating the organization of workshops, think tanks and seminars.

4. Publishing the research program outcomes in the conference proceedings.

V. COORDINATION OF THE PH.D. PROGRAM

1. The program will be coordinated by the VT HTM Graduate Curriculum Committee. All elements of this program will be administered by the VT HTM graduate faculty with final approvals vested (as appropriate and as defined by the VT Graduate School policies) in the VT HTM Department Head and VT Graduate School. As appropriate
EHL faculty will be invited to serve on the VT HTM Graduate Curriculum Committee.

2. A special committee comprised of graduate faculty from VT and EHL will:
   a. Monitor the admission process as per VT standards.
   b. Monitor the progress of the students.
   c. Provide coaching support to students when required.

VI. GRADUATE STUDENTS

Research will be required of all graduate students. The research topic will depend upon the student's interests, work experience, course of study, and specific expertise of faculty. Graduate students will be encouraged to work at EHL as faculty members or academic assistants, and to collaborate on the research programs of their advisers when possible. Per item II.B.5, graduate students will have the opportunity to take approved MBA classes from EHL and to transfer the credits to the Ph.D. program.

VII. FUNDING AND COSTS

The effort should begin as resource neutral. EHL and VT will serve as a facilitator of research and leaders in certain key forces. This role will be supported by a network of individuals from a variety of institutions across the globe. The partnership will allow EHL to facilitate research in order to establish an identity that can be used to enhance its reputation, the utilization of research in the classroom, and build stronger networks with industry partners. The partnership will also permit VT to offer new learning opportunities to its graduate students and to enhance its research reputation.

The research program is basic and requires only coordination of the research network. It is anticipated that the research conferences will begin modestly with approximately 15 participants for each force considered. The outcome of the conference will be an annual proceedings designed to provide network participants opportunities for publishing this research in various scholarly and industry publications.

Resource neutral also implies that graduate students and EHL members participating to the program will bear the burden of travel related expenses. Tuition and fees will be paid to VT where students will be registered as regular out-of-state students when present on EHL campus. Credit hours that are taken at EHL will be paid for by the students to EHL. This additional fee may be released depending on the student’s work contract with EHL. Graduate students that serve as faculty members or assistants will receive a regular remuneration from EHL. Within its own administration, each university will be responsible for faculty expenses. Faculty exchange programs can be used to achieve resource neutrality, e.g., the cost of a VT faculty member visiting EHL could be offset by an EHL faculty member visiting VT.

VIII. DEGREE OFFERED

Upon completion of the program, graduate students will be granted the degree of Doctor of Philosophy with a Major in Hospitality and Tourism Management from the Graduate School at Virginia Tech.
IX. EFFECTIVE DATES, PROGRAM REVIEW POLICIES, AND TERMINATION PROCESSES

This program will become effective upon completion of the following signatures. Given the preceding budget and resource caveats as articulated in Items II.B and VII, the initial term of this agreement will be for a period of five years at which time both partner universities will review the program's success and renew if appropriate.

The review process for this program will be incorporated into the existing departmental and graduate program review processes for the Department of Hospitality and Tourism Management, including the Departmental annual report, regularly scheduled reviews of the Departmental Graduate Programs, and all VT Graduate School and Virginia Tech graduate program accreditation and review processes.

Termination of the program by either VT or EHL will require a written notice of termination. In the event of program termination, students participating in the program will be given every reasonable opportunity to complete their degree studies.
By signatures affixed below, the parties specify their agreement:

**Virginia Tech**

Charles W. Steger, President  
5/15/07  
5/15/07  

James A. Hyatt  
Executive Vice President and Chief Operating Officer  
5/18/07  
5/18/07  

S.K. De Datta  
Associate Provost for International Affairs  
5/1/2007  
5/1/2007  

Karen P. DePauw  
Vice Provost for Graduate Studies and Dean of the Graduate School  
4/30/07  
4/30/07  

Richard E. Sorensen  
Dean, Pamplin College of Business  
6/1/07  
6/1/07  

Richard R. Perdue  
Head, Department of Hospitality and Tourism Management  
4/26/07  
4/26/07  

**Ecole hôtelière de Lausanne**

Ruud J. Reuland  
Directeur Général  
5/22/07  
5/22/07  