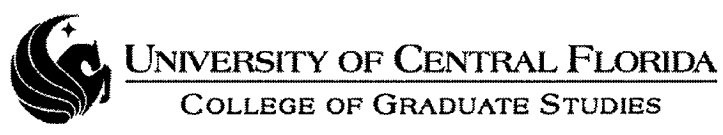


due Wed. 5/30



May 25, 2012

Memo

To: Dr. Jan M. Ignash, Vice Chancellor, Academic and Student Affairs,
SUS of Florida Board of Governors
From: Michael J. Stern, Associate Dean, College of Graduate Studies
University of Central Florida *MJS*

Re: Addendum to UCF Hospitality Management PhD proposal (CIP 52.0901)

Dear Dr. Ignash,

Thank you and Mr. Stevens for your close reading of the proposal, your suggestions, and the opportunity to submit clarifications. You pointed out errors in the worksheet numbers concerning the amount of faculty effort required for this program, errors that overstated the faculty effort required. You also suggested that we include letters of support from UF and FIU.

We would like to submit the attached document as an addendum to the submitted proposal. The proposal author and I analyzed the issues you pointed out, thoroughly reviewed the proposal, made the necessary revisions, and obtained the approval of the Interim Dean of the College of Graduate Studies, Dr. C. Ross Hinkle, and the Provost and Executive Vice President, Dr. Tony Waldrop. The Provost's approval is indicated by his signature on a revised cover page that includes the updated numbers of the cost of the program in years 1 and 5. The net effect of the faculty effort revisions is to reduce the projected cost of this program.

The addendum includes those parts of the proposal that have been revised to reflect the corrected faculty effort numbers. These include:

- The signature page
- Two pages in the proposal on which the changed program cost numbers appear– pgs. 14 & 30
- An updated Appendix A, including all Tables (Tables 2, 3, 4 and the Analysis Summary have changes that reflect the reduced faculty effort values)

The addendum also includes the letters of support from UF and FIU.

Thank you for your assistance with this important degree proposal.

Board of Governors, State University System of Florida

Request to Offer a New Degree Program

University of Central Florida
University Submitting Proposal

Fall 2012
Proposed Implementation Term

Rosen College of Hospitality Management
Name of College(s) or School(s)

Name of Department(s)/ Division(s)

Hospitality Management
Academic Specialty or Field

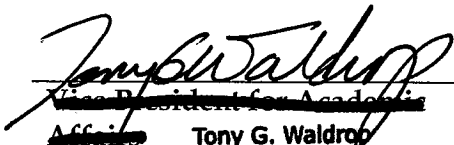
PhD in Hospitality Management

Complete Name of Degree

52.0901
Proposed CIP Code

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

March 15, 2012
Date Approved by the University Board of Trustees President Date

Signature of Chair, Board of Trustees Date  5-29-12
Office Tony G. Waldrop
Provost and Executive Vice President

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1 in Appendix A. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 2 in Appendix A. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

Implementation Timeframe	Projected Enrollment (From Table 1)	
	HC	FTE
Year 1	6	4.50
Year 2	12	8.64
Year 3	18	10.32
Year 4	24	11.43
Year 5	24	11.43

Projected Program Costs (From Table 2)				
E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
\$78,720	\$354,242	\$26,700	\$0	\$380,942
\$46,159	\$527,603	\$26,700	\$0	\$554,303

Note: This outline and the questions pertaining to each section must be reproduced within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.

III. Budget

- A. Use Table 2 in Appendix A to display projected costs and associated funding sources for Year 1 and Year 5 of program operation. Use Table 3 in Appendix A to show how existing Education & General funds will be shifted to support the new program in Year 1. In narrative form, summarize the contents of both tables, identifying the source of both current and new resources to be devoted to the proposed program. (Data for Year 1 and Year 5 reflect snapshots in time rather than cumulative costs.) If the university intends to operate the program through continuing education on a cost recovery basis or market rate, provide a rationale for doing so and a timeline for seeking Board of Governors' approval, if appropriate.

The RCHM currently spends approximately \$ 342,000 annually in E & G funds in its collaboration with the College of Education in support of the Ph.D. in Education – Hospitality Education track program. Since no new courses will be required to be developed to implement the Ph.D. in Hospitality Management and existing courses taught by the Rosen College will sustain students' progress through this doctoral program, the \$342,000 in E & G funds will be reallocated to the new stand-alone program in its first year. The only additional cost in the first year associated with moving this program from an existing track in Hospitality Management Education to a stand-alone program in Hospitality Management is the addition of \$12 thousand in E & G funding for library acquisitions that has been proposed by the UCF Library. This is to keep library holdings at a sufficient level, considering that budget cuts are making it difficult for the library to maintain their holdings. The RCHM has agreed to commit these funds for the library.

The Dick Pope Sr. Research Institute currently provides \$26,700 to fund graduate assistantship appointments for Rosen College doctoral students, and this C & G funding is conservatively projected to continue for the first through fifth years of implementation. However, grant proposals are a constant activity for the Institute and future funded grants are projected to result in additional temporal increases in graduate assistantship appoints that may not be sustained. Grant awards and subsequent funding intervals from client sources remain problematic to time and predict on a sustained basis.

Approximately two-thirds of the current Ph.D. students have full-time graduate assistantship appointments, with the remaining having alternative employment and funding sources. It is projected that 100% of all new doctoral students will have assistantship appointments, and the growth in assistantship awards, along with faculty salary and benefit increases, accounts for the additional projected growth in E & G funding by the Rosen College in subsequent years, reaching a reallocation of approximate \$516,000 in year five.

Assistantship appointments for new and existing doctoral students are primarily graduate teaching assistantships at the graduate teaching associate level. As such, each is the instructor of record for the course (s) he/she teaches, and the assistantship costs are offset by a reduction in adjunct faculty costs. Both are paid from E & G funds. Graduate research assistantship appointments, also projected for doctoral students, are primarily through contracts and grants from projects administered by the Dick Pope, Sr. Research Institute.

IX. Faculty Participation

- A. Use Table 4 in Appendix A to identify existing and anticipated ranked (not visiting or adjunct) faculty who will participate in the proposed program through Year 5. Include (a) faculty code associated with the source of funding for the position; (b) name; (c) highest degree held; (d) academic discipline or specialization; (e) contract status (tenure, tenure-earning, or multi-year annual [MYA]); (f) contract length in months; and (g) percent of annual effort that will be directed toward the proposed program (instruction, advising, supervising internships and practica, and supervising thesis or dissertation hours).

The RCHM currently has 36 full-time faculty members with UCF Graduate Faculty status. Table 4 identifies nineteen UCF faculty, one and two each of which are in the College of Education and College of Health and Public Affairs respectively. The faculty listed in Table 4 are projected to have primary roles in instruction, advising, and supervising dissertation hours. The percentage of annual effort for each faculty member participating in the doctoral program varies year-to-year and ranges from 0.0% to a high of 15% for Rosen faculty.

The RCHM graduate faculty are prolific researchers and, on average, publish at higher rates than required of faculty at competing institutions. This is in light of the fact that the latter has substantially less teaching responsibilities than RCHM faculty.

- B. Use Table 2 in Appendix A to display the costs and associated funding resources for existing and anticipated ranked faculty (as identified in Table 2 in Appendix A). Costs for visiting and adjunct faculty should be included in the category of Other Personnel Services (OPS). Provide a narrative summarizing projected costs and funding sources.

Faculty salaries and benefits (Table 2) for anticipated ranked faculty (Table 4) are estimated at approximately \$59,000 in year one and grows to approximately \$131,000 in year five. E & G funding is the sole funding source.

- C. Provide in the appendices the curriculum vitae (CV) for each existing faculty member (do not include information for visiting or adjunct faculty).

A CV for existing faculty members is found in Appendix G.

13 April 2012

Tony Waldrop
Provost
University of Central Florida
4000 Central Florida Boulevard
Millican Hall, Room 338
Orlando, FL 32816-0065

Dear Tony:

Thank you for notifying us of UCF's intent to offer a Ph.D. in Hospitality Management through the Rosen College of Hospitality Management. After consultation with the Dean of our Chaplin School of Hospitality and Tourism Management, Mike Hampton, I confirm that the proposed program does not adversely affect the hospitality programs at FIU. We welcome any opportunities for our faculties to collaborate remotely to enhance both our degree programs.

We wish you much success with this new program.

Sincerely,



Douglas Wartzok
Provost and Executive Vice President



Office of the Provost
and Senior Vice President

235 Tigert Hall
PO Box 113175
Gainesville FL 32611-3175
352-392-2404 Tel
352-392-8735 Fax

March 27, 2012

Dr. Tony G. Waldrop
Provost and Executive Vice President
University of Central Florida
4000 Central Florida Boulevard
Millican Hall, Room 338
Orlando, Florida 32816-0065

Dear Tony,

The University of Florida does not have any comments or concerns about the UCF proposal to establish a Ph.D. in Hospitality Management. We wish you the best in this endeavor.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Joe Glover", written over a horizontal line.

Joseph Glover
Provost and Senior Vice President

JG/cdm

The Foundation for The Gator Nation
An Equal Opportunity Institution

APPENDIX A
Appended 5/19/2012

Tables 1 - 4

TABLE 1-B

PROJECTED HEADCOUNT FROM POTENTIAL SOURCES

(Hospitality Management Ph.D. Degree Program)

SOURCE OF STUDENTS (Non-duplicated headcount in any given year)*	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
	HC	FTE	HC	FTE	HC	FTE	HC	FTE	HC	FTE
Individuals drawn from agencies/ industries in your service area (e.g., older returning students)	2	1.50	4	2.88	6	3.44	8	3.81	8	3.81
Students who transfer from other graduate programs within the university**	0	0	0	0	0	0	0	0	0	0
Individuals who have recently graduated from preceding degree programs at this university	2	1.50	4	2.88	6	3.44	8	3.81	8	3.81
Individuals who graduated from preceding degree programs at other Florida public institutions	2	1.50	4	2.88	6	3.44	8	3.81	8	3.81
Individuals who graduated from preceding degree programs at non-public Florida institutions	0	0	0	0	0	0	0	0	0	0
Additional in-state residents***	0	0	0	0	0	0	0	0	0	0
Additional out-of-state residents***	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Additional foreign residents***	0	0	0	0	0	0	0	0	0	0
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
Totals	6	4.50	12	8.64	18	10.32	24	11.43	24	11.43

*List projected yearly cumulative ENROLLMENTS instead of admissions.

**If numbers appear in this category, they should go DOWN in later years

***Do not include individuals counted in any PRIOR category in a given COLUMN

TABLE 2

PROJECTED COSTS AND FUNDING SOURCES

Instruction & Research Costs (non-cumulative)	Year 1						Year 5				
	Funding Source					Subtotal E&G and C&G	Funding Source				Subtotal E&G and C&G
	Reallocated Base * (E&G)	Enrollment Growth (E&G)	Other New Recurring (E&G)	New Non-Recurring (E&G)	Contracts & Grants (C&G)		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)	
Faculty Salaries and Benefits	\$58,967	\$0	\$0	\$0	\$0	\$58,967	\$131,336	\$0	\$0	\$0	\$131,336
A&P Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
USPS Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Assistantships and Fellowships	\$273,275	\$0	\$0	\$0	\$26,700	\$299,975	\$374,267	\$0	\$0	\$26,700	\$400,967
Library	\$0	\$12,000	\$0	\$0	\$0	\$12,000	\$0	\$12,000	\$0	\$0	\$12,000
Expenses	\$10,000	\$0	\$0	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$10,000
Operating Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Categories	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Costs	\$342,242	\$12,000	\$0	\$0	\$26,700	\$380,942	\$515,603	\$12,000	\$0	\$26,700	\$554,303

*Identify reallocation sources in Table 3.

**Includes recurring E&G funded costs ("reallocated base", "enrollment growth", and "other new recurring") from Years 1-4 that continue into Year 5.

***Identify if non-recurring.

Faculty and Staff Summary			Calculated Cost per Student FIE		
Total Positions	Year 1	Year 5	Total E&G Funding	Year 1	Year 5
Faculty (person-years)	0.44	0.98	\$354,242	\$78,720	\$527,603
A&P (FTE)	0	0	Annual Student FTE	4.50	11.43
USPS (FTE)	0	0	E&G Cost per FTE	\$78,720	\$46,159

Worksheet Table 2 Budget

New E&G \$12,000

New E&G \$12,000

TABLE 2
PROJECTED COSTS AND FUNDING SOURCES

Instruction & Research Costs (non-cumulative)	Year 2					Year 3					Year 4				
	Funding Source				Subtotal E&G and C&G	Funding Source				Subtotal E&G and C&G	Funding Source				Subtotal E&G and C&G
	Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)	
Faculty Salaries and Benefits	\$84,430	\$0	\$0	\$0	\$84,430	\$104,532	\$0	\$0	\$0	\$104,532	\$120,614	\$0	\$0	\$0	\$120,614
A&P Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
USPS Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Assistantships and Fellowships	\$273,275	\$0	\$0	\$26,700	\$299,975	\$295,768	\$0	\$0	\$26,700	\$322,468	\$374,267	\$0	\$0	\$26,700	\$400,967
Library	\$0	\$12,000	\$0	\$0	\$12,000	\$0	\$12,000	\$0	\$0	\$12,000	\$0	\$12,000	\$0	\$0	\$12,000
Expenses	\$10,000	\$0	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$10,000
Operating Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Categories	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Costs	\$367,705	\$12,000	\$0	\$26,700	\$406,405	\$410,300	\$12,000	\$0	\$26,700	\$449,000	\$504,881	\$12,000	\$0	\$26,700	\$543,581

*Identify reallocation sources in Table 3.

**Includes recurring E&G funded costs ("reallocated base", "enrollment growth", and "other new recurring") from Years 1-4 that continue into Year 5.

***Identify if non-recurring.

Faculty and Staff Summary				Calculated Cost per Student FTE			
Total Positions (person-years)	Year 2	Year 3	Year 4		Year 2	Year 3	Year 4
Faculty	0.63	0.78	0.90	Total E&G Funding	\$379,705	\$422,300	\$516,881
A&P	0	0	0	Annual Student FTE	8.64	10.32	11.43
USPS	0	0	0	E&G Cost per FTE	\$43,947	\$40,921	\$45,221

TABLE 4

ANTICIPATED FACULTY PARTICIPATION

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Speciality	Rank	Contract Status	Initial Date for Participation in the Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
A	Chen, Po-Ju Hospitality Mgt	Assistant Prof	TE	2015	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Choi, Youngsoo Hospitality Mgt	Assistant Prof	Tenured	2016	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Croes, Robertico Hospitality Mgt	Associate Prof	Tenured	2012	9	0.75	11%	0.08	9	0.75	11%	0.08
A	Fjelstul, Jill Hospitality Mgt	Assistant Prof	Tenured	2016	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Hara, Tadayuki Hospitality Mgt	Associate Prof	Tenured	2015	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Kwun, David Hospitality Mgt	Assistant Prof	Tenured	2012	9	0.75	11%	0.08	9	0.75	11%	0.08
A	Milman, Ady Hospitality Mgt	Professor	Tenured	2015	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Murphy, Kevin Hospitality Mgt	Assistant Prof	TE	2015	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Nusair, Khaldoon Hospitality Mgt	Assistant Prof	TE	2012	9	0.75	11%	0.08	9	0.75	11%	0.08
A	Okumus, Fevzi Hospitality Mgt	Associate Prof	Tenured	2015	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Parsa, H.G. Hospitality Mgt	Professor	Tenured	2012	9	0.75	4%	0.03	9	0.75	4%	0.03
A	Pizam, Abraham Hospitality Mgt	Professor	Tenured	2016	12	1.00	0%	0.00	12	1.00	4%	0.04
A	Rompf, Paul Hospitality Mgt	Associate Prof	Tenured	2012	9	0.75	11%	0.08	9	0.75	15%	0.11
A	Severt, Denver Hospitality Mgt	Associate Prof	Tenured	2015	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Severt, Kimberly Hospitality Mgt	Assistant Prof	TE	2016	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Sivo, Stephen Education	Associate Prof	Tenured	2013	9	0.75	0%	0.00	9	0.75	11%	0.08
A	Tesone, Dana Hospitality Mgt	Associate Prof	Tenured	2016	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Wang, Ray Hospitality Mgt	Professor	Tenured	2013	12	1.00	0%	0.00	12	1.00	0%	0.00
A	Zhang, Ning Public Affairs	Associate Prof	Tenured	2012	9	0.75	11%	0.08	9	0.75	22%	0.17
	Total Person-Years (PY)							0.44				0.98
Faculty CODE		Source of Funding	PY Workload by Budget Classification									
			Year 1			Year 5						
A	Existing faculty on a regular line	Current Education & General Revenue	0.44			0.98						
B	New faculty to be hired on a vacant line	Current Education & General Revenue	0.00			0.00						
C	New faculty to be hired on a new line	New Education & General Revenue	0.00			0.00						
D	Existing faculty hired on contracts/grants	Contracts/Grants	0.00			0.00						
E	New faculty to be hired on contracts/grants	Contracts/Grants	0.00			0.00						
	Overall Totals for		Year 1	0.44		Year 5	0.98					

Summary Analysis

Name of Program:		Ph.D. in Hospitality Management							
Level of program:		Doctoral							
CIP code:									
Author:		Dr. Paul Rompf and Ray Wang							
		Additional resources needed for new program							
Estimated Costs	Total	Current	Reallocation		New E&G	C&G	Cost/fte*	Cost/fte**	
Year 1	\$380,942	\$342,242	\$342,242	90%	\$12,000	\$26,700	\$84,654	\$ 78,720	
Year 2	\$406,405	\$367,705	\$367,705	90%	\$12,000	\$26,700	\$47,038	\$ 43,947	
Year 3	\$449,000	\$410,300	\$410,300	91%	\$12,000	\$26,700	\$43,508	\$ 40,921	
Year 4	\$543,581	\$504,881	\$504,881	93%	\$12,000	\$26,700	\$47,557	\$ 45,221	
Year 5	\$554,303	\$515,603	\$515,603	93%	\$12,000	\$26,700	\$48,495	\$ 46,159	
* based upon total costs									
** based upon current and new costs only, does not include C&G									
FTE/Headcount									
	Year 1	Year 2	Year 3	Year 4	Year 5				
Headcount	6	12	18	24	24				
FTE	4.50	8.64	10.32	11.43	11.43				

Stipend Amount	Year 1	Year 2	Year 3	Year 4	Year 5					
	2013-14	2014-15	2015-16	2016-17	2017-18					
E&G monies										
no. students	6	12	18	24	24					
stipend amount	15000	15000	15000	15000	15000					
total stipend cost	90000	180000	270000	360000	360000					
Total waivers available	11	12	12	12	12					
Tuition waivers for GTAs	6	9	12	15	15					
Tuition payments for GTAs	0	0	6	12	12					
In-state tuition	277.08	277.08	277.08	277.08	277.08					
Total tuition payments- GTAs	0	0	25768	40967	40967					
Total E&G	90000	180000	295768	400967	400967					
Current E&G spent	400967	400967	400967	400967	400967					
New E&G required	0	0	0	0	0					

IDENTIFICATION OF CURRENT BASE FUNDS TO SUPPORT THE NEW PROGRAM

NAME OF PROGRAM_ Hospitality Management
 PROGRAM LEVEL_ Doctoral
 CP IDENTIFICATION_
 DATE SUBMITTED_ March 2012

	FIRST YEAR					SECOND YEAR					THIRD YEAR					FOURTH YEAR					FIFTH YEAR				
	Reallocated	New from Enrollment	New from New	New from Non-Recurring	New from Recurring	Reallocated	New from Enrollment	New from New	New from Non-Recurring	New from Recurring	Reallocated	New from Enrollment	New from New	New from Non-Recurring	New from Recurring	Reallocated	New from Enrollment	New from New	New from Non-Recurring	New from Recurring	Continuing	New from Enrollment	Other	C&G	
	BASE	NEW	E&G	E&G	C&G	BASE	NEW	E&G	E&G	C&G	BASE	NEW	E&G	E&G	C&G	BASE	NEW	E&G	E&G	C&G	BASE	E&G	(E&G)	NEW	
	RESOURCES	PROGRAMS	REVENUE	REVENUE	REVENUE	RESOURCES	PROGRAMS	REVENUE	REVENUE	REVENUE	RESOURCES	PROGRAMS	REVENUE	REVENUE	REVENUE	RESOURCES	PROGRAMS	REVENUE	REVENUE	REVENUE	RESOURCES	PROGRAMS	REVENUE	REVENUE	
POSITIONS (in FTE):																									
FACULTY	0.44	0.00		0.00	0.00	0.63	0.00		0.00	0.00	0.78	0.00		0.00	0.00	0.90	0.00		0.00	0.00	0.98	0.00			0.00
A&P			0					0	0				0					0					0		0
USPS		0					0					0					0					0			0
TOTAL	0.44	0.00	0.00	0.00	0.00	0.63	0.00	0.00	0.00	0.00	0.78	0.00	0.00	0.00	0.00	0.90	0.00	0.00	0.00	0.00	0.98	0.00	0.00	0.00	0.00
A&P	0	USPS	0			A&P	0	USPS	0		A&P	0	USPS	0		A&P	0	USPS	0		A&P	0	USPS	0	0
SALARY RATE																									
FACULTY	46068	0	0	0.00	0.00	65961	0	0	0.00	0.00	81666	0	0	0.00	0.00	94230	0	0	0.00	0.00	102606	0	0	0	0.00
A&P		0	0				0	0				0	0				0	0				0	0		0
USPS		0					0					0					0					0			0
TOTAL	46068	0	0	0.00	0.00	65961	0	0	0.00	0.00	81666	0	0	0.00	0.00	94230	0	0	0.00	0.00	102606	0	0	0	0.00
Faculty Salaries and Benefits	58967	0	0	0.00	0.00	84430	0	0	0.00	0.00	104532	0	0	0.00	0.00	120614	0	0	0.00	0.00	131336	0	0	0	0.00
A&P Salary and Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
USPS Salary and Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Personnel Services	0					0					0					0					0				0
Assistantships and Fellowships	273275	0		26700	273275	0		26700	295768	0	26700	295768	0	26700	374267	0	26700	374267	0	26700	374267	0	26700	26700	
Library		12000					12000					12000					12000					12000			0
Expenses	10000	0		0	10000	0	0	0	0	0	10000	0	0	0	0	10000	0	0	0	0	10000	0	0	0	0
Operating Capital Outlay																									
Special Categories																									
TOTAL	342242	12000	0	0	26700	367705	12000	0	0	26700	410300	12000	0	0	26700	504881	12000	0	0	26700	515603	12000	0	0	26700

and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.

INTRODUCTION

I. Program Description and Relationship to System-Level Goals

- A. Briefly describe within a few paragraphs the degree program under consideration, including (a) level; (b) emphases, including concentrations, tracks, or specializations; (c) total number of credit hours; and (d) overall purpose, including examples of employment or education opportunities that may be available to program graduates.**

The 58 hour post-master's degree program proposed is a Ph.D. in Hospitality Management housed within the Rosen College of Hospitality Management at the University of Central Florida. The request is to upgrade an existing track in the Ph.D. in Education-Hospitality Track to a stand alone Ph.D. program in Hospitality Management. Therefore, this request will require few new resources in order to implement.

This will be the first hospitality management Ph.D. degree program in the State of Florida, joining another seven such programs in the nation (Cornell University, Purdue University, Pennsylvania State University, University of Nevada Las Vegas, Iowa State University, Virginia Polytechnic Institute and State University, and Oklahoma State University). The focus of the program will be in hospitality management, taking an interdisciplinary approach to support research in the hospitality and tourism domain.

The planned program will have an annual maximum intake of 6 students, reaching an anticipated total number of 24 students after four years of its launch. Each of the enrolled students will have to meet a minimum of 58 credit hours post master's for graduation. The market for this program will be senior hospitality managers (both international and domestic), as well as college level instructors who have earned related Master's degrees (both international and domestic).

As one of the twelve colleges of UCF, Rosen College of Hospitality Management (RCHM) is the largest hospitality/tourism college in the U.S., with over 3,200 students that study in a wide range of undergraduate and graduate degree programs. RCHM currently offers three bachelor's degrees - Hospitality Management, Restaurant and Foodservice Management, and Event Management, and three graduate programs - Master's in Hospitality and Tourism Management, International Graduate Certificate Program, and Education Ph.D. - Hospitality Education track.

RCHM has been consistently ranked one of the top programs in research productivity and scholarly activities (Schmidgall, Woods, & Hardigree, 2007; Severt, Tesone, Bortorff & Carpenter, 2009) in the world by peer-reviewed professional publications. RCHM possesses strategic advantages over other similar schools, which includes its internationally renowned faculty, broad range of specialization areas, international orientation, research capability and its central location in the largest living laboratory of hospitality and tourism, the city of Orlando. A Ph.D. housed in the College will substantively contribute to achieving RCHM's vision of being "recognized as the leader in hospitality and tourism education, research, scholarship and industry engagement worldwide."

The UCF Rosen College of Hospitality Management principally serves the vitally important hospitality and tourism industry of Orlando and Central Florida. Central Florida, the premier tourism destination in the world, attracts more than 50 million visitors annually, and has a seemingly boundless destination infrastructure that includes 120,000 hotel rooms, 5,000 restaurants and 95 theme parks and attractions. The RCHM campus is situated in the heart of it all. Already preeminent among programs in the hospitality nationwide, the Rosen College has been establishing a global reputation in this emerging academic field as well.

The purpose of the program is to produce high quality faculty/researchers who have the right type of credentials to conduct teaching and research activities at a college and university level, and/or as senior

level research analysts with major research companies or in senior positions at the headquarters of leading hospitality organizations. Exemplary of non-academic placements in the local community are a recent graduate and an ABD Ph.D. student. The former is a Vice-President for Revenue & Inventory Management at Marriott Vacation Club International and the latter has just been hired by Darden Restaurants as a Senior Internal Auditor.

The Rosen College partners with or consults with several destination marketing organizations, governments, and non-governmental organizations (NGO) on a local as well as global basis. A sampling includes Visit Orlando, Visit Kissimmee, Visit Florida; the governments of Aruba, Curacao, and Ecuador; and the World Tourism Organization (UNWTO). In fact the Universal Orlando Foundation Library on the Rosen College campus serves as a World Tourism Organization depository library. Only seven libraries in the United States have this distinction.

With a strong and growing hospitality and tourism sector economy, more hospitality and tourism programs have been launched at various levels, both domestically and internationally, which are generating a solid and increasing demand for faculty members qualified to conduct teaching and research activities. This demand is exemplified and substantiated by a strong employment history for the graduates of the existing UCF Ph.D. in Hospitality Education degree, a program operated jointly by the College of Education and the Rosen College of Hospitality Management since 2005. All the graduates from the joint program have successfully obtained employment opportunities with some of the finest institutions of higher education, domestically and internationally. These institutions include: San Francisco State University, Ben-Gurion University (Israel), University of Florida, Florida International University, Syracuse University, St. Leo University, and the University of Aruba.

During the past year the college, and its programs, have undergone a mandated 7-Year Program Review. Specific comments from the external consultants are germane to the Rosen College's potential. Quoting from the Executive Summary:

'...We are greatly impressed by the leadership of the college and the dedicated faculty and staff. They have done a very impressive job and are extremely productive in teaching, research and service. We are very confident that with appropriate and continuing support, the Rosen College will become one of the top hospitality programs in the world.'

'... A PhD in Hospitality (Management) will attract more and qualified potential students and raise the profile of the college. Therefore, we recommend having an independent Hospitality (Management) PhD program at Rosen College.'

B. Describe how the proposed program is consistent with the current State University System (SUS) Strategic Planning Goals. Identify which specific goals the program will directly support and which goals the program will indirectly support. (See the SUS Strategic Plan at <http://www.flbog.org/about/strategicplan/>)

The Florida Board of Governors has established specific, measurable goals for the State University System (SUS) Strategic Planning. The proposed Ph.D. is consistent with the SUS Strategic Planning and directly supports all of the four goals set up by the BOG: 1) access to and production of degrees, 2) meeting statewide professional and workforce needs, 3) building world-class academic programs and research capacity, and 4) defining and approving university missions that meet community needs and fulfill unique institutional responsibilities.

First, the offering of the Ph.D. program will provide accessibility to a degree program which is supported and demanded by the largest industry in the State of Florida and the third largest industry in the world. Various sources indicate that the hospitality and tourism industry is one of only a few industries which demonstrate a growing trend internationally. To meet this growth, the industry will necessitate a strong and educated workforce which possesses the right type of knowledge and skills. In a competitive market

place, these employees will need to have a college degree, both at the undergraduate and graduate levels, to be able to meet the needs of an increasingly sophisticated market. More quality undergraduate degree programs in hospitality management supported by qualified faculty who have graduated from quality Ph.D. programs such as this will be essential to the provision of accessibility for hospitality management undergraduate and graduate students.

Second, the doctoral degree program will assist in meeting the statewide professional and workforce needs. As the state's number one industry, hospitality and tourism was responsible for welcoming 82.6 million visitors in 2010 who spent more than \$60 billion, generating 22 percent of the state's sales tax revenue and employing nearly 1 million Floridians (VISIT FLORIDA, 2011). In the same year, the Central Florida area alone attracted more than 51 million visitors with an economic impact of \$31 billion. A robust and sustainable development of the tourism industry demands the support of a large workforce appropriately educated at quality educational programs of hospitality management. To meet this demand a growing number of hospitality and tourism management programs were established in recent years both at the traditional four-year universities and the new state colleges. This statewide professional workforce need will provide a strong demand for college graduates from hospitality and tourism programs as well as faculty members with a Ph.D. degree from such programs. Perhaps, the remarkable growth of the Rosen College itself in the last 10 years is a good indicator of such a demand. In the year of 2000, the Rosen School had 178 students majoring in hospitality management, supported by a teaching faculty of only 6. In 2011, the Rosen College has an enrollment of more than 3,200 students supported by 42 full time faculty members, of which 36 are graduate faculty.

In collaboration with hospitality enterprises across the state and nationally, the Rosen College annually hosts two career fairs in the fall and spring semesters each academic year. Most industry sectors participate in these fairs and approximately 65 enterprises are represented at each fair. The enterprises are primarily locally- and nationally- based and avidly seek to employ Rosen College students who will be graduating or are alumni, as well as those seeking employment during their college studies.

Third, the establishment of a Ph.D. program at UCF's Rosen College will contribute to the University's goal of building world-class academic programs and research capacity. Previous research has indicated that the institutional features of a research environment may include many factors, such as decentralized organization, recruitment of research-oriented faculty, a clear mission and goals that emphasize quality research, a shared culture of research, among other things (Bland et al., 2006). The same study also indicates that the availability of a Ph.D. program is one of the most important factors affecting an institution's research productivity and capacity.

An empirical study conducted by Stahl, Leap, and Wei (1988) found that the quantity and type of research productivity was significantly different in universities with doctoral programs as compared to ones without such programs. In light of this, research productivity in hospitality and tourism programs is likely to be higher in those universities that offer doctoral programs. Lee and Law's (2011) study in the hospitality field reveals that the existence of a doctoral program is the most significant variable for institutional research productivity.

Comments from the external consultants for the Rosen College 7 Year Program Review are once again germane. Quoting from the Executive Summary:

'With a 3 & 3 teaching load, tenured and tenure earning faculty still publish, on average, more than 2.3 papers per year, which is more than the minimum required with a 2 & 2 teaching load at other competing institutions identified by (the) Rosen College.'

To increase its competitiveness for new hospitality faculty, the Rosen College has begun a slow and systematic reduction in teaching loads for tenured/tenure-earning faculty. In addition to increasing the quality of new hires, it is also projected to facilitate an increase in research as well as contracts and grant activity.

Fourth, a Ph.D. program will help the Rosen College and UCF better define and implement a university mission that meets community needs and fulfills unique institutional responsibilities. As a public, multi-campus, metropolitan research university, UCF anchors the Central Florida city-state in meeting its economic, cultural, intellectual, environmental and societal needs. It does this by providing high-quality, broad-based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community. Considering the significance of the tourism industry for the State of Florida, a Ph.D. program in hospitality management will further position the Rosen College as the leader in hospitality education while serving the needs of the Central Florida city-state.

Consistent with the above discussion, the following partial listing of enterprises/organizations primarily located in the Orlando Metropolitan Area that the Rosen College regularly interacts with and serves through consulting, research, and/or educational programming (both degree and non-degree) is a demonstrative statement in itself: Visit Orlando, the Central Florida Hotel & Lodging Association, Kissimmee – St. Cloud Convention and Visitors Bureau, Visit Seminole, Osceola County, the Orlando History Center, Zora Festival, Bok Tower Gardens, Give Kids The World, Hello Florida, Walt Disney World Resort, SeaWorld Parks & Entertainment, Universal Orlando, Gatorland, Holiday Inn, Omni Resorts, The Peabody Orlando, Crowne Plaza, JW Marriott, Hilton Orlando, Caribe Royale Resort, Loews Hotels Universal Orlando, Hyatt Regency Orlando, Embassy Suites, Fairfield Inn & Suites, Renaissance Orlando Hotel, Villas of Grand Cypress, Double Tree Inns & Suites, Embassy Suites, Wyndham Orlando Resorts, Orange Lake Resort, Marriott Inns & Suites, Ritz Carlton, Gaylord Palms Resort & Convention Center, Bonnet Creek Resort, Hyatt Regency, Rosen Hotels and Resorts, Darden Restaurants, TGIFridays, Fairmont Hotels and Resorts, The Biltmore – Miami, Holland America Tours, Floridays Resort Orlando, Miller’s Ale House Restaurants, California Pizza Kitchen, FreshPoint Central Florida, Westgate Resorts, Pappas Restaurants, Orange Lake Resorts, IceBar Orlando, Buena Vista Hospitality Group, Seminole Hard Rock Hotel and Casino, Fountains (Bluegreen), National Distributing Company, Buena Vista Hospitality Group, Hilton Walt Disney World Resort, Club Med Resorts, Nickelodeon Family Suites, Bluegreen Corporation, Omni Orlando Resort, Planet Hollywood, Starwood Vacation Ownership, PGA National Resort, AirTran Airlines, Levy Restaurants, Florida Chapter – Club Managers Association of America, The Breakers, Pinnacle Entertainment, Inc, Brinker International, Amelia Island Plantation, Hertz Corporation, Enterprise Rent-a-Car, Tijuana Flats Burrito Co., Bay Hill Club and Lodge, Ginn Reunion Resort, Orange County Convention Center, Medieval Times, GES Exposition Services, Starwood Hotels and Resorts, Holland America Tours, Panera Bread, Chipotle, Boca Raton Resort and Club, ClubCorp, White Lodging Services, Walt Disney World Swan and Dolphin, Hilton Grand Vacations, Waldorf Astoria Orlando, Ecolab, Quality Inn International, Southern Wine and Spirits, Jimmy Buffett’s Margaritaville, Westin Village of Imagine, Grand Bohemian Hotel, ARAMARK, Four Seasons Hotels and Resorts, Freeman Decorating, Golden Corral Restaurants, Homestead Resort, Houlihans Restaurant, Lake Nona Country Club, Landry’s Restaurants, Southwest Airlines, The Capital Grille, American Lung Association, Kessler Collection Hotels, Disney Cruise Line, Orlando Health Inc, Orlando Regional Medical Center, and Doctor P. Phillips Hospital.

C. If the program is to be included in an Area of Programmatic Strategic Emphasis as described in the SUS Strategic Plan, please indicate the category and the justification for inclusion.

Areas of Programmatic Strategic Emphasis:

- 1. Critical Needs:**
 - **Education**
 - **Health Professions**
 - **Security and Emergency Services**
- 2. Economic Development:**
 - **Globalization**
 - **Regional Workforce Demand**

3. Science, Technology, Engineering, and Math (STEM)

The new Ph.D. in Hospitality Management program is in accordance with Area 2 of the Programmatic Strategic Emphasis as described in the SUS Strategic Plan. Specifically Area 2. Economic Development – Regional Workforce Demand.

As the state's number one industry, hospitality and tourism was responsible for 82.6 million visitors to destinations in Florida in 2010. The visitors spent more than \$60 billion, and generated 22 percent of the state's sales tax revenue while employing nearly 1 million Floridians (VISIT FLORIDA, 2011). In the same year, the Central Florida area alone attracted more than 51 million visitors with an economic impact of \$31 billion. According to Visit Orlando (2010), one in four residents working are directly or indirectly employed by the industry making it Central Florida's top employer, and it further represents 31 percent of all Orlando-area private employment. A robust and sustainable development of the industry demands the support of a large workforce appropriately educated, and, in addition to the Rosen College educating the future industry leaders, a high quality graduate education to also develop hospitality educators is essential to and a critical element of the new doctoral program. The UCF Ph.D. in Hospitality Management will be the first doctoral program in hospitality management in the State of Florida.

A robust and sustainable development of the industry demands the support of a large workforce appropriately educated. To adequately prepare the requisite workforce for the hospitality and tourism industry in the state of Florida, it is critical to have a cadre of instructors and teachers that possess the necessary knowledge and skills to properly train and educate students for careers in hospitality. In addition to RCHM educating the future leaders of the industry, a high quality graduate education to also develop hospitality educators is essential to and a critical element of the new doctoral program.

With the Ph.D. in Hospitality Management, the RCHM will be the premier institution in Florida that will train and prepare the hospitality teaching cadre. Furthermore, the doctoral program will also prepare senior level research analyst in major research companies or in senior positions at the headquarters of leading hospitality organizations.

In summary, a high quality graduate education is essential to and a critical element of the new doctoral program as the RCHM. The UCF Ph.D. in Hospitality Management will be the first doctoral program in hospitality management in the State of Florida.

D. Identify any established or planned educational sites at which the program is expected to be offered and whether it will be offered only at specific sites other than the main campus.

The Ph.D. in Hospitality Management in the Rosen College of Hospitality Management will primarily be offered at the UCF Rosen College campus on Universal Blvd. in Orlando. The Rosen College, in collaboration with the College of Health and Public Affairs (COHPA), will result in the offering of a limited number of core research/methodology courses on the main campus. In addition to this, a limited set of elective courses may be selected by doctoral students in the Ph.D. program of study that are offered by COHPA and/or the College of Education. These too will be taken on the main campus.

INSTITUTIONAL AND STATE LEVEL ACCOUNTABILITY

II. Need and Demand

- A. Need: Describe national, state, and/or local data that support the need for more people to be prepared in this program at this level. Reference national, state, and/or local plans or reports that support the need for this program and requests for the proposed program which have emanated from a perceived need by agencies or industries in your service area. Cite any specific need for research and service that the program would fulfill.**

The World Tourism Organization (UNWTO) (2011) indicates that the hospitality and tourism industry is continuing its growth trend internationally with arrivals increasing 5 percent in the first months of 2011 in comparison to 2010. This growth is on top of the 7 percent increase experienced globally in 2010. To meet a projected continued growth, the industry will require an educated workforce which possesses commensurate knowledge and skills. In the globally competitive market place of today, a college degree has become the equivalent of a high school degree to past generations, That is, it is an entry credential for those seeking upward mobility in their career progression and growth.

As a result of the importance of a college degree for *entry* into a progressive career path in the United States, the availability of and access to graduate programs take on a new significance, especially to the hospitality industry in Florida. An increase in high-quality programs in hospitality management sustained by highly-qualified graduates from our proposed Ph.D. program will be integral to the provision of accessibility to such degree programs.

Although the various metrics on the health of the U.S. economy, and Florida, are not currently spectacular, a few industry sectors are displaying signs of continued growth and are expected to play key roles in economic recovery. According to McKinsey Global Institute (2011), six sectors have the greatest potential for job growth in this decade: healthcare, business services, *leisure and hospitality*, construction, manufacturing, and retail. The respective sectors are stated to cover a wide range of job types, skills, and growth dynamics, and currently account for 66% of employment. These six sectors are *projected to account for 85% of all new jobs created* through the end of this decade. The report further projects a shortage of workers with the proper education and skills for the jobs being created: *'...a shortage of up to 1.5 million workers with bachelor's degrees or higher in 2020.'*

According the Department of Economic Opportunity, Florida led the nation in job creation in September, 2011. The addition of more than 23,000 new jobs helped the unemployment rate to drop slightly to 10.6 percent from August's 10.7 percent rate. The jobless rate in Metro Orlando also fell from 10.4 to 10.2 percent over the same period.

During UCF's 2005 SACS reaccreditation, a review of Rosen College faculty credentials identified a high percentage of faculty with terminal degrees in areas other than hospitality. Of those with terminal degrees, 32% were in hospitality management or related fields (e.g., Leisure Studies), 14% were in Business, 45% were in Education, and 9% were in other fields. This was relatively consistent with two seminal studies (Nebel et al., 1986; Woods, 1994) investigating the academic credentials of 'hospitality educators' which found a vast divergence of terminal degree backgrounds. The original study by Nebel (1986) was conducted to *support a demonstrated need to increase the number of doctoral programs, and graduates, in hospitality management.*

The second by Woods (1994), a follow-up to the first, found that only 16% of hospitality faculty held doctorates in 'Hospitality Management' in 1992. Further to this, the hospitality management doctorates were in 3rd place behind 'Education' (40%) and 'Other' (22%) disciplines. Robert Wood's (1994) concluding observations then and now are very telling: The data provoke two observations. The first is to note the rapid growth in the number of education-degree holders among hospitality educators. The second is that, contrary to Nebel's (1986) proposition of a need for more hospitality management degrees, these remained flat while a scattering of *other* doctorates had increased.'

When the Rosen College and the College of Education collaborated in 2005 and began offering the first hospitality-centric PhD program *in Florida*, there were 167 schools worldwide providing graduate hospitality education and, of these, only 15 offer a PhD. That same year Metro-Orlando welcomed 48 million visitors. In 2010 Metro-Orlando became the first U.S. travel destination to draw more than 50 million visitors (51.5), a level New York City has not yet attained. Further noteworthy, in 2010 Florida welcomed 82.6 million visitors statewide.

Currently, hospitality management programs and other programs, undergraduate and/or graduate, are known to be offered in various forms statewide at Florida International University, Florida State

University, University of Central Florida, Florida Atlantic University, Lynn University, St. Leo University, the University of South Florida, and the University of West Florida. A new bachelor's program with a concentration in Hospitality, Culinary, and Event Planning Management is in the process of being offered at Daytona State College.

The below table provides a list of institutions in Florida currently offering hospitality, tourism, and other programs of study.

Florida Institutions & Programs of Study	Bachelor's	Master's	Ph.D.
University of Florida	Recreation, Parks and Tourism	Recreation, Parks and Tourism; Sports Management	Recreation, Parks and Tourism; Sports Management
Florida International University	Hospitality Management	Hospitality Management	
Florida State University	Hospitality Management; PGA Golf Management		
<i>University of Central Florida</i>	Hospitality Management; Restaurant & Food Service Management; Event Management	Hospitality & Tourism Management	Education PhD – Hospitality Education Track Proposed: PhD in Hospitality Management
Lynn University	Hospitality Management; Sports Management	Hospitality Management; Sports & Athletics Administration	
St. Leo University	International Hospitality & Tourism Management; Sports Business		
University of South Florida	Hotel and Restaurant Management		
University of West Florida	Hospitality, Recreation & Resort Management		
Florida Atlantic University	Hospitality Management		

Source: 2011 College Catalog and/or website

In 2005 the demand for highly- and appropriately-qualified hospitality management faculty exceeded the supply, and anecdotal evidence suggests a continued excess of demand over supply exists, especially for faculty with the 'right' set of academic (and industry-related) credentials. For the UCF Rosen College, the right set of credentials is comprised of an appropriate set of academic credentials in hospitality management as well as evidence of a strong grounding in the industry itself. Existing U.S. doctoral programs in hospitality management predominantly recruit and graduate international students who generally have very limited experience and therefore limited grounding in the industry itself. In a substantial number of instances, it is not unusual for international students to enter the university environment as a freshman and exit with a doctoral degree. Such graduates typically do not meet the UCF RCHM's rigorous criteria for employment in a faculty line.

The demand for properly credentialed faculty is driven by several factors: 1) an increase in business and leisure travel globally, especially from emerging countries with large populations – China in particular, 2) the development of new, mega-destinations in Asia and the middle east, 3) the establishment of institutions to train the new staff, and the concurrent establishment of institutions to train-the-trainers and the management/executive leadership, and 4) the establishment of new colleges with hospitality as a core curriculum along with enrollment growth in many existing hospitality programs in the U.S. and globally. UCF, and RCHM, remains on a limited short-list by governments in China and the middle-East to develop entirely new universities in their respective countries, anchored by undergraduate and graduate programs in hospitality management.

Hospitality faculty postings are frequently announced through traditional publications such as the

Chronicle of Higher Education and the *ICHRIE Communiqué*, but Listservs have tended to replace these being more current, timely, and cost effective. The University of Houston maintains such a Listserv and weekly publishes posted faculty positions from around the globe. The following 34 postings are from the University of Houston's October 11, 2011 list and it is accompanied by a full posting for each listed position:

University of Houston Job Listing 10/11/11 Listserv

1. Full Professor-University of Delaware 3
2. Assistant Professor - Keimyung University, Korea 3
3. Assistant Professor-University of Utah 3
4. Director of Summer Programs - Clemson University 3
5. Event Lecturer- Auckland University 3
6. Lecturer- Edith Cowan University 3
7. Visiting Professor- University Utara Malaysia 3
8. Chef Instructor- Purdue University 3
9. Lecturer- Cornell University 3
10. Positions- Akadeus 3
11. Assistant Professor - Kingborough Community College 3
12. Director-University of Memphis 3
13. Assistant Professor-California State University- Long Beach 3
14. Tenure Track- East Carolina University 3
15. Assistant/ Associate-Grand Valley State University 2
16. Visiting Instructor-Assistant Professor Virginia Tech University 2
17. Assistant/ Associate Professor/Temple University 2
18. Associate-Full Professor/Georgia State University 2
19. Visiting Sustainability Scholar/ Iowa State University 2
20. Assistant/ Associate Professor/Middle Tennessee State University 2
21. Faculty/State University of New York 2
22. Fine Spirits Instructor/ University of Central Florida 2
23. Assistant Professor/University of Central Florida 2
24. Associate/Full Professor@ George Mason University
25. Associate/Full Professor@ University of Illinois
26. Tenure Track@ St. Joseph's College
27. Head @ University of Illinois
28. Jobs around the world @ Akadeus.com
29. Tourism Communication@ Zayed University-UAE
30. Tenure and non-track positions @Kent State University
31. Assistant/ Associate Professor @ Coastal Carolina University
32. Administrative Director @University of San Francisco
33. Associate/Full Professor@ George Mason University
34. Assistant/ Associate Professor@ Temple University

In the Southeastern U.S. during the last decade the Southern Association of Colleges and Schools (SACS) increased its emphasis on a review of faculty having appropriate academic credentials to teach the undergraduate and graduate courses to which they were assigned. Specifically, SACS asked, 'Were the faculty terminally qualified academically?' The answer to this question becomes clearer when those that teach hospitality management have terminal degrees in hospitality management, and the trend nationwide is to move from education and other degrees to hospitality management degrees for faculty teaching in hospitality management.

Florida community colleges have now been granted permission to offer bachelor's degrees and several community colleges are already offering or are in the process of offering hospitality undergraduate degrees. Daytona State College is the latest known entry offering a Bachelor of Applied Science in

Supervision and Management with a concentration in Hospitality, Culinary, and Event Planning Management. In doing so, these newly established colleges must upgrade the credentials of their faculty to be competitive, and to meet SACS accreditation requirements. The hiring of an ABD UCF PhD student in a tenure-earning faculty line this fall by Daytona State College exemplifies this evolving trend.

There is another trend evolving from the hospitality industry itself for PhD qualified personnel to serve as senior analysts or researchers. Senior analysts, employed in private research enterprises as well as corporate suites, now use high levels of research skills; and the doctoral program produces graduates who have these abilities. Marriott Vacation Club International and Darden Restaurants currently employ two of our graduates/soon to be graduates. Prior to this, UCF graduates had exclusively sought and received tenure-earning faculty position at both domestic and international universities.

The Rosen College, through the Dick Pope Sr. Research Institute, conducts extensive research for public and private enterprises locally and globally. As a result of the Rosen College's expertise and reputation, a locally-based, internationally-renowned hospitality research firm is exploring a public-private research venture with the Rosen College.

In 1979 the University of Central Florida established the Dick Pope Sr. Institute for Tourism Studies. The Institute was established for the purpose of (1) conducting proprietary and public domain research, (2) promulgating information to the public at large about the contributions of the hospitality and tourism industry, especially along economic, sociological, environmental, and quality-of-life dimensions, and (3) carrying out credit and non-credit educational activities. Activities at the Institute, especially research, were intermittent for much of its existence. Since 2005 the Institute has secured over \$800,000 in contracts and grants for research purposes. The Institute's client list is extensive, and includes, as a categorical sampling, destination management organizations, convention and visitor bureaus, hotels, hospitals, vacation homes, restaurants, and theme parks.

Furthermore, the Institute has played a significant role in facilitating over \$4 million in non-credit educational programs with international partners. UCF Rosen College doctoral students are extraordinarily essential to the Institute's ability to meet its objectives and its commitments. In addition, contracts and grants funded through the Institute have been an invaluable source of external funds to support graduate assistantships for the doctoral students. To date, five doctoral students have received funding from the Institute.

B. Demand: Describe data that support the assumption that students will enroll in the proposed program. Include descriptions of surveys or other communications with prospective students.

The field of Hospitality Management is relatively new, and the UCF Rosen College of Hospitality Management (RCHM) is taking a unique leadership role in defining this emerging field at both the undergraduate and graduate levels. During the past year the college, and its programs, have undergone a mandated 7-Year Program Review. Some of the comments from the external consultants are germane to this question. Quoting from the Executive Summary (Appendix D):

- The PhD program is housed in the College of Education... A PhD in Hospitality (Management) will attract more and qualified potential students and raise the profile of the college. Therefore, we recommend having an independent Hospitality PhD program at Rosen College.
- The image of the college lags what it is actually achieving. The college should work to establish an image and brand the Rosen College as a premium and world class program.
- ...We are greatly impressed by the leadership of the college and the dedicated faculty and staff. They have done a very impressive job and are extremely productive in teaching, research and service. We are very confident that with appropriate and continuing support, the Rosen College will become one of the top hospitality programs in the world.

Applicants for and enrollments in the existing doctoral program offered jointly with the College of

Education are exemplary of an existing demand. During the summer of 2011, twenty-two students were in varying stages of progress through their respective plan of study. Of these, two successfully defended their dissertations and will graduate, joining another seven doctoral alumni to date.

The Rosen College will continue the current practice of admitting a maximum of 6 doctoral students annually. These are selected from a pool of applicants that typically range between 20 and 30 annually. Inquiries about the doctoral program are continuous, and are initially predominantly via email. Correspondence ensues, converting initial inquiries to telephone and face-to-face on campus exchanges that number approximately one per week. In response to two general questions on 'Where are inquiries from?' and 'Where are applications from?', the following entries/activities recorded in the Program Director's calendar and email files during a recent week is quite revealing:

- Initial indication of interest and informational inquiry via email about the PhD program from a Rental Manager with Wyndham Vacation Ownership.
- A scheduled face2face meeting with a manager at the Hyatt Regency Grand Cypress to discuss the admission criteria and the application process for the PhD program.
- General email inquiries from two potential students in Asia.
- Initial indication of interest and informational inquiry via email about the PhD program from a Senior Meeting Planner with the AAA National Office.
- Follow-up inquiries from 2 Rosen College adjunct professors regarding the PhD program.
- Initial indication of interest and informational inquiry about the PhD program via email from an international student who completed a master's degree at a U.S. university.
- Initial indication of interest in the PhD program via email with a request for a telephone interview from a recent master's graduate from California State University Long Beach.

Senior hospitality managers/executives, college/university level instructors (domestic and international) with related master's degrees, and international students completing a master's program of study comprise a somewhat eclectic mix of potential (and ultimate) applicants. During the past year, instructors at community colleges, Valencia in particular, have begun to inquire about the doctoral program as well.

Over the past two years, approximately 50% of formal applications have originated from international students with degrees from universities off-shore, another 25% are from international students with degrees from U.S. universities, and the remaining 25% originate from hospitality managers (some senior executives) with U.S. citizenship who reside in the southeastern region of the United States.

- C. If substantially similar programs (generally at the four-digit CIP code or 60 percent similar in core courses), either private or public exist in the state, identify the institution(s) and geographic location(s). Summarize the outcome(s) of communication with such programs with regard to the potential impact on their enrollment and opportunities for possible collaboration (instruction and research). In Appendix B, provide data that support the need for an additional program as well as letters of support, or letters of concern, from the provosts of other state universities with substantially similar programs.**

In 2005 the College of Education and the Rosen College collaborated to offer an Education Ph.D. – Hospitality Education track degree, the first hospitality-centric doctoral program in Florida. From many perspectives, the program is a hospitality management program in every respect with the exception of name, formal administrative jurisdiction, and a statistical/methodological core. A strong majority of the current plan of study is developed, delivered, and administered by the Rosen College. Applicants are recruited, admitted, supervised, and financially supported through the Rosen College. No other doctoral programs exist in Florida having this hospitality-centric focus as the core deliverable.

GradSchools.com listed a PhD in Business Administration – Specialization in Hospitality and Tourism Management degree at Florida International University. The FIU Chaplin School of Hospitality & Tourism Management provides the following limited information about the degree on their website:

The School of Hospitality and Tourism Management (SHTM) offers a PhD in conjunction with the College of Business. Students are required to take all of the required courses of International Management and take two elective courses and 24 dissertation hours from SHTM. Upon completion, a student will obtain a PhD degree in Business Administration with a concentration in International Business Management.

Thus, as can be seen from the above, the FIU program is a PhD in International Business Management with a very small component (6 student credit hours) of Hospitality/Tourism Management. The Rosen College discussed the degree with Rocco Angelo, SHTM Associate Dean, via phone and was informed that the degree was implemented approximately 5 years ago. To date, only two students have been admitted into the program and both are still in the process of completing their degree.

- D. Use Table 1 in Appendix A (A for undergraduate and B for graduate) to categorize projected student headcount (HC) and Full Time Equivalents (FTE) according to primary sources. Generally undergraduate FTE will be calculated as 40 credit hours per year and graduate FTE will be calculated as 32 credit hours per year. Describe the rationale underlying enrollment projections. If, initially, students within the institution are expected to change majors to enroll in the proposed program, describe the shifts from disciplines that will likely occur.**

As stated in previous sections, the Rosen College will continue to accept 6 new students per year into this program. These students tend to come from universities with hospitality graduate programs in the U.S. Of these, approximately 50% are international students. The other admissions are primarily comprised of managers with a strong grounding in the hospitality industry and who, on application, resided predominantly in the southeastern United States. They normally enroll in 24 and 22 student credit hours respectively for the first two years, followed by the remainder of their curriculum (15 student credit hours) and begin their dissertation in the fall of the third year, enrolling in 3 student credit hours per semester thereafter until graduation.

UCF Ph.D. in Hospitality Education track majors will have the option of enrolling into the new Ph.D. in Hospitality Management program. They may also elect to continue in their existing program without interruption or inconvenience.

- E. Indicate what steps will be taken to achieve a diverse student body in this program. If the proposed program substantially duplicates a program at FAMU or FIU, provide in consultation with the affected university an analysis of how the program might have an impact upon that university's ability to attract students of races different from that which is predominant on their campus in the subject program. The university's Equal Opportunity Officer shall review this section of the proposal and then sign and date in the area below to indicate that the analysis required by this subsection has been reviewed and approved.**

Student recruitment is a college-wide, graduate faculty activity facilitated by the Graduate Program Director. The Rosen College (www.hospitality.ucf.edu) and UCF Graduate Catalog (www.graduatecatalog.ucf.edu) websites have current and comprehensive information regarding the respective degrees, plans of study (POS), admission requirements, and campus/student life. Separate collaterals (e-brochure and hard copy) are developed for each program. The college participates in multiple university-wide programs promoting graduate education; hosts career fairs and open houses; and attends numerous professional and academic meetings/events, both domestic and internationally, in a multi-format promotional strategy. The most productive results are obtained by potential candidates visiting the campus and participating in escorted tours and scheduled meetings with the faculty.

Although inquiries originate from six continents, one hundred and twenty-eight applications from 5 continents were received by the Rosen College seeking admission into its three graduate programs (M.S. in Hospitality and Tourism Management; International Graduate Certificate Program; Education Ph.D. -

Hospitality Education track) for the fall of 2011. Admission decisions are based upon published criteria and offers of admission were made to domestic students (the majority are Florida residents) and to students from the following countries: Portugal, Italy, Finland, United Kingdom, Russia, Serbia, Belarus, Bolivia, Brazil, China, Croatia, Canada, Pakistan, Saudi Arabia, and Viet Nam.

UCF, and the Rosen College, affirm and value a diverse graduate student body. In this regard, admission to and financial support for graduate studies at the Rosen College is not influenced by one's age, disability, gender identity, national origin, race, sex, or sexual orientation. Admission is based upon an individual demonstrating a high promise of success in postgraduate studies. For the doctoral program, undergraduate and master's degree performance, GRE/GMAT and TOEFL (if required) test scores, and industry experience & leadership are such indicators. An ad hoc Doctoral Admissions Committee is appointed each year by the Dean. The Committee initially begins its review of all completed applications near the close of the application deadline, selecting a limited subset of applicants from the pool who have differentiated themselves from the rest of the pool on the admission criteria.

Applicants admitted into the doctoral program typically will be simultaneously offered a full-time graduate assistantship appointment.

Initial academic advisement of all graduate students is provided by the Graduate Program Director and is supplemented by the Rosen College Graduate Studies Coordinator. Each will continue in this capacity throughout a student's tenure with the Rosen College. Upon entry, doctoral students are also formally assigned to one of the three departments within the college. The department chair, and another faculty member designated by the chair with teaching/research interests similar to the student, become formal mentors facilitating his/her program entry as well as a systematic progression throughout his/her course of study.

Either formally (thesis/dissertation advisor) or informally, graduate students develop close relationships with the graduate faculty and these spawn advising and mentoring activity as well as career mentoring. The Rosen College graduate faculty is very approachable and is student-centric. They have a wide variety of academic and industry experience, currently come from 17 different countries, have an even further diversity of interests in research, and fervently look to partner with doctoral students who have like research interests.

Admission and retention strategies are objectively similar across all of the Rosen College's graduate programs. Demographic information on enrolled Master's students is more profuse and readily available. For the Summer 2011, the UCF Graduate Studies website provides the following profile of enrolled master's students:

Program Demographics	Males	Females	Domestic Minority	International
	15	40	12	3

Finally, the Rosen College faculty actively participate in the UCF Research and Mentoring Program (RAMP) for undergraduate students and provide scholarship support to First Generation Undergraduate Students.


Signature of Equal Opportunity Officer

10/28/11
Date

III. Budget

- A. Use Table 2 in Appendix A to display projected costs and associated funding sources for Year 1 and Year 5 of program operation. Use Table 3 in Appendix A to show how existing Education & General funds will be shifted to support the new program in Year 1. In narrative form, summarize the contents of both tables, identifying the source of both current and new resources to be devoted to the proposed program. (Data for Year 1 and Year 5 reflect snapshots in time rather than cumulative costs.) If the university intends to operate the program through continuing education on a cost recovery basis or market rate, provide a rationale for doing so and a timeline for seeking Board of Governors' approval, if appropriate.**

The RCHM currently spends approximately \$415,000 annually in E & G funds in its collaboration with the College of Education in support of the Ph.D. in Education – Hospitality Education track program. Since no new courses will be required to be developed to implement the Ph.D. in Hospitality Management and existing courses taught by the Rosen College will sustain students' progress through this doctoral program, the \$415,000 in E & G funds will be reallocated to the new stand-alone program in its first year. The only additional cost in the first year associated with moving this program from an existing track in Hospitality Management Education to a stand-alone program in Hospitality Management is the addition of \$12 thousand in E & G funding for library acquisitions that has been proposed by the UCF Library. This is to keep library holdings at a sufficient level, considering that budget cuts are making it difficult for the library to maintain their holdings. The RCHM has agreed to commit these funds for the library.

The Dick Pope Sr. Research Institute currently provides \$26,700 to fund graduate assistantship appointments for Rosen College doctoral students, and this C & G funding is conservatively projected to continue for the first through fifth years of implementation. However, grant proposals are a constant activity for the Institute and future funded grants are projected to result in additional temporal increases in graduate assistantship appoints that may not be sustained. Grant awards and subsequent funding intervals from client sources remain problematic to time and predict on a sustained basis.

Approximately two-thirds of the current Ph.D. students have full-time graduate assistantship appointments, with the remaining having alternative employment and funding sources. It is projected that 100% of all new doctoral students will have assistantship appointments, and the growth in assistantship awards, along with faculty salary and benefit increases, accounts for the additional projected growth in E & G funding by the Rosen College in subsequent years, reaching a reallocation of approximate \$544,000 in year five.

Assistantship appointments for new and existing doctoral students are primarily graduate teaching assistantships at the graduate teaching associate level. As such, each is the instructor of record for the course (s) he/she teaches, and the assistantship costs are offset by a reduction in adjunct faculty costs. Both are paid from E & G funds. Graduate research assistantship appointments, also projected for doctoral students, are primarily through contracts and grants from projects administered by the Dick Pope, Sr. Research Institute.

- B. If other programs will be impacted by a reallocation of resources for the proposed program, identify the program and provide a justification for reallocating resources. Specifically address the potential negative impacts that implementation of the proposed program will have on related undergraduate programs (i.e., shift in faculty effort, reallocation of instructional resources, reduced enrollment rates, greater use of adjunct faculty and teaching assistants). Explain what steps will be taken to mitigate any such impacts. Also, discuss the potential positive impacts that the proposed program might**

have on related undergraduate programs (i.e., increased undergraduate research opportunities, improved quality of instruction associated with cutting-edge research, improved labs and library resources).

Once the new Ph.D. in Hospitality Education program is approved, the track in Hospitality Management Education in the Ph.D. in Education will be inactivated and the Rosen College will cease to admit new students into the Ph.D. in Hospitality Education track. Courses taught by the Rosen College are nearly identical to both doctoral programs of study and will further be offered in the same course sequences.

The Rosen College's reallocation of funding will not impact the College of Education as the Hospitality Education track is one of eleven tracks offered through the Education Ph.D. The courses taught by the College of Education as part of the Ph.D. in Hospitality Education track are common to all its eleven tracks. Internally, the Rosen College already has a commitment to fund all of the courses in the new Ph.D. program since they are dually offered as part of the Ph.D. in Hospitality Education track and the Ph.D. in Hospitality Management. Furthermore, as noted in III.A the funding of graduate assistantship appointments is a reallocation of funds that would primarily be budgeted for adjuncts.

The Rosen College currently has approximately 3,200 undergraduate majors and minors, and over 120 students in its master's and graduate certificate programs. UCF has increased its emphasis on cutting-edge research at all levels of study, to include undergraduate, and the Rosen College is committed to do the same. In the past few years, the percentage of master's students electing the thesis track has increased from 5% to 10% of actively enrolled graduate students. In addition, the Rosen College is witnessing a similar growth at the undergraduate level through its participation in the Honors in the Major (HIM) program and the Research and Mentoring Program (RAMP).

Rosen College students, both undergraduate and graduate, will benefit from incremental increases to the UCF Library holdings that will result with the addition of the new doctoral program in hospitality management.

C. Describe other potential impacts on related programs or departments (e.g., increased need for general education or common prerequisite courses, or increased need for required or elective courses outside of the proposed major).

The UCF College of Health and Public Affairs (COHPA) has elected to admit doctoral students into its Public Affairs (PA) Ph.D. in both the fall and spring semesters beginning the spring 2012. Previously they have accepted student admissions only in the fall. The PA Ph.D. has a rigorous four course research/methodology core sequence that is expected to result in an increased demand to offer the four courses each fall and spring, rather than the current practice of offering the courses once each academic year.

The RCHM and COHPA have entered into a collaborative agreement and three of the sequential core research/methodological courses from the PA Ph.D. are incorporated in the Ph.D. in Hospitality Management (HM) program of study. Further to this, the RCHM and the COHPA were found to have a substantive contextual fit across research topics and issues, and some levels of research collaboration were currently found to exist across the respective graduate faculty. A more coordinated collaboration on joint research as well as solicitation of contracts and grants is being implemented.

D. Describe what steps have been taken to obtain information regarding resources (financial and in-kind) available outside the institution (businesses, industrial organizations, governmental entities, etc.). Describe the external resources that appear to be available to support the proposed program.

RCHM, through its Research Institute, has been successful in obtaining external funding for research. The Dick Pope Sr. Institute has garnered \$800,000 in contract and grant funding since 2005 and a further \$4 million in non-credit educational programs with international partners. Projects for destination

marketing organizations, such a convention and visitors bureaus, and governments in the Caribbean and South America have been the primary sources of external funding. The current success in external funding is being leveraged and, along with developing internal UCF collaborations, is targeting funding from U.S. governmental agencies that it was previously precluded from eligibility.

The RCHM just hosted a 'Collaboration Luncheon to Share Research Ideas' that was jointly organized by the Dick Pope Sr. Institute for Tourism Studies and the UCF Office of Research and Commercialization. The meeting was attended by approximately 20 Rosen College faculty and faculty from the following UCF departments: Anthropology, Sociology, Environmental and Construction Engineering, Statistics, Latin American, Caribbean and Latino Studies, Marketing, and Biology. As with COHPA, the Rosen College already has limited collaboration with faculty from some of the departments attending, but the potential for increased collaboration to acquire and execute federal grants was discussed with great enthusiasm.

IV. Projected Benefit of the Program to the University, Local Community, and State

Use information from Tables 1 and 2 in Appendix A, and the supporting narrative for "Need and Demand" to prepare a concise statement that describes the projected benefit to the university, local community, and the state if the program is implemented. The projected benefits can be both quantitative and qualitative in nature, but there needs to be a clear distinction made between the two in the narrative.

The stated mission of the Rosen College is to "develop future generations of global hospitality and tourism leaders through innovative academic programs, cutting edge research, and industry and community partnerships." Quoting from the UCF website, 'The University of Central Florida is one of the most dynamic universities in the country. Offering 225 degree programs, it has become an academic and research leader in numerous fields, such as optics, modeling and simulation, engineering and computer science, business administration, education, science, *hospitality management* and digital media.'

The Ph.D. program in hospitality management will no doubt enhance and strengthen UCF's international prominence vis-a-vis hospitality education and research, and further its reputation as a leading partnership university on an international scale. An established track record already exists. As stated in previous sections, with the establishment of the current doctoral program in collaboration with the College of Education in 2005, the Dick Pope Sr. Institute garnered \$800,000 in contract and grant funding and a further \$4 million in non-credit educational programs with international partners.

An increased national/international prominence is projected as well for the community at large. Existing partnerships with notable organizations and governmental units is being leveraged to expand research and consulting opportunities into a global marketplace. A sampling of these includes: the governments of Aruba, Curacao, and Ecuador, and the World Tourism Organization (UNWTO). As a result, providing a doctoral program, one of a few in the world, and located in a legendary tourism destination, fosters the University's mission and vision to become a premier research institution with international stature. Doctoral studies emanating from the heart of the Orlando tourism corridor will further concerted learning and industry partnerships.

Finally, the exceptional quality and unrivaled experience of the program will become a magnet to foster the recruitment of highly qualified students domestically and from around the globe. Further to this UCF will be better positioned to serve and become a strategic resource to meet the growing demand for highly qualified faculty/researchers *in Florida*. As the sole hospitality doctoral program in the state, UCF graduates are aggressively recruited and highly valued by hospitality programs at public and private institutions in the state. Three of the seven doctoral graduates from our existing collaboration with the College of Education were hired in professorial lines upon graduation by the University of Florida, Florida International University, and St. Leo University.

The Rosen College has its own demand for specially qualified faculty with terminal degrees in

hospitality, and has been dissatisfied with applicants from other institutions who tend to enter academia as a freshman and exit with a doctorate. Current graduates of our Education Ph.D. - Hospitality education track have industry experiences that make them highly qualified as faculty, not only at UCF but elsewhere. The two students who just successfully defended their dissertations this summer have been offered faculty lines at the Rosen College and will be joining the College in the fall 2011 and spring 2012.

V. Access and Articulation – Bachelor’s Degrees Only

- A. If the total number of credit hours to earn a degree exceeds 120, provide a justification for an exception to the policy of a 120 maximum and submit a separate request to the Board of Governors for an exception along with notification of the program’s approval. (See criteria in Board of Governors Regulation 6C-8.014)**

Does not apply.

- B. List program prerequisites and provide assurance that they are the same as the approved common prerequisites for other such degree programs within the SUS (see the [Common Prerequisite Manual](#) at FACTS.org). The courses in the Common Prerequisite Counseling Manual are intended to be those that are required of both native and transfer students prior to entrance to the major program, not simply lower-level courses that are required prior to graduation. The common prerequisites and substitute courses are mandatory for all institution programs listed, and must be approved by the Articulation Coordinating Committee (ACC). This requirement includes those programs designated as “limited access.”**

If the proposed prerequisites are not listed in the Manual, provide a rationale for a request for exception to the policy of common prerequisites. NOTE: Typically, all lower-division courses required for admission into the major will be considered prerequisites. The curriculum can require lower-division courses that are not prerequisites for admission into the major, as long as those courses are built into the curriculum for the upper-level 60 credit hours. If there are already common prerequisites for other degree programs with the same proposed CIP, every effort must be made to utilize the previously approved prerequisites instead of recommending an additional “track” of prerequisites for that CIP. Additional tracks may not be approved by the ACC, thereby holding up the full approval of the degree program. Programs will not be entered into the State University System Inventory until any exceptions to the approved common prerequisites are approved by the ACC.

Does not apply.

- C. If the university intends to seek formal Limited Access status for the proposed program, provide a rationale that includes an analysis of diversity issues with respect to such a designation. Explain how the university will ensure that community college transfer students are not disadvantaged by the Limited Access status. NOTE: The policy and criteria for Limited Access are identified in Board of Governors Regulation 6C-8.013. Submit the Limited Access Program Request form along with this document.**

Does not apply.

- D. If the proposed program is an AS-to-BS capstone, ensure that it adheres to the guidelines approved by the Articulation Coordinating Committee for such programs, as set forth in Rule 6A-10.024 (see [Statewide Articulation Manual](#) at FACTS.org). List the prerequisites, if any, including the specific AS degrees which may transfer into the program.**

Does not apply.

INSTITUTIONAL READINESS

VI. Related Institutional Mission and Strength

A. Describe how the goals of the proposed program relate to the institutional mission statement as contained in the SUS Strategic Plan and the University Strategic Plan.

The proposed Ph.D. is consistent with the SUS Strategic Planning and directly supports all of the four goals set up by the BOG: 1) access to and production of degrees, 2) meeting statewide professional and workforce needs, 3) building world-class academic programs and research capacity, and 4) defining and approving university missions that meet community needs and fulfill unique institutional responsibilities.

The Ph.D. program in Hospitality Management will enhance accessibility to a degree program requisite to support the growth and development of the largest industry in the State of Florida and the third largest industry in the world. Various sources have been cited in earlier sections indicating that the hospitality and tourism industry is one of only a few industries which demonstrate a growing trend internationally. To meet this growth, the industry will necessitate a strong and educated workforce which possesses the right type of knowledge and skills. This will be the first hospitality management Ph.D. degree program in the State of Florida.

The degree program will be essential to meeting the statewide professional and workforce needs, and will dramatically impact educational offerings through university programs at the undergraduate and graduate levels across the state. As the state's number one industry, hospitality and tourism was responsible for welcoming 82.6 million visitors in 2010 who spent more than \$60 billion, generating 22 percent of the state's sales tax revenue and employed nearly 1 million Floridians (VISIT FLORIDA, 2011). In the same year, the Central Florida area alone attracted more than 51 million visitors with an economic impact of \$31 billion. A robust and sustainable development of the tourism industry demands the support of a large workforce appropriately educated at quality educational programs of hospitality management. To meet this demand a growing number of hospitality and tourism management programs were established in recent years both at the traditional four-year universities and the new state colleges.

The establishment of a Ph.D. program at UCF's Rosen College will contribute to the University's goal of building world-class academic programs and research capacity. As previously cited, an institution's research quality and capacity is affected by the recruitment of research-oriented faculty, a clear mission and goal that emphasizes quality research, a shared culture of research, and *the availability of a Ph.D. program*. An empirical study conducted by Stahl, Leap, and Wei (1988) found that the quantity and type of research productivity was significantly different in universities with doctoral programs as compared to ones without such programs. According to the external reviewers for the 7 Year Program Review, RCHM tenured and tenure-earning faculty publish, on average, more papers per year than is required by competing institutions whose faculty teach substantially less courses than RCHM faculty.

The proposed program further directly supports UCF's goals of providing international focus to curricula and research programs and to be America's leading partnership university. RCHM has formally established relationships with several leading universities around the globe through the exchange of MOU's. Traditional exchange programs and study abroad programs are an important result, but more extensive collaborations encompassing shared curriculum delivery also exists at the undergraduate and graduate levels. Faculty exchanges and international collaborations on research are a further element of these agreements. A collaboration with the Instituto Superior de Ciencias do Trabalho e da Empresa (ISCTE) in Lisbon, Portugal is RCHM's most elaborate collaboration and partnership to date. UCF and ISCTE signed a Twinning Agreement in 2007. Under the agreement students will be able to obtain

master's degrees from UCF and ISCTE by completing the academic requirements for each institution while performing course work at ISCTE and UCF, consistent with both universities academic and accreditation requirements. Joint research and faculty exchanges are also provided for in the agreement.

Finally, a Ph.D. program will assist UCF, and the Rosen College, in better defining and implementing university missions that meet community needs and fulfill unique institutional responsibilities. As a public, multi-campus, metropolitan research university, UCF anchors the Central Florida city-state in meeting its economic, cultural, intellectual, environmental and societal needs. It does this by providing high-quality, broad-based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community. Considering the significance of the tourism industry for the State of Florida, a Ph.D. program in hospitality management will further position the Rosen College as the leader in hospitality education while serving the needs of the Central Florida city-state.

B. Describe how the proposed program specifically relates to existing institutional strengths, such as programs of emphasis, other academic programs, and/or institutes and centers.

In 1979 the University of Central Florida established the Dick Pope Sr. Institute for Tourism Studies. The Institute was established for the purpose of (1) conducting proprietary and public domain research, (2) promulgating information to the public at large about the contributions of the hospitality and tourism industry, especially along economic, sociological, environmental, and quality-of-life dimensions, and (3) carrying out credit and non-credit educational activities. Activities at the Institute, especially research, were intermittent for much of its existence. Since 2005 the Institute has secured over \$800,000 in contracts and grants for research purposes, and has played a significant role in facilitating over \$4 million in non-credit educational programs with international partners. Doctoral students are essential to the Institute's ability to meet its objectives and its commitments. In addition, contracts and grants funded through the Institute have been an invaluable source of external funds to support graduate assistantships for the doctoral students.

The Institute's client list is extensive, and includes, as a categorical sampling, destination management organizations (domestic and international), convention and visitor bureaus, hotels, hospitals, vacation homes, restaurants, and theme parks .

The Rosen College will continue a limited collaboration with the College of Education by providing mutual access to specialized graduate courses in support of students enrolled in the each other's doctoral programs, The Rosen College will further closely collaborate with the College of Health and Public Affairs (COHPA) in the development and delivery of doctoral-level research/methods courses. Exemplary of this, the colleges have agreed that doctoral students in the Ph.D. in Hospitality Management will enroll in COHPA's three research/methods core sequence (PAF 7802, 7804, & 7806) as part of the doctoral program of study (POS).

C. Provide a narrative of the planning process leading up to submission of this proposal. Include a chronology (table) of activities, listing both university personnel directly involved and external individuals who participated in planning. Provide a timetable of events necessary for the implementation of the proposed program.

UCF has a comprehensive planning and evaluation process which covers all facets of university operations including academic programs. A key component of the integrated planning and evaluation process, along with the program review process, is detailed assessment. Assessment is an ongoing process at UCF, and RCHM, that uses the results from measured outcomes to improve programs as well as provide support for the development of new ones.

RCHM curricula are fully developed by it faculty. During planning stages, the faculty reviewed

curriculum from competing institutions, met with industry leaders and prominent hospitality management educators in the design of the new Ph.D. in Hospitality Management program. Concurrently and somewhat timely, the Rosen College, and its programs, underwent a 7 Year Program Review. Although the existing program is administratively housed in the College of Education and was not technically subject to review, the external reviewers incorporated a review of the existing program in the Program Review and made substantive comments and recommendations. In particular, they strongly recommended the development of a stand-alone doctoral program housed in the Rosen College.

Over the course of the past year, the Ph.D. in Hospitality Management was incorporated in the UCF White Paper, and has successively passed each review and approval process within the College. It further has the support of the College of Education and the College of Health and Public Affairs.

Planning Process

Date	Participants	Planning Activity
2004	Dean of Education, Dean of Hospitality Management	Discussions to start a track in Hospitality Management in the PhD in Education degree program
2004	Departmental Curriculum Committee	Proposal reviewed and approved by the Department Curriculum Committee
2004	College Academic Standards Committee	Proposal reviewed and approved by the College Academic Standards Committee
2004	Graduate Council	Proposal evaluated by the Graduate Council
2004	Academic Affairs	Proposal evaluated and approved by the Dean of Academic Affairs
2005	Recruiting, admissions, etc.	
2009	First class graduates – PhD in Education	
January 2011	Dean of Education, Dean of Hospitality Management	Discuss development of an independent PhD in Hospitality Management
August 2011	Departmental Curriculum Committee	Proposal reviewed and approved by the Departmental Curriculum Committee
May 2011	Dean of Hospitality Management, Dean of Health and Public Affairs	Discuss collaboration in the development and delivery of research/methodology courses
August 2011	College Graduate Policy and Curriculum Committee	Proposal reviewed and approved by Graduate Policy and Curriculum Committee
September 2011	College Faculty Assembly	Proposal reviewed and approved by the Faculty Assembly
November 2011	Graduate Council	Proposal evaluated by the Graduate Council
March 2012	Board of Trustees	Proposal reviewed and approved by UCF Board of Trustees
July 2012	Board of Governors	Proposal reviewed and approved by SUS Board of Governors

Events Leading to Implementation

Date	Implementation Activity
2012	Finalize Graduate Catalog content and copy, as well as program collaterals; Develop and implement program promotional strategies and tactics; Recruit, review of applicants, and admission decisions; Orientation
2016	First class graduates – Ph.D. in Hospitality Management

VII. Program Quality Indicators - Reviews and Accreditation

Identify program reviews, accreditation visits, or internal reviews for any university degree programs related to the proposed program, especially any within the same academic unit. List all recommendations and summarize the institution's progress in implementing the recommendations.

The Rosen College, together with selective other UCF academic units/programs, just conducted a mandated 7-Year Program Review of its undergraduate and graduate programs. Two external experts in the area of hospitality management were invited by the university to examine and evaluate the various programs at the Rosen College of Hospitality Management. The Education Ph.D. - Hospitality Education track, being housed in the College of Education, was technically not part of the purview of this program review. However, the development of a stand-alone Ph.D. program was listed as a highly desirable near-term program under development in the section for the M.S. In Hospitality and Tourism Management Graduate Program Self-Study for the Review. Limited comments and recommendations regarding the new doctoral program were included in the Consultants' Report (Appendix D) and they are reported below with commensurate action statements:

I. Recommendations, if any, in the area of program demand and productivity:

The number of Master's students is appropriate for the number of tenured or tenure earning faculty members; however, the high number of undergraduate students has drawn the resources for teaching, research and advising (from the) graduate program. It is critical to increase the number of tenured or tenure earning faculty members, especially with the increased popularity of (the) doctoral program.

II. Recommendations, if any, in the area of curriculum, course offerings, and student engagement opportunities:

May consider reducing the number of required courses (27) hours and increasing the number of electives (3 hours) for the thesis option, so students can choose their focus and concentrations and have the opportunity to select courses from other disciplines, such as social sciences, psychology, and business and management, etc.

May consider reducing the total number of credit hours required for thesis (36 hours) and non-thesis options (39 hours) to 33 and 36 respectively. In general, most of the competing Master's programs require less than 33 hours for thesis and 36 hours for non-thesis. Thus, it may save the resources, especially with the possible starting of in-house PhD program.

III. While the reviews are generally positive for most of the degree programs both at the undergraduate and graduate levels, one specific area highlighted by the external reviewers was a need for a Ph.D. program in hospitality management. They commented that "A PhD in Hospitality (Management) will attract more and qualified potential students and raise the profile of the college. Therefore, we recommend having an independent Hospitality PhD program at Rosen College."

Implementation:

In 2011-2012 the RCHM added 5 new tenure-earning positions and has been successful in recruiting individuals for these faculty lines. An additional 4 new tenure-earning faculty lines have been added for the 2012 -2013 academic year and applications are now being received from postings for the positions.

The RCHM Graduate Program Committee established an ad hoc subcommittee in the fall of 2010 that is charged with a comprehensive review of the master's program. The external reviewers' comments regarding changes in core credit hours and total credit hours for both tracks are in accord with the subcommittee's mandate. Draft programs of studies for both tracks are now under review by the committee.

VIII. Curriculum

A. Describe the specific expected student learning outcomes associated with the proposed program. If a bachelor's degree program, include a web link to the Academic Learning Compact or include the document itself as an appendix.

The purpose of the new Ph.D. program in Hospitality Management is to engender the development of highly skilled faculty/researchers for teaching and the conduct of research at a college or university and/or for the conduct of highly-skilled research by senior executives/analysts at leading hospitality organizations, domestically and internationally. Senior hospitality managers/executives, college/university level instructors (domestic and international) with related master's degrees, and international students completing a master's program of study comprise a somewhat eclectic source of doctoral candidates. Students will be admitted to the program in the fall semester only annually, and will undertake on a full-time basis a sequential series of core courses mixed with elective courses that comprise a post-master's minimum of 58 credit hours.

The existing collaboration with the College of Education to jointly offer an Education PhD - Hospitality Education Track is an integral foundation for our upgraded proposal for the PhD in Hospitality Management. Updated learning outcomes for the doctoral program will be listed in our Annual UCF Assessment Plan and will be comprised of the following:

Outcome: 1

In partial completion of all requirements for the PhD in Hospitality Management, all doctoral candidates will demonstrate mastery and competence in research and publication relevant to the expansion of knowledge for the hospitality industry through completion and external publication of a dissertation.

Outcome: 2

All PhD program candidates will promulgate the results of their research efforts at educational and professional events and through industry publications and refereed journals.

Outcome: 3

PhD candidates will demonstrate a broad knowledge and understanding of hospitality/tourism enterprises and the business environment in which they operate.

B. Describe the admission standards and graduation requirements for the program.

Admission Standards:

As a general statement, admission into the PhD in Hospitality Management is designed for individuals with demonstrated academic competency and suitable industry-related experience in hospitality and tourism enterprises and/or professional associations. More specifically, the ideal candidate will have a master's degree in hospitality & tourism, business, or a closely related field; a minimum of two years of industry-related experience at a managerial or executive level; and a high level of English language proficiency.

The RCHM requires a higher level of English proficiency than the university. If an applicant is from a country where English is not the official language, a score on the Test of English as a Foreign Language (TOEFL) or equivalent test that is acceptable to the university and RCHM must be submitted by the applicant regardless of the institution or the country from which his/her degree (s) was received. RCHM has established a minimum TOEFL score of 91 (iBT), 233 (Computer) or 577 (paper). Although UCF prefers the TOEFL, the Ph.D. in Hospitality Management will also accept an IELTS score of 8.0 or higher as equivalent.

The RCHM also requires a current competitive GRE or GMAT test score and applicants are strongly encouraged to complete the necessary information requested for the ETS PPI (Personal Potential Index) report that is available during the GRE examination. The Ph.D. in Hospitality Education aggregate average test score data and acceptance rates for admitted doctoral students in the years 2008 - 2011 is

provided in the below table.

Education Ph.D. – Hospitality Education Track

	Fall 2008 - 2011
Admission to Application Ratio	20%
GRE Average	1020
GRE Range	920 – 1110
GMAT Average	556
GMAT Range	450 – 710

Applicants applying to this program who have attended a college/university outside of the United States must provide a course-by-course credential evaluation with GPA calculation.

The fall of each academic year is currently the intake semester. Applications are reviewed by a Rosen College Doctoral Admissions Committee appointed annually by the Dean from the Graduate Faculty. Applicants are interviewed by the Committee in person or via Skype as part of the review process. The Committee recommends applicants for admission into the doctoral program to the Graduate Program Director.

Graduation Requirements:

The Ph.D. in Hospitality Management requires a minimum of 58 semester hours (43 graduate course and 15 dissertation) of study beyond the Master's degree. Completion of a master's degree in an acceptable discipline is required prior to application and admission into the doctoral program. Completion of required courses and successful completion of a Candidacy Examination are requisites for *Admission to Candidacy*. The Candidacy Exam has a minimum full-day written component and a separate oral component. A candidate can only progress to the oral exam if he/she has not failed any one of the written components. Further to this, a candidate may retest the examination only once. Once *candidacy status* is achieved, a doctoral student must present a prospectus for the dissertation to the doctoral advisor, prepare and present a proposal to the dissertation committee, and defend the final research submission with the dissertation committee.

At the beginning of the fall of 2011, a total of 22 students were enrolled in the Education – Hospitality Education track doctoral program. Since the first intake in 2005, nine doctoral students have successfully completed all requirements and therefore graduated/will graduate by the fall 2011. Two students voluntarily withdrew within their first year, and a third student is currently on a one-year approved Leave of Absence. Finally, two additional students have been dismissed from the program for cause.

- C. Describe the curricular framework for the proposed program, including number of credit hours and composition of required core courses, restricted electives, unrestricted electives, thesis requirements, and dissertation requirements. Identify the total numbers of semester credit hours for the degree.**

The PhD in Hospitality Management curriculum is composed of three areas: Area I Program Core, Area II Specialization, and Area III Dissertation. A minimum of 58 credit hours post-master's is required for graduation.

PhD in Hospitality Management

Core – 16 Credit Hours

- HFT 7587 Foundations in Hospitality and Tourism Research (3 credit hours)
- HFT 7589 Advanced Research Methods in Hospitality and Tourism (3 credit hours)
- HFT 7588 Research Seminar in Hospitality and Tourism (1 credit hours)

- PAF 7802 Advanced Research Methods in Public Affairs I (3 credit hours)
- PAF 7804 Advanced Quantitative Methods I (3 credit hours)
- PAF 7806 Advanced Research Methods in Public Affairs II (3 credit hours)

Specialization – 27 Credit Hours

At least 6 credit hours should be from HFT 7XXX level courses. Course selection should be based on the student's area of interest in consultation with the major advisor and approved by the graduate program director.

Select a minimum of two from:

- HFT 7258 Strategies and Tactics: Lodging (3 credit hours)
- HFT 7546 Strategies and Tactics: Guest Service Management (3 credit hours)
- HFT 7715 Strategies and Tactics: Travel and Tourism (3 credit hours)
- HFT 7876 Strategies and Tactics: Foodservice (3 credit hours)

Select a minimum of three Research Electives from:

- HFT 6586 Research Methods in Hospitality and Tourism (3 credit hours)
- HFT 6918 Directed Research (3 credit hours)
- PAF 7508 Advanced Quantitative Methods II (3 credit hours)
- PAF 7820 Seminar in Qualitative Methods in Public Affairs (3 credit hours)
- EDF 7475 Qualitative Research in Education (3 credit hours)
- EDF 7463 Multivariate Statistics (3 credit hours)
- EDF 7406 Analysis of Survey, Record, and Other Qualitative Data (3 credit hours)

Select the remainder of your minimum 27 credit hours from any HFT 6000 level or greater courses or approved 6000/7000 level courses from other UCF colleges

- HFT 6227 Advanced Training and Development in the Hospitality Industry
- HFT 6228 Hospitality Human Resources and Leadership (3 credit hours)
- HFT 6245 Managing Hospitality and Guest service Organizations (3 credit hours)
- HFT 6247 Organizational Communications in Hospitality/Tourism Enterprises (3 credit hours)
- HFT 6259 Case Studies in Lodging Management (3 credit hours)
- HFT 6265 The Management of Lodging and Resort Operations (3 credit hours)
- HFT 6267 Case Studies in Restaurant Management (3 credit hours)
- HFT 6291 Hospitality Entrepreneurship (3 credit hours)
- HFT 6296 Strategic Management in Hospitality and Tourism (3 credit hours)
- HFT 6319 Convention Center Management (3 credit hours)
- HFT 6347 Advanced Vacation Ownership Resort Planning (3 credit hours)
- HFT 6446 Hospitality/Tourism Information Technology (3 credit hours)
- HFT 6476 Feasibility Studies for Hospitality Tourism Enterprises (3 credit hours)
- HFT 6477 Financial Analysis of Hospitality Enterprises (3 credit hours)
- HFT 6529 Vacation Ownership Resort Sales Management (3 credit hours)
- HFT 6528 Convention and Conference Sales and Services (3 credit hours)
- HFT 6533 Hospitality/Tourism Industry Brand Management (3 credit hours)
- HFT 6566 Principles of Destination Marketing and Management (3 credit hours)
- HFT 6596 Strategic Marketing in Hospitality and Tourism (3 credit hours)
- HFT 6608 Hospitality/Tourism Law and Ethics Seminar (3 credit hours)
- HFT 6636 Hospitality/Tourism Risk Management (3 credit hours)
- HFT 6707 Economics of Travel and Tourism (3 credit hours)
- HFT 6710 International Tourism Management (3 credit hours)

- HFT 6738 Tourism Industry Analysis (3 credit hours)
- HFT 6797 Event Administration (3 credit hours)

Dissertation – 15 Credit Hours

- HFT 7980 Dissertation Research – 15 (credit hours minimum)

D. Provide a sequenced course of study for all majors, concentrations, or areas of emphasis within the proposed program.

Proposed Sequence Course of Study – PhD in Hospitality Management

First Year

<i>Fall</i>	<i>Spring</i>	<i>Summer</i>
HFT 7587 – 3 sch	PAF 7804 – 3 sch	Elective – 3 sch
PAF 7802 – 3 sch	HFT 7XXX Elective – 3 sch	Elective – 3 sch
Elective – 3 sch	Elective – 3 sch	

Second Year

<i>Fall</i>	<i>Spring</i>	<i>Summer</i>
PAF 7806 – 3 sch	HFT 7589 – 3 sch	
HFT 7XXX Elective – 3 sch	HFT 7588-1 sch	
Elective – 3 sch	Elective – 3 sch	
	Elective – 3 sch	

Third Year

<i>Fall</i>	<i>Spring</i>	<i>Summer</i>
HFT 7890 – 3 sch	HFT 7890- 3 sch	HFT 7890- 3 sch

E. Provide a one- or two-sentence description of each required or elective course.

HFT 7587 Foundations in Hospitality and Tourism Research (3 credit hours). Facilitates the introduction of hospitality and tourism research across a broad expanse of industry sectors including but not limited to attractions, events, leisure, foodservice and lodging.

HFT 7589 Advanced Research Methods in Hospitality and Tourism (3 credit hours). Facilitates creating, developing, and solving research problems through the application of appropriate research methods to contemporary issues in the hospitality and tourism industry.

HFT 7588 Research Seminar in Hospitality and Tourism (1 credit hour). This course includes the presentation of, exposure to and professional critique of current research projects by students.

PAF 7802 Advanced Research Methods in Public Affairs I (3 credit hours). Advanced social science methodology. Critical evaluation of research; the design and conduct of research.

PAF 7804 Advanced Quantitative Methods I (3 credit hours). An investigation of data analysis strategies, including presentation of results, building upon knowledge of hypothesis testing and multivariate statistics.

PAF 7806 Advanced Research Methods in Public Affairs II (3 credit hours). Advanced critical evaluation of research methods that concentrate on key concepts and procedures. A variety of methodologies will be used with a focus on the strengths and weaknesses of various research strategies.

Specialization Courses – 27 Credit Hours Minimum

HFT 7258 Strategies and Tactics: Lodging (3 credit hours). Extensive review of the theoretical and empirical literature related to current strategies and operations of lodging enterprises throughout the world.

HFT 7546 Strategies and Tactics: Guest Service Management (3 credit hours). Comprehensive review of the theory, methods, and research findings related to the management of guest service organizations, with special emphasis on hospitality and tourism enterprises.

HFT 7715 Strategies and Tactics: Travel and Tourism (3 credit hours). An in-depth investigation of the various components of travel and tourism focusing on the role of policy in their operation and development.

HFT 7876 Strategies and Tactics: Foodservice (3 credit hours). Extensive review of the theoretical and empirical literature related to current strategies and operations of food service enterprises throughout the world.

HFT 6586 Research Methods in Hospitality/Tourism (3 credit hours). A survey of primary research methods used by decision makers in the various sectors of the hospitality and tourism industry. Formulation of research problems, statement of hypotheses, variables and level of measurements, research designs, data collection.

HFT 6918 Directed Research (3 credit hours)

PAF 7805 Advanced Quantitative Methods II (3 credit hours). Advanced principles and methods employed in PAF applied research. Emphasis on application of structural equation modeling techniques/research methods to the development of causal models.

PAF 7820 Seminar in Qualitative Methods in Public Affairs (3 credit hours). Qualitative research methods and their application to the study of public affairs. Methods examined include case studies, focus groups, ethnographic studies, qualitative interviews, and content analysis.

EDF 7475 Qualitative Research in Education (3 credit hours). Introduction to the philosophical and conceptual basis of qualitative research methods, strategies for gathering, analyzing, and interpreting qualitative data, emerging issues.

EDF 7406 Multivariate Statistics (3 credit hours). Statistical methods that simultaneously analyze multiple measurements on an individual or object under investigation.

EDF 7463 Analysis of Survey, Record, and Other Qualitative Data (3 credit hours). Examination of the major elements involved in planning, conducting, and reporting survey research; emphasis is on the design, instrumentation, data analysis and data; interpretation for survey research.

HFT 6227 Advanced Training and Development in the Hospitality Industry (3 credit hours). This course is designed to give students detailed information on developing, delivering, assessing, and evaluating training and development programs for various segments of the hospitality industry.

HFT 6228 Hospitality Human Resources and Leadership (3 credit hours). Analysis of HR critical factors affecting operation and profitability of hospitality enterprises. Examination of emotional labor, empowerment, burnout, service orientation, turnover, absenteeism, compensation.

HFT 6245 Managing Hospitality and Guest service Organizations (3 credit hours). Analysis of the unique problems of managing organizations in hospitality and guest services industry.

HFT 6247 Organizational Communications in Hospitality/Tourism Enterprises (3 credit hours). Developing the ability to view communication as an essential skill for demonstrating the knowledge in the areas of hospitality of guest service management, hospitality marketing, and hospitality finance and accounting.

HFT 6259 Case Studies in Lodging Management (3 credit hours). The case study approach is used to analyze and integrate the various management, human resource, and service department functions that comprise a hotel's operation.

HFT 6265 The Management of Lodging and Resort Operations (3 credit hours). Presentation and analysis of the unique management techniques applicable in the diverse segments of the lodging industry.

HFT 6267 Case Studies in Restaurant Management (3 credit hours). This elective course will allow students to apply the principles of management, analysis, and planning that they have learned in their prior coursework to issues in multi-unit restaurant operations.

HFT 6291 Hospitality Entrepreneurship (3 credit hours). Focus on creating, developing, and designing a unified concept plan, business plan, and investment proposal for a new hospitality business enterprise.

HFT 6296 Strategic Management in Hospitality and Tourism (3 credit hours). Capstone experience with strategic decision-making principles in hospitality/tourism. Application of skills, knowledge and understanding of areas of concern for formulating and implementing operational strategies.

HFT 6319 Convention Center Management (3 credit hours). Exploration of the major components of center management, including finance, legal issues, facilities operation, marketing, event logistics and working with suppliers and vendors.

HFT 6347 Advanced Vacation Ownership Resort Planning (3 credit hours). In-depth study of the tools and techniques available for project feasibility and investment.

HFT 6446 Hospitality/Tourism Information Technology (3 credit hours). Analysis and design of hospitality/tourism industry information systems. Data management, system implementation and current trends in hospitality/tourism technology are discussed.

HFT 6476 Feasibility Studies for Hospitality Tourism Enterprises (3 credit hours). Exploration of the many and varied facets of the economic decision making process as it applies to hospitality projects. Components of a financial feasibility study are analyzed as an aid to the decision making process of an investment in the hospitality

HFT 6477 Financial Analysis of Hospitality Enterprises (3 credit hours). Specialized accounting and finance tools of analysis as related to the hospitality industry. Application of budgeting and pricing models, break-even analysis and internal control.

HFT 6529 Vacation Ownership Resort Sales Management (3 credit hours). Application and analysis of competitive sales management strategies via the use of critical thinking models, decision-making simulations, and field operation procedures commonly used to manage the sales process.

HFT 6528 Convention and Conference Sales and Services (3 credit hours). A process-oriented approach to selling to the convention/conference market and servicing their events. Analyzes the differences between and among venues and markets.

HFT 6533 Hospitality/Tourism Industry Brand Management (3 credit hours). This elective course will introduce graduate students to critical topics, both theoretical and applied, that demonstrate why brands are important to consumers of hospitality and tourism services and, consequently, for the successful management of hospital.

HFT 6566 Principles of Destination Marketing and Management (3 credit hours). Examines strategies for creating integrated destination marketing and management systems; concepts and strategies for destination competitiveness and sustainability; trends/challenges influencing destination marketing and management.

HFT 6596 Strategic Marketing in Hospitality and Tourism (3 credit hours). An examination of the role of marketing strategy within the overall strategic planning process of hospitality/tourism organizations. Topics such as marketing environments, competition analysis, consumer behavior, product/service mix, differentiation, and segmentation.

HFT 6586 Research Methods in Hospitality and Tourism (3 credit hours). A survey of primary research methods used by decision makers in the various sectors of the hospitality and tourism industry. Formulation of research problems, statement of hypotheses, variables and level of measurements, research designs, data collection.

HFT 6608 Hospitality/Tourism Law and Ethics Seminar (3 credit hours). An interactive approach to the impact of changing social values, current legislation, and case law on management of hospitality and tourism enterprises. Professional Code of Ethics as applied to the hospitality industry are discussed.

HFT 6636 Hospitality/Tourism Risk Management (3 credit hours). Examination of policy and behavioral issues of risk management and hospitality. Focuses on risk management principles most relevant within hospitality and tourism.

HFT 6707 Economics of Travel and Tourism (3 credit hours). Examines and evaluates the impact of travel and tourism on the local, regional, national and international economies.

HFT 6710 International Tourism Management (3 credit hours). A review and critical analysis of the issues and techniques of international tourism management with specific attention to the economic, sociocultural, and environmental impacts.

HFT 6738 Tourism Industry Analysis (3 credit hours). Quantitative impact analysis of tourism as an industry in the regional/national economy along the Tourism Satellite Accounts concept.

HFT 6797 Event Administration (3 credit hours). Examination of event management, focusing on sports and entertainment. Covers promotion, budgeting, marketing, crowd control, production, legal issues, customer service, ticketing and concessions.

- F. For degree programs in the science and technology disciplines, discuss how industry-driven competencies were identified and incorporated into the curriculum and identify if any industry advisory council exists to provide input for curriculum development and student assessment.**

Not applicable

- G. For all programs, list the specialized accreditation agencies and learned societies that would be concerned with the proposed program. Will the university seek accreditation for the program if it is available? If not, why? Provide a brief timeline for seeking**

accreditation, if appropriate.

Not applicable

H. For doctoral programs, list the accreditation agencies and learned societies that would be concerned with corresponding bachelor's or master's programs associated with the proposed program. Are the programs accredited? If not, why?

RCHM programs were formerly accredited by the Accreditation Commission for Programs in Hospitality Administration (ACPHA). ACPHA accredits bachelor's and master's programs, but not doctoral programs of study. Over a period of years, academic institutions affiliated with the commission were observed to be on a continuous downward trend. Upon comparison with outstanding programs throughout the county, most were found to not be accredited by this body. The Office of Academic Affairs and Rosen College reassessed our affiliation with the accreditation commission and the value that accrued to UCF hospitality management programs and, with the concurrence of UCF Board of Trustees, voluntarily terminated participation in 2009.

I. Briefly describe the anticipated delivery system for the proposed program (e.g., traditional delivery on main campus; traditional delivery at branch campuses or centers; or nontraditional delivery such as distance or distributed learning, self-paced instruction, or external degree programs). If the proposed delivery system will require specialized services or greater than normal financial support, include projected costs in Table 2 in Appendix A. Provide a narrative describing the feasibility of delivering the proposed program through collaboration with other universities, both public and private. Cite specific queries made of other institutions with respect to shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.

The RCHM doctoral curriculum has a primary emphasis on honing research skills while simultaneously comprehending and integrating the relevant academic literature in a variety of topical areas. The latter represents theories, models, best practices, and empirical research in sector-based (hotel, f & B, etc.) and discipline-based (generally perceived as marketing, finance, HR, management, etc.) bodies of knowledge. As a result, face-to-face interaction on campus (both main and Rosen) is the primary delivery mechanism selected to achieve these outcomes. Course work is complemented by specialized research seminars and colloquia as well as broad and open access to graduate faculty, and these additional activities will take place on the UCF Rosen campus.

UCF currently has the only substantive Ph.D. program with a central focus on hospitality management in the state. The proposed Ph.D. in Hospitality Management will be the first doctoral program in this discipline in the State of Florida. Further to this, the RCHM graduate faculty have exceptional expertise and depth in the discipline in comparison to faculty at other Florida universities, both public and private. As such, RCHM's queries for collaboration in program delivery have been primarily inward rather than external to UCF. UCF's College of Health and Public Affairs and the College of Education are collaborating with the Rosen College in the delivery of the proposed program.

Finally, the Rosen College has a distinctive culture. The RCHM faculty firmly believe that graduate-level studies are not just about completing courses, especially at the doctoral level. It is about... developing formal and informal learning relationships with peers and graduate faculty, a strong sense of inquiry, and engaging in dialogue to adequately and effectively propose/defend/challenge propositions and theories to extend the body of knowledge. To this end, the RCHM graduate faculty are very approachable, have a wide variety of academic and industry experience, have an even further diversity of interests in research, and readily look to partner with doctoral students who have like research interests.

IX. Faculty Participation

- A. Use Table 4 in Appendix A to identify existing and anticipated ranked (not visiting or adjunct) faculty who will participate in the proposed program through Year 5. Include (a) faculty code associated with the source of funding for the position; (b) name; (c) highest degree held; (d) academic discipline or specialization; (e) contract status (tenure, tenure-earning, or multi-year annual [MYA]); (f) contract length in months; and (g) percent of annual effort that will be directed toward the proposed program (instruction, advising, supervising internships and practica, and supervising thesis or dissertation hours).

The RCHM currently has 36 full-time faculty members with UCF Graduate Faculty status. Table 4 identifies nineteen UCF faculty, one and two each of which are in the College of Education and College of Health and Public Affairs respectively. The faculty listed in Table 4 are projected to have primary roles in instruction, advising, and supervising dissertation hours. The percentage of annual effort for each faculty member participating in the doctoral program varies year-to-year and ranges from 0.0% to a high of 15% for Rosen faculty.

The RCHM graduate faculty are prolific researchers and, on average, publish at higher rates than required of faculty at competing institutions. This is in light of the fact that the latter has substantially less teaching responsibilities than RCHM faculty.

- B. Use Table 2 in Appendix A to display the costs and associated funding resources for existing and anticipated ranked faculty (as identified in Table 2 in Appendix A). Costs for visiting and adjunct faculty should be included in the category of Other Personnel Services (OPS). Provide a narrative summarizing projected costs and funding sources.

Faculty salaries and benefits (Table 2) for anticipated ranked faculty (Table 4) are estimated at approximately \$131,000 in year one and grows to approximately \$159,000 in year five. E & G funding is the sole funding source.

- C. Provide in the appendices the curriculum vitae (CV) for each existing faculty member (do not include information for visiting or adjunct faculty).

A CV for existing faculty members is found in Appendix G.

- D. Provide evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service. Such evidence may include trends over time for average course load, FTE productivity, student HC in major or service courses, degrees granted, external funding attracted, as well as qualitative indicators of excellence.

The Rosen College of Hospitality Management is the largest hospitality college in the U.S., with over 3,200 students that study in a wide range of undergraduate and graduate degree programs ranging from Bachelor of Science (B.S.) in Hospitality, Foodservice and Restaurant Management, Event Management, Golf and Club Management, to Master of Science (M.S.) in Hospitality and Tourism and Ph.D. in Hospitality Education. The College consists of 43 full-time and 35 part-time faculty members who represent an eclectic range of scholarly expertise, including the fields of tourism, food service, lodging, events, entertainment, timeshare, theme parks and attractions, guest services, marketing, strategic management, human resource management, information technology, finance, accounting, economics and marketing research. RCHM has been consistently ranked one of the top programs in research productivity and scholarly activities in the world by peer-reviewed professional publications.

The educational mission of the Rosen College is to provide students with the knowledge, skills, and ability to identify opportunities and challenges in the hospitality industry, and to apply creative decision

techniques in responding to those opportunities. The curriculum is designed to prepare students for a broad range of managerial roles across the hospitality industry. It provides both academic preparation and practical experiences that students will need to enter and succeed in a hospitality management career. Students also have the opportunity to experience the work world in hospitality through an internship requirement and through extensive contact with leading hospitality managers in the Central Florida area.

In achieving its goals, the Rosen College has been productive in all areas of teaching, service and research. This has been achieved in the context of exponential and unprecedented growth experienced by the College in the last past 10 years, which is summarized in the following table.

Rosen College Head Count, Student Credit Hours, and FTE (2000-2010)

Year	Student Head Count	Annual Growth	SCH	Annual Growth	FTE	Annual Growth
2000	187		6669		166.8	
2001	432	131.02%	13205	98.01%	330.1	97.90%
2002	727	68.29%	20573	55.80%	516.8	56.56%
2003	989	36.04%	29092	41.41%	732.53	41.74%
2004	1,372	38.73%	34010	16.90%	857	16.99%
2005	1,638	19.39%	41825	22.98%	1053.5	22.93%
2006	1,938	18.32%	48309	15.50%	1216.3	15.45%
2007	2,245	15.84%	55554	15.00%	1397.8	14.92%
2008	2,575	14.70%	58652	5.58%	1475.6	5.57%
2009	2,734	6.17%	68350	16.53%	1708.6	15.79%
2010	2,783	1.79%	69575	1.79%	1739	1.78%

It can be seen that the College witnessed a double digit annual growth from 2000-2010 in the three areas of measurements: student head count, student credit hours, and FTE, except for the academic year of 2009-2010. Accompanying this is also an incremental increase of degrees offered on an annual basis. For example, for the academic year of 2009-2010, 677 undergraduate degrees in major, 166 undergraduate minors, and 25 Master's degrees were offered by the College, whereas in the academic year of 2010-2011, 703 undergraduate degrees in major, 202 undergraduate minors, and 29 Master's degrees were granted by the College.

The Rosen College possesses advantages over other similar schools, which includes its renowned faculty, range of specialization areas, international orientation, research and consultancy experience and its location in the largest living laboratory of hospitality and tourism, the city of Orlando. This is particularly reflected by the research capabilities of the faculty members. For example, in 2009, 40 academic papers were published in peer reviewed academic journals by our tenured track research active faculty members, averaging 1.74 papers per faculty. In 2010, the total number of published academic papers was increased to 56, reaching an average of 2.43 papers per faculty. This is much higher compared with faculty member research productivity measures from other hospitality and tourism management programs in the country. This research productivity has been achieved with a teaching load of 3/3 per academic year for all tenure tracking research active faculty members, a load which is higher than the commonly practiced 2/2 or 2/3 teaching load per academic year in similar programs in the country.

The College has tremendous applied research and consultancy experience in the areas of hospitality and tourism internationally. It houses the Dick Pope Sr. Institute for Tourism Studies (DPI) as its research arm. DPI is involved in a variety of research and consultancy projects, commissioned and paid by private enterprises, governmental agencies and/or public interest groups. Over the years, numerous research and consultancy projects have been conducted for various domestic and international organizations such as: State and local governments, the US federal government, foreign governments, international organizations, private companies at the local, national and international levels. The research institute has attracted \$800,000 in contract and grant funding since 2005 and a further \$4 million in non-credit

educational programs with international partners.

X. Non-Faculty Resources

- A. Describe library resources currently available to implement and/or sustain the proposed program through Year 5. Provide the total number of volumes and serials available in this discipline and related fields. List major journals that are available to the university's students. Include a signed statement from the Library Director that this subsection and subsection B have been reviewed and approved.**

In correspondence dated September 8, 2011, Michael Arthur, UCF Head of Acquisitions & Collection Services, summarizes an extensive review of UCF Library holding (5,390) and compares them to five competing universities with doctoral programs in hospitality management. The analysis was completed by Tim Bottorff, Head Librarian, at the Rosen Library. The library was found to have extensive holdings overall, but the depth of these in certain areas – hospitality industry, restaurant management, restaurants, hotel management, hotels, and convention facilities – were surpassed by two other institutions, Pennsylvania State University and University of Nevada – Las Vegas (UNLV). Further to this, UCF students have access to 10 of 12 databases independently identified as relevant to hospitality management. Of the 5 comparable programs, UCF's databases were second only to UNLV who had access to 11 of these essential databases. Further to this, only UCF and UNLV students were found to have access all 25 core peer-reviewed hospitality management journals.

Finally, the Universal Orlando Foundation Library on the Rosen College campus serves as a World Tourism Organization depository library, a distinction bestowed upon only seven libraries in the United States.

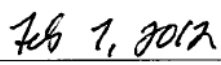
- B. Describe additional library resources that are needed to implement and/or sustain the program through Year 5. Include projected costs of additional library resources in Table 3 in Appendix A.**

The UCF Library proposes the acquisition of another 1,015 titles in the subject areas deemed deficient at a cost of \$12 thousands per year for the next 5 years. Please see a detailed Analysis of Holding in Appendix C.

Please see the below memo from Michael Arthur, UCF Library



Signature of Library Director



Date

University of Central Florida Libraries

To: Dr. Paul Rompf
Associate Professor
Graduate Programs Director
Rosen College of Hospitality Management

From: Michael A. Arthur
Head of Acquisitions & Collection Services

Date: September 8, 2011

RE: Program Proposal for Ph.D. in Hospitality Management

Please find attached the information you requested regarding the ability of the library to provide resources to support a proposed Ph.D. in Hospitality Management. Please feel free to include information from the attached document with your degree proposal.

The analysis was completed on September 6, 2011, and the results indicate that the library holdings at UCF compare favorably to the selected peer institutions. The collection at UCF was compared with five peer institutions at your request including Iowa State University, Oklahoma State University, Penn State University, Purdue University and the University of Nevada Las Vegas. The analysis was completed by Tim Bottorff, Head Librarian, at the UCF Rosen Library. His analysis reviewed the current collection in monographs, journals and databases. The results indicate that the librarians at the Rosen Library have provided faculty and students at Rosen College with a very good collection. UCF fared well against the peer institutions in journals and databases, as well as specific areas of the monograph collection.

This analysis provides clear direction for how the Rosen Library collection can be improved by investing additional funding in subject areas noted by Tim. As Tim stated, the library will use new program funding to purchase approximately 1015 additional titles over five years. Tim will work closely with Rosen faculty to identify materials that will strengthen the collection and position UCF to be a leader within the area of hospitality management. The additional funding will also help ensure that purchasing will remain steady for the Rosen Library during the next few years when the library budget may well experience some difficulties due to shrinking purchasing power as a result of flat or declining budgets and inflationary pressures.

I concur with the total request for \$60,000.00 to be provided to the Rosen Library at \$12,000.00 per year during the first five years of the program.

Please let me know if you have any questions.

Enclosure:

cc: Barry Baker, Director of Libraries

C. Describe classroom, teaching laboratory, research laboratory, office, and other types of space that are necessary and currently available to implement the proposed program through Year 5.

The RCHM resides on its own 20 acre campus in the heart of Central Florida's tourism zone and features a state-of-the-art educational building with 159,000 square feet of space. The educational building opened in the spring of 2004 and has 18 classrooms, a world-class library, a 200 seat dining room and bar, a stunning beer and wine laboratory, two spacious teaching kitchens, and a 400 seat auditorium. Three computer labs for teaching and general student access are in the facility, and the computers in the labs have a variety of proprietary software installed, including special applications for data analysis. A wireless Internet is available throughout the campus.

RCHM has conducted proprietary research for Visit Orlando, and a call center was established and fitted into one of the computer labs as part of the research. The facility further houses an independent Executive Education wing that includes 3 Board Rooms and an Executive Education classroom. Two of the Board Rooms are specially equipped for Focus Group research.

Graduate students with assistantships are assigned cubicles in a Graduate Student Office Area specifically set aside for them. Twenty-four cubicles are equipped with personal desks and locked storage space as well as computers, printers, scanners, and phone lines. Proprietary software for data analysis is loaded on the computers in this Graduate Student Office.

The Dick Pope Sr. Research Institute is housed in a four room suite in the facility. All tenured and tenure-earning faculty are assigned personal office space.

Finally, a 150,000 square foot residence hall that accommodates 400 students is also on the campus, and several graduate students reside in the residence hall. A graduate student may elect to be in an exclusive area for graduate students or mixed into the general student population.

D. Describe additional classroom, teaching laboratory, research laboratory, office, and other space needed to implement and/or maintain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Table 2 in Appendix A. Do not include costs for new construction because that information should be provided in response to X (J) below.

No additions required.

E. Describe specialized equipment that is currently available to implement the proposed program through Year 5. Focus primarily on instructional and research requirements.

As described in Section X.C above, two board rooms in the Executive Education wing are used for Focus Group research. One of the rooms has audio and video sensors that feed to the second room. The second room serves both as a control/recording facility as well as an observation room.

One of our three computer labs has proprietary software and a phone system installed and it is used as a research call center.

F. Describe additional specialized equipment that will be needed to implement and/or sustain the proposed program through Year 5. Include projected costs of additional equipment in Table 2 in Appendix A.

No additions required.

- G. Describe any additional special categories of resources needed to implement the program through Year 5 (access to proprietary research facilities, specialized services, extended travel, etc.). Include projected costs of special resources in Table 2 in Appendix A.**

No additions required.

- H. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5. Include the projected costs in Table 2 in Appendix A.**

RCHM students are eligible to compete for university-wide fellowships. A Dean's Fellowship is also available annually to RCHM doctoral students. Eligibility is conditional and a doctoral student must first be awarded a qualifying assistantship or fellowship by UCF. The Dean's Fellowship increases a yearly stipend by \$4,000 to aid in the recruitment and retention of top students.

RCHM will award full-time assistantship appointments to the doctoral students. Regardless of whether the appointment entails teaching (GTA), research (GRA), or a combination of the two (GTA/GRA), a stipend of \$5,000 per semester, full-tuition reimbursement, and health insurance is provided. Student are further assigned a cubicle in the Graduate Student Office Area on the Rosen College campus.

- I. Describe currently available sites for internship and practicum experiences, if appropriate to the program. Describe plans to seek additional sites in Years 1 through 5.**

Not applicable.

- J. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. Table 2 in Appendix A includes only Instruction and Research (I&R) costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase as a result of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs in particular would necessitate increased costs in non-I&R activities.**

No additions required.

APPENDIX A

Tables 1 - 4

TABLE 1-B

PROJECTED HEADCOUNT FROM POTENTIAL SOURCES

(Hospitality Management Ph.D. Degree Program)

SOURCE OF STUDENTS (Non-duplicated headcount in any given year)*	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
	HC	FTE	HC	FTE	HC	FTE	HC	FTE	HC	FTE
Individuals drawn from agencies/ industries in your service area (e.g., older returning students)	2	1.50	4	2.88	6	3.44	8	3.81	8	3.81
Students who transfer from other graduate programs within the university**	0	0	0	0	0	0	0	0	0	0
Individuals who have recently graduated from preceding degree programs at this university	2	1.50	4	2.88	6	3.44	8	3.81	8	3.81
Individuals who graduated from preceding degree programs at other Florida public institutions	2	1.50	4	2.88	6	3.44	8	3.81	8	3.81
Individuals who graduated from preceding degree programs at non-public Florida institutions	0	0	0	0	0	0	0	0	0	0
Additional in-state residents***	0	0	0	0	0	0	0	0	0	0
Additional out-of-state residents***	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Additional foreign residents***	0	0	0	0	0	0	0	0	0	0
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
Totals	6	4.50	12	8.64	18	10.32	24	11.43	24	11.43

*List projected yearly cumulative ENROLLMENTS instead of admissions.

**If numbers appear in this category, they should go DOWN in later years

***Do not include individuals counted in any PRIOR category in a given COLUMN

APPENDIX A

TABLE 2 (DRAFT) PROJECTED COSTS AND FUNDING SOURCES

Instruction & Research Costs (non- cumulative)	Year 1							Year 5					
	Funding Source						Subtotal E&G, Auxiliary, and C&G	Funding Source					Subtotal E&G, Auxiliary, and C&G
	Reallocated Base* (E&G)	Enrollment Growth (E&G)	Other New Recurring (E&G)	New Non- Recurring (E&G)	Contracts & Grants (C&G)	Auxiliary Funds		Continuin g Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)	Auxiliary Funds	
Faculty Salaries and Benefits A & P	\$131,336	\$0	\$0	\$0	\$0	\$0	\$131,336	\$159,479	\$0	\$0	\$0	\$0	\$159,479
Salaries and Benefits USPS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Salaries and Benefits Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Assistantships & Fellowships	\$273,275	\$0	\$0	\$0	\$26,700	\$0	\$299,975	\$374,267	\$0	\$0	\$0	\$26,700	\$400,967
Library	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000	\$0	\$12,000	\$0	\$0	\$0	\$12,000
Expenses	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Operating Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Categories	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Costs	\$414,611	\$12,000	\$0	\$0	\$26,700	\$0	\$453,311	\$543,746	\$12,000	\$0	\$0	\$26,700	\$582,446

*Identify reallocation sources in Table 3.

**Includes recurring E&G funded costs ("reallocated base," "enrollment growth," and "other new recurring") from Years 1-4 that continue into Year 5.

***Identify if non-recurring.

Faculty and Staff Summary			Calculated Cost per Student FTE			
Total Positions	Year 1	Year 5				
Faculty (person-years)	0.98	1.19	Total E&G Funding		\$426,611	\$555,746
A & P (FTE)	0	0	Annual Student FTE		4.50	11.43
USPS (FTE)	0	0	E&G Cost per FTE		\$94,802	\$48,622

**TABLE 2
PROJECTED COSTS AND FUNDING SOURCES**

Instruction & Research Costs (non-cumulative)	Year 2					Year 3					Year 4				
	Funding Source				Subtotal E&G and C&G	Funding Source				Subtotal E&G and C&G	Funding Source				Subtotal E&G and C&G
	Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)	
Faculty Salaries and Benefits	\$142,057	\$0	\$0	\$0	\$142,057	\$140,717	\$0	\$0	\$0	\$140,717	\$151,438	\$0	\$0	\$0	\$151,438
A&P Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
USPS Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Assistantships and Fellowships	\$273,275	\$0	\$0	\$26,700	\$299,975	\$295,768	\$0	\$0	\$26,700	\$322,468	\$374,267	\$0	\$0	\$26,700	\$400,967
Library	\$0	\$12,000	\$0	\$0	\$12,000	\$0	\$12,000	\$0	\$0	\$12,000	\$0	\$12,000	\$0	\$0	\$12,000
Expenses	\$10,000	\$0	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$10,000
Operating Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Categories	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Costs	\$425,332	\$12,000	\$0	\$26,700	\$464,032	\$446,485	\$12,000	\$0	\$26,700	\$485,185	\$535,705	\$12,000	\$0	\$26,700	\$574,405

*Identify reallocation sources in Table 3.

**Includes recurring E&G funded costs ("reallocated base", "enrollment growth", and "other new recurring") from Years 1-4 that continue into Year 5.

***Identify if non-recurring.

Faculty and Staff Summary	Year 2			Year 3			Year 4		
	Total Positions (person-years)	Year 2	Year 3	Year 4	Total E&G Funding	Year 2	Year 3	Year 4	
Faculty		1.06	1.05	1.13	Total E&G Funding	\$437,332	\$458,485	\$547,705	
A&P		0	0	0	Annual Student FTE	8.64	10.32	11.43	
USPS		0	0	0	E&G Cost per FTE	\$50,617	\$44,427	\$47,918	

APPENDIX A

**TABLE 4
ANTICIPATED FACULTY PARTICIPATION**

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Speciality	Rank	Contract Status	for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
A	Chen, Po-Ju, PhD Hospitality Mgt	Associate	Tenured	2015	9	0.75	0.00	0.00	9	0.75	0.04	0.03
A	Choi, Youngsoo, PhD Hospitality Mgt	Assistant	TE	2016	9	0.75	0.00	0.00	9	0.75	0.04	0.03
A	Croes, Robertico, PhD Hospitality Mgt	Associate	Tenured	2012	9	0.75	0.11	0.08	9	0.75	0.11	0.08
A	Fjellstul, Jill, PhD Hospitality Mgt	Assistant	TE	2016	9	0.75	0.00	0.00	9	0.75	0.04	0.03
A	Hara, Tadayuki, PhD Hospitality Mgt	Associate	Tenured	2015	9	0.75	0.00	0.00	9	0.75	0.04	0.03
A	Kwun, David, PhD Hospitality Mgt	Assistant	TE	2012	9	0.75	0.11	0.08	9	0.75	0.11	0.08
A	Milman, Ady, PhD Hospitality Mgt	Professor	Tenured	2015	9	0.75	0.00	0.00	9	0.75	0.04	0.03
A	Murphy, Kevin, PhD Hospitality Mgt	Associate	Tenured	2015	9	0.75	0.00	0.00	9	0.75	0.04	0.03
A	Nusair, Khaldoon, PhD Hospitality Mgt	Assistant	TE	2012	9	0.75	0.11	0.08	9	0.75	0.11	0.08
A	Okumus, Fevzi, PhD Hospitality Mgt	Associate	Tenured	2015	9	0.75	0.00	0.00	9	0.75	0.04	0.03
A	Parsa, H.G., PhD Hospitality Mgt	Professor	Tenured	2012	9	0.75	0.04	0.03	9	0.75	0.04	0.03
A	Pizam, Abraham, PhD Hospitality Mgt	Professor	Tenured	2016	12	1.00	0.00	0.00	12	1.00	0.04	0.04
A	Rompf, Paul, PhD Hospitality Mgt	Associate	Tenured	2012	9	0.75	0.11	0.08	9	0.75	0.15	0.11
A	Severt, Denver, PhD Hospitality Mgt	Associate	Tenured	2015	9	0.75	0.00	0.00	9	0.75	0.04	0.03
A	Severt, Kimberly, PhD Hospitality Mgt	Assistant	TE	2016	9	0.75	0.00	0.00	9	0.75	0.04	0.03
A	Sivo, Stephen, PhD Education	Associate	Tenured	2013	9	0.75	0.00	0.00	9	0.75	0.11	0.08
A	Tesone, Dana, PhD Hospitality Mgt	Professor	Tenured	2016	9	0.75	0.00	0.00	9	0.75	0.04	0.03
A	Wang, Ray, PhD Hospitality Mgt	Associate	Tenured	2013	12	1.00	0.00	0.00	12	1.00	0.00	0.00
A	Zhang, Ning, PhD Public Affairs	Associate	Tenured	2012	9	0.75	0.11	0.08	9	0.75	0.22	0.17
Total Person-Years (PY)								0.98				1.19

Faculty Code	Source of Funding	PY Workload by Budget Classification	
		Year 1	Year 5
A	Existing faculty on a regular line	0.98	1.19
B	New faculty to be hired on a vacant line	0.00	0.00
C	New faculty to be hired on a new line	0.00	0.00
D	Existing faculty hired on contracts/grants	0.00	0.00
E	New faculty to be hired on contracts/grants	0.00	0.00
Overall Totals for		Year 1	Year 5
		0.98	1.19

TABLE 4

ANTICIPATED FACULTY PARTICIPATION

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Speciality	Rank	Contract Status	Initial Date for Participation in the Program	Mos. Contract Year 2	FTE Year 2	% Effort for Prg. Year 2	PY Year 2	Mos. Contract Year 3	FTE Year 3	% Effort for Prg. Year 3	PY Year 3	Mos. Contract Year 4	FTE Year 4	% Effort for Prg. Year 4	PY Year 4
A	Chen, Po-Ju	Associate Prof	Tenured	2015	9	0.75	0%	0.00	9	0.75	4%	0.03	9	0.75	4%	0.03
A	Choi, Youngsoo	Assistant Prof	TE	2016	9	0.75	0%	0.00	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Croes,Robertico	Associate Prof	Tenured	2014	9	0.75	11%	0.08	9	0.75	11%	0.08	9	0.75	11%	0.08
A	Fjelstul, Jill	Assistant Prof	TE	2016	9	0.75	0%	0.00	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Hara, Tadayuki	Associate Prof	Tenured	2015	9	0.75	0%	0.00	9	0.75	4%	0.03	9	0.75	4%	0.03
A	Kwun, David	Assistant Prof	TE	2012	9	0.75	0%	0.00	9	0.75	11%	0.08	9	0.75	0%	0.00
A	Milman, Ady	Professor	Tenured	2015	9	0.75	0%	0.00	9	0.75	4%	0.03	9	0.75	4%	0.03
A	Murphy, Kevin	Associate Prof	Tenured	2015	9	0.75	0%	0.00	9	0.75	4%	0.03	9	0.75	4%	0.03
A	Nusair, Khaldoon	Assistant Prof	TE	2012	9	0.75	11%	0.08	9	0.75	11%	0.08	9	0.75	11%	0.08
A	Okumus, Fevzi	Associate Prof	Tenured	2015	9	0.75	0%	0.00	9	0.75	4%	0.03	9	0.75	4%	0.03
A	Parsa, H.G.	Professor	Tenured	2012	9	0.75	4%	0.03	9	0.75	4%	0.03	9	0.75	4%	0.03
A	Pizam, Abraham	Professor	Tenured	2016	12	1	0%	0.00	12	1	0%	0.00	12	1	4%	0.04
A	Rompf, Paul	Associate Prof	Tenured	2012	9	0.75	11%	0.08	9	0.75	11%	0.08	9	0.75	15%	0.11
A	Severt, Denver	Associate Prof	Tenured	2015	9	0.75	0%	0.00	9	0.75	4%	0.03	9	0.75	4%	0.03
A	Severt, Kimberly	Assistant Prof	TE	2016	9	0.75	0%	0.00	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Sivo, Stephen	Associate Prof	Tenured	2013	9	0.75	11%	0.08	9	0.75	11%	0.08	9	0.75	11%	0.08
A	Tesone, Dana	Professor	Tenured	2016	9	0.75	0%	0.00	9	0.75	0%	0.00	9	0.75	4%	0.03
A	Wang, Ray	Associate Prof	Tenured	2013	12	1	11%	0.11	12	1	0%	0.00	12	1	0%	0.00
A	Zhang, Ning	Associate Prof	Tenured	2012	9	0.75	22%	0.17	9	0.75	22%	0.17	9	0.75	22%	0.17
	Total Person-Years (PY)							1.06				1.05				1.13

Summary Analysis

Name of Program: Ph.D. in Hospitality Management
Level of program: Doctoral
CIP code:
Author: Dr. Paul Rompf and Ray Wang

Additional resources needed for new program

Estimated Costs	Total	Current	Reallocation		New E&G	C&G	Cost/fte*	Cost/fte**
Year 1	\$453,311	\$414,611	\$414,611	91%	\$12,000	\$26,700	\$100,736	\$ 94,802
Year 2	\$464,032	\$425,332	\$425,332	92%	\$12,000	\$26,700	\$53,707	\$ 50,617
Year 3	\$485,185	\$446,485	\$446,485	92%	\$12,000	\$26,700	\$47,014	\$ 44,427
Year 4	\$574,405	\$535,705	\$535,705	93%	\$12,000	\$26,700	\$50,254	\$ 47,918
Year 5	\$582,446	\$543,746	\$543,746	93%	\$12,000	\$26,700	\$50,958	\$ 48,622

* based upon total costs

** based upon current and new costs only, does not include C&G

FTE/Headcount

	Year 1	Year 2	Year 3	Year 4	Year 5
Headcount	6	12	18	24	24
FTE	4.50	8.64	10.32	11.43	11.43

Stipend Amount	Year 1	Year 2	Year 3	Year 4	Year 5					
	2013-14	2014-15	2015-16	2016-17	2017-18					
E&G monies										
no. students	6	12	18	24	24					
stipend amount	15000	15000	15000	15000	15000					
total stipend cost	90000	180000	270000	360000	360000					
Total waivers available	11	12	12	12	12					
Tuition waivers for GTAs	6	9	12	15	15					
Tuition payments for GTAs	0	0	6	12	12					
In-state tuition	277.08	277.08	277.08	277.08	277.08					
Total tuition payments- GTAs	0	0	25768	40967	40967					
Total E&G	90000	180000	295768	400967	400967					
Current E&G spent	400967	400967	400967	400967	400967					
New E&G required	0	0	0	0	0					

APPENDIX B

Letters of Support



ROSEN HOTELS & RESORTS

Office of the President
7600 International Drive • Orlando, FL 32819-8293
tel 407.996.1600, ext. 1280 • fax 407.996.0708
www.RosenHotels.com

October 20, 2011

Abraham Pizam, Ph.D.
Dean
Rosen College of Hospitality Management
9907 Universal Blvd.
Orlando, FL 32819

Dear Abe:

As a long standing (45 years) member of Central Florida's hospitality industry and a proud benefactor of UCF's Rosen College of Hospitality Management, I am pleased to share my thoughts on the potential development of a Ph.D. program in Hospitality Management.

Because Orlando is well known as the world's premier tourist destination, applicants from across the globe strive for our sought-after career positions. Out of necessity, we must recruit from a variety of universities; however, I do believe that if we were able to cultivate outstanding hospitality professionals right here in Central Florida, it would be of significant benefit both to the industry and our community.

Hospitality and tourism are the State's driving economic forces and it's been heartwarming to watch UCF's hospitality program grow by leaps and bounds from a simple major in the early 1980s, to the largest and fastest growing hospitality management college in the United States. It is only logical, therefore, that Rosen College offer its own specialized degrees at the bachelor's, master's and doctoral levels.

It is with this in mind that I fully support UCF's dedication to program growth and development in this integral area which is near and dear to our hearts. This initiative would positively impact the education of tomorrow's hospitality and tourism leaders for Central Florida and for the State of Florida. Adding the Ph.D. program in Hospitality Management would enhance both the professional reputation of Orlando as a tourist destination and the academic credibility of the University of Central Florida. In my opinion, it is a clear win-win.

Best of luck with this program.

Sincerely,

Harris Rosen, President
Rosen Hotels & Resorts

Quality Inn International
7600 International Drive
Orlando, FL 32819
QualityInnInternational.com
tel 407.996.1600
fax 407.996.5328

Redway Inn International
6317 International Drive
Orlando, FL 32619
RedwayInnOrlando.com
tel 407.996.4444
fax 407.996.5906

Quality Inn Plaza
9900 International Drive
Orlando, FL 32819
QualityInnPlaza.com
tel 407.996.8385
fax 407.996.6839

Comfort Inn, B.V.
8102 Palm Parkway
Lake Nona Vista, FL 32806
ComfortInnOrlando.com
tel 407.996.7300
fax 407.996.7101

Rosen Plaza Hotel
9900 International Drive
Orlando, FL 32819
RosenPlaza.com
tel 407.996.9700
fax 407.996.9111

Rosen Centre Hotel
9840 International Drive
Orlando, FL 32819
RosenCentre.com
tel 407.996.9840
fax 407.996.2659

Rosen Shingle Creek
9939 Universal Boulevard
Orlando, FL 32819
RosenShingleCreek.com
tel 407.996.9939
fax 407.996.3935

October 21, 2011

Abraham Pizam, Ph.D.
Dean
Rosen College of Hospitality Management
9907 Universal Blvd.
Orlando, FL 32819

Dear Dr. Pizam,

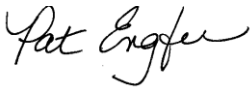
I understand that the Rosen College of Hospitality Management at the University of Central Florida is proposing to offer a Ph.D. in Hospitality Management degree beginning in the fall of 2012. I perceive this doctoral program to be a very significant enhancement to the education of hospitality professionals to the State of Florida and the Central Florida region. With hospitality and tourism as the state's number one industry, it is heartening to witness UCF's continued program growth and development to be at the forefront of hospitality education as well.

As a member of the hospitality industry in Central Florida, I applaud your plan to improve the hospitality programs at UCF. I have long felt that the University of Central Florida should become a premier institution for hospitality education since Orlando is the leading vacation destination in the world. A program such as this will enhance the reputation and improve the credibility of the University of Central Florida as a world class hospitality university.

A doctoral program of superior quality is a cornerstone for other programs in hospitality management through the development of highly qualified faculty to teach at both the undergraduate and graduate levels. As you are aware, Central Florida is the world's foremost tourist destination, and the attractions, hotels and convention centers here create tens of thousands of jobs. We routinely recruit hospitality professionals from leading universities in many countries, and we believe that providing world-class hospitality education here in Central Florida would be an asset to the industry and the community.

We commend you for your efforts to develop this program, and we wish you every success.

Sincerely,



Patricia J. Engfer
General Manager
Hyatt Regency Orlando International Airport



Gary C. Sain, President & CEO



October 31, 2011

Abraham Pizam, Ph.D.
Dean
Rosen College of Hospitality Management
9907 Universal Blvd.
Orlando, FL 32819

Dear Dr. Pizam:

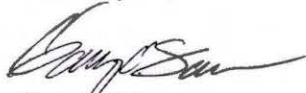
I am pleased to learn of the prospect of a doctoral program in Hospitality Management with the University of Central Florida. As the second largest university in the country, it is only fitting that the Rosen College of Hospitality Management would offer such a distinctive degree program. I fully support and encourage this development for numerous reasons.

Orlando provides world-class service to millions of visitors each year and our industry thrives on educated, fine-tuned professionals. I am proud to serve as an advisory member for the Rosen College and my organization has benefited greatly from this relationship. The Rosen College has assembled a world class faculty from our perspective, and this is critical to the education of Rosen graduates that we actively recruit. Training-the-trainers, both undergraduate and graduate faculty, is a natural progression for a distinctive institution, and the Ph.D. in Hospitality Management is timely and most appropriate. It is my opinion that graduates of this program will be at the forefront of the industry after coupling their experience with the unmatched education provided by Rosen College's internationally renowned faculty.

Central Florida is home to top theme parks, restaurants, hotels, golf courses and more. It is therefore logical that it also becomes home to a premier, professional, upper echelon education in Hospitality Management and the Rosen College provides the perfect medium. Those with a passion for the industry are already drawn to the area and UCF should capitalize on this niche market by offering students a unique opportunity to become a veritable expert in the field. This in turn, will make UCF an unbeatable option to high-caliber graduate level students.

Much like Rosen College's three pillars, your undergraduate and graduate students contribute greatly to professionalism, leadership and service. Orlando is the perfect living laboratory for a doctoral program in Hospitality Management that I feel is vital to the future of our industry. I look forward to its inevitable success and fully support this development.

Warm regards,



Gary C. Sain



Deans Office
College of Health and Public Affairs

October 27, 2011

Abraham Pizam, Ph.D.
Dean
Rosen College of Hospitality Management
9907 Universal Blvd.
Orlando, FL 32819

Dear Dr. Pizam,

The College of Health and Public Affairs (COHPA) has been delighted to be actively consulted by committees, and administrators, at the Rosen College of Hospitality Management (RCHM) as you proceed with the development of a new doctoral program in Hospitality Management. As a result, COHPA and RCHM will undertake to closely collaborate in the development and delivery of doctoral-level research/methods courses. Exemplary of this, the colleges have agreed that doctoral students in the Ph.D. in Hospitality Management will enroll in COHPA's three research/methods core sequence (PAF 7802, 7804, & 7806) as part of the doctoral program of study (POS).

Further to this, the RCHM and the COHPA were found to have a substantive contextual fit across research topics and issues, and some levels of research collaboration were currently found to exist across the respective graduate faculty. A more coordinated collaboration on joint research as well as solicitation of contracts and grants is also being implemented.

With hospitality and tourism as the state's number one industry, it is heartening to witness UCF's continued program growth and development, and the new Ph.D. in Hospitality Management will bring UCF to the forefront of hospitality education in the State and nationally.

COHPA is pleased to have a strong cross-campus partner and we look forward to the future and continuing opportunities to grow our relationship.
Sincerely,

Dr. Ronnie L. Korosec

A handwritten signature in dark ink, appearing to read 'Ronnie Korosec', with a long horizontal flourish extending to the right.

College of Health and Public Affairs
PO Box 162200 • Orlando, FL 32816-2200 • Phone: 407-823-6424 • Fax: 407-823-5821



Office of the Dean

October 31, 2011

Dr. Abraham Pizam, Dean
Rosen College of Hospitality Management
University of Central Florida
9907 Universal Blvd.
Orlando, Florida 32819

Dear Dr. Pizam,

We have greatly enjoyed our collaboration with the Rosen College of Hospitality Management over the past few years regarding the Ph.D. Program in Education. We look forward to a continuation of our collaborative efforts through offering to have courses available to our students as appropriate. We fully support the Rosen College's effort in development a stand-alone Ph.D. Program. We look forward to future collaboration.

Regards,

A handwritten signature in cursive script that reads "Sandra L. Robinson".

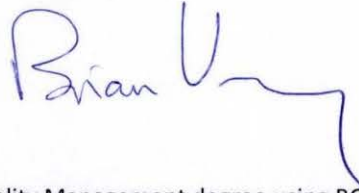
Sandra L. Robinson
Dean

SLR:rm

October 31, 2011

TO: Paul Rompf, PhD
Graduate Program Director
UCF Rosen College of Hospitality Management

FROM: Professor Brian King, PhD
Associate Pro Vice-Chancellor
Victoria University
Melbourne, Australia

A handwritten signature in blue ink that reads "Brian King". The signature is written in a cursive style with a long horizontal stroke at the end.

RE: Evaluation of the proposed PhD in Hospitality Management degree using BOT Criteria

In keeping with the UCF Rosen College's request, I have reviewed the Ph.D. in Hospitality Management proposal and submit the following in keeping with BOT Criteria:

1. The goals of the program are aligned with the university's mission and relate to specific institutional strengths.

Having had the opportunity to speak to senior UCF officials about the University's history and aspirations, I am confident that the proposal lends support to the UCF mission of being a leading "partnership university" and engaging actively within the "Central Florida City State". The proposal provides clear evidence of the centrality of tourism within the Central Florida economy and of the need to build educational capital and human resource capacity to support the regional economy. The proposed program will also strengthen UCF's positioning as a leader in hospitality capacity building within the US and globally. With enrolments in excess of 3,000, Rosen College can claim to be America's largest hospitality school. It is noteworthy that hospitality has been cited by UCF leaders as an institutional strength. It is noteworthy that the proposal includes a letter of support from Harold Rosen, a leader within the hospitality industry of Central Florida and whose philanthropic efforts have underpinned UCF's emergence as a major force in hospitality education.

2. If there have been program reviews or accreditation activities in the discipline or related disciplines pertinent to the proposed program, the proposal provides evidence that progress has been made in implementing the recommendations from those reviews.

The recently completed 7 Year Program Review explicitly recommended the establishment of a PhD program in Hospitality Management. The presentation of the PhD program proposal for authorization provides clear evidence that implementation of the 7 year review is underway. There was an indication that such a development (at advanced research level) will be essential

to underpin the expansion and reputation of hospitality education at UCF and is a natural evolution from the existing provision of a hospitality education PhD program. Based on comparisons between the research productivity of schools which do and do not offer PhD programs, the development will be necessary if UCF is to fulfill its potential in the hospitality field.

3. The proposal describes an appropriate and sequenced course of study. Admissions and graduation criteria are clearly specified and appropriate. The course of study and credit hours required may be satisfied within a reasonable time to degree. In cases in which accreditation is available for existing bachelor's or master's level programs, evidence is provided that the programs are accredited or a rationale is provided as to the lack of accreditation.

The proposed range of courses is comprehensive and the sequencing is evidently the result of thorough consideration. The current overdependence on qualifications in education amongst hospitality faculty across the US who hold PhDs is noted and the outcomes outlined in the proposal will strengthen the scholarly credentials of future cohorts. It is not the practice of PhD programs in hospitality to seek formal accreditation, since the available approaches (ACCSB and Equis) are typically focused on business programs.

4. Evidence is provided that a critical mass of faculty members is available to initiate the program based on estimated enrollments, and that, if appropriate, there is a commitment to hire additional faculty members in later years, based on estimated enrollments. For doctoral programs, evidence is provided that the faculty members in aggregate have the necessary experience and research activity to sustain a doctoral program.

As is evident in the proposal Rosen College has made a commitment to appoint several additional Assistant Professorships in hospitality (4 or 5) with a view to addressing the shortfall of faculty that was identified in the 7 year review and has become increasingly evident as student enrolments have increased. Within the College there are a group of experienced and accomplished staff at professor level who provide an anchor and prospectively suitable mentorship for an expanding junior staff that can progressively increase the supervision of graduate students and research outputs. A strong upward trajectory in research, enrolments and engagement has been evident, despite a heavy reliance on adjunct (and typically non PhD qualified) staff. It is helpful that the Dick Pope Sr Institute for Tourism provides a focus for on-site research projects, particularly in light of the distance between Rosen College and the main UCF campus. The proposal to partner with COHPA for the delivery of research methodology related courses is worthwhile and provides an example of the sound deployment of scarce resources.

5. Evidence is provided that the necessary library volumes and serials; classroom, teaching laboratory, research laboratory, office, and any other type of physical space; equipment;

appropriate fellowships, scholarships, and graduate assistantships; and appropriate clinical and internship sites are sufficient to initiate the program.

The proposal provides clear evidence that the UCF library's hospitality holdings are within the top three amongst US-based Universities. Since UCF is the largest hospitality program of its kind in the USA, the existing diversity of course provision provides a strong basis for the proposed PhD. The number of proposed PhD students is relatively modest and the range of equipment available to support the cohort is comprehensive. It is noted that graduate assistantships and scholarships are already adequate which suggests that the transition from a PhD in hospitality education to a PhD in Hospitality Management should be relatively smooth. Clinical and internship sites are not directly related to the provision of PhDs in hospitality, though arguably the provision of teaching opportunities substitutes as a sort of practicum.

6. Evidence is provided that there is a need for more people to be educated in this program at this level. For all degree programs, if the program duplicates other degree programs in Florida, a convincing rationale for doing so is provided. The proposal contains realistic estimates of headcount and FTE students who will major in the proposed program and indicates steps to be taken to achieve a diverse student body.

The proposal indicates strong international and domestic demand for both PhDs in hospitality general and for the existing program in hospitality education in particular. The prospective sources of students and career destinations for graduates are clear. The expanding range of community colleges offering hospitality degrees will provide a demand for PhD qualifications particularly in Florida. There will be expanding overseas demand for building the capacity of faculty destined to teach in these countries. Finally there is an interest evident amongst some industry practitioners within the central Florida area for high level academic qualifications in hospitality management. This builds upon an impressive track record of industry support for the development of the Rosen College-based programs.

7. The proposal provides a complete and realistic budget for the program, which reflects the text of the proposal, is comparable to the budgets of similar programs, and provides evidence that, in the event that resources within the institution are redirected to support the new program, such a redirection will not have a negative impact on undergraduate education. The proposal demonstrates a judicious use of resources and provides a convincing argument that the output of the program justifies the investment.

The program has modest financial implications since it is a realignment of an existing program rather than a major new initiative. It will however deliver greater benefits for reasons of content and substance. The revised positioning of the program should enhance its appeal for both potential students and for prospective employers of graduates. This should boost the commercial viability of the proposed program, compared with what currently exists. Despite the relatively small numbers that are proposed, the seven year review argued that it was timely to

boost the more advanced PHD level following relentless year on year growth of provision at undergraduate level.

8. The proposal provides evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service.

The recent 7 Year Program Review concluded that faculty have done a remarkable job in teaching, research and service, particularly in light of the limited resources and relatively high teaching loads (3 & 3). The proposed program will provide added stimulation for key faculty and as indicated in the proposal is likely to lead to an increase in outputs and productivity.

Ken W. McCleary
Department of Hospitality and Tourism Management
353 Wallace Hall (0429), Blacksburg, Virginia 24061 USA
(540) 231-3262 Fax: (540) 231-8313

October 31, 2011

TO: Dr. Youcheng Wang

FROM: Dr. Ken McCleary

RE: Request to Offer a New Degree Program in Hospitality Management

Dear Dr. Wang:

Attached are my comments on the 8 questions you sent me regarding the proposal about a Request to Offer a New Degree Program (Ph.D. in Hospitality Management) prepared for the State University System of Florida Board of Governors. I hope the comments are extensive enough.

1. The goals of the program are aligned with the university's mission and relate to specific institutional strengths.

Given the location and mission of the university the goals seem to be well aligned with the institutional strengths. The Hospitality Management program is large and well respected and is in a good position to develop a Ph.D. program to help fulfill the need for future faculty both within Florida and throughout the world.

The implementation of a Ph.D. program will serve to build the prestige of the university and help fulfill its international focus as many Ph.D. applicants are international students. It will also enhance the research function of the university. Other parts of the "Request to Offer a New Degree Program" (referred just as "Request" in the rest of this review) note how the Ph.D. program fits with the university mission.

2. If there have been program reviews or accreditation activities in the discipline or related disciplines pertinent to the proposed program, the proposal provides evidence that progress has been made in implementing the recommendations from those reviews.

As the recent 7-year review advocated the need for a Ph.D. program, it appears that the request for a Ph.D. program addresses this issue.

3. The proposal describes an appropriate and sequenced course of study. Admissions and graduation criteria are clearly specified and appropriate. The course of study and credit hours required may be satisfied within a reasonable time to degree. In cases in which accreditation is available for existing bachelor's or master's level programs, evidence is provided that the programs are accredited or a rationale is provided as to the lack of accreditation.

While the courses are clearly laid out and sequenced, there seems to be a large number of traditional courses for a Ph.D. program. With new students coming in each year, the number of courses that have to be offered in a year becomes quite large if all students need to follow the schedule, especially if some courses are to be sequenced. Perhaps a comparison with other schools of the number of credit hours for the dissertation versus course work could be included in the "Request". The admission and graduation criteria are clearly specified.

The "Request" notes that a 7-year review has recently been carried out on some programs and that a committee has been formed to also review the master's program. It is also noted that the Rosen College was included in the 2005 SACS reaccreditation review.

- 4. Evidence is provided that a critical mass of faculty members is available to initiate the program based on estimated enrollments, and that, if appropriate, there is a commitment to hire additional faculty members in later years, based on estimated enrollments. For doctoral programs, evidence is provided that the faculty members in aggregate have the necessary experience and research activity to sustain a doctoral program.**

There are an ample number of faculty members who have Ph.Ds. Eight faculty members are listed as having supervised dissertations in the past. An additional five have some experience with supervising theses. This should be an ample number to supervise the initial admission of six doctoral students. Care will need to be taken to maintain a sufficient number of senior faculty members and to develop newer faculty for graduate supervision.

- 5. Evidence is provided that the necessary library volumes and serials; classroom, teaching laboratory, research laboratory, office, and any other type of physical space; equipment; appropriate fellowships, scholarships, and graduate assistantships; and appropriate clinical and internship sites are sufficient to initiate the program.**

Although the "Request" noted that tangible library resources were deficient relative to comparable schools, for graduate programs, electronic access to research journals through library databases is more important. Emphasis should be put on books and journals not available electronically. The "Request" addresses the issue of space for graduate to students to work as well as access to computers, printers and hookups. Plans for expanding the cubicle space as the program grows should be included as well as more private office space for graduate students who may be teaching courses as part of their funding support.

The report notes support will be provided for all new Ph.D. candidates.

- 6. Evidence is provided that there is a need for more people to be educated in this program at this level. For all degree programs, if the program duplicates other degree programs in Florida, a convincing rationale for doing so is provided. The proposal contains realistic estimates of headcount and FTE students who will major in the proposed program and indicates steps to be taken to achieve a diverse student body.**

The "Request" notes that there is no other Ph.D. program in hospitality in the State of Florida. The need for qualified faculty to staff programs around the state and country is also well documented. The demand for Ph.D. programs in hospitality and tourism is strong around the country with programs attracting many international students as well as U.S. citizens. The admission of 6 students per year is realistic. The current enrollment statistics indicate a diverse graduate student body so it appears that attracting a diverse enrollment at the Ph.D. level should be achievable. The number of countries from which students originate also reflects the diversity in the college

- 7. The proposal provides a complete and realistic budget for the program, which reflects the text of the proposal, is comparable to the budgets of similar programs, and provides evidence that, in the event that resources within the institution are redirected to support the new program, such a redirection will not have a negative impact on undergraduate education. The proposal demonstrates a judicious use of resources and provides a convincing argument that the output of the program justifies the investment.**

It appears that new positions earmarked for growth of the college and for Ph.D. education have already been funded. I do not have figures for other programs so I don't know if the overall

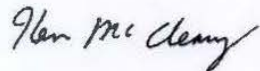
proposed budget is comparable. Because the Ph.D. has essentially already been offered in the College of Education, the suggestion that only minimal new additional resources will be required has validity. It appears that the Rosen College has a very efficient use of resources. Even if the program required substantial new resources, the need for Ph.Ds. in the field and the fact that tourism and hospitality are major industries in Florida, the support for the program is justified. I would say this even if resources had to be redistributed from other areas of the university.

8. The proposal provides evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service.

The listing in part IX – C of the Request to Offer a New Degree Program shows that faculty are active in research and publication. The report notes a 3&3 teaching load which indicates productivity in teaching. (This will need to be reduced for faculty with heavy involvement in directing theses and dissertations as is noted in the "Request.") I did not see evidence relating to service to the university although there is evidence of service to the industry as is illustrated by the Dick Pope, Sr. Research Institute.

I wish you great success with the Ph.D. program. I think that the University of Central Florida is a perfect place for a program in Hospitality Management.

Sincerely,



Ken W. McCleary, Ph.D.
Professor

Analysis Summary for New Degree Authorization
Prepared by Dr. Hailin Qu
Regents Professor & William E. Davis Distinguished Chair
Oklahoma State University

Criteria	Proposal Response to Criteria
1. The goals of the program are aligned with the university's mission and relate to specific institutional strengths.	I totally agree that the goals of the proposed PhD program proposal are aligned with the UCF's mission. The program will fully utilize the strengths of both the college and university.
2. If there have been program reviews or accreditation activities in the discipline or related disciplines pertinent to the proposed program, the proposal provides evidence that progress has been made in implementing the recommendations from those reviews.	NA
3. The proposal describes an appropriate and sequenced course of study. Admissions and graduation criteria are clearly specified and appropriate. The course of study and credit hours required may be satisfied within a reasonable time to degree. In cases in which accreditation is available for existing bachelor's or master's level programs, evidence is provided that the programs are accredited or a rationale is provided as to the lack of accreditation.	<p>The courses proposed for the program are appropriate. I am so pleased to see the courses from different discipline areas on campus which will expand students' knowledge base and fully utilize the existing resources. Here are some suggestions and/or concerns:</p> <ol style="list-style-type: none"> 1. Since most of master's graduates only had one basic stat course, suggest to add intermediate and advanced levels stat course for building a solid foundation. 2. It is great to propose a quite a few research methods courses from different disciplines. Would like to suggest adding one SEM course if it is available on campus. It has been very popular method used in our filed. 3. May indicate the minimum number of stat and research methods hours, e.g. minimum 15 or 18 hours stat and research supporting courses. 4. May need indicate the areas of qualifying exams/ Candidacy Examination. 5. There are about 35 HFT courses proposed in the program with max 24 students in the program. Do you have enough resources to offer these courses during four-year period? <p>The admission criteria are appropriate. May need to add:</p> <ol style="list-style-type: none"> 1. Minimum GPA at master and/or bachelor 2. Number of Recommendation letters required. 3. If a student's master degree is with a non-thesis option, what would be the additional requirements for that student's admission and/or plan of study?
4. Evidence is provided that a critical mass of faculty members is available to initiate the program based on estimated enrollments, and that, if appropriate, there is a commitment to hire additional faculty members in later years, based on estimated enrollments. For doctoral programs, evidence is provided that the faculty members in aggregate have the necessary experience and research activity to sustain a doctoral program.	The college has strong faculty base with extensive research experiences and publication track records. It will definitely help to supervise doctoral students' dissertation. May need to increase the number of research faculty members in order to accommodate the need for supervisions.

Criteria	Proposal Response to Criteria
<p>5. Evidence is provided that the necessary library volumes and serials; classroom, teaching laboratory, research laboratory, office, and any other type of physical space; equipment; appropriate fellowships, scholarships, and graduate assistantships; and appropriate clinical and internship sites are sufficient to initiate the program.</p>	<p>It is very appropriate for this program.</p>
<p>6. Evidence is provided that there is a need for more people to be educated in this program at this level. For all degree programs, if the program duplicates other degree programs in Florida, a convincing rationale for doing so is provided. The proposal contains realistic estimates of headcount and FTE students who will major in the proposed program and indicates steps to be taken to achieve a diverse student body.</p>	<p>There is no hospitality doctoral program in FL where hospitality industry is one of the top industries. There are quite a few hospitality programs in the state of Florida. As projected, in the next 5 years, there will be a large number of hospitality faculty members is going to retire. Thus, the need for a doctoral program in hospitality is clearly there. I would like to suggest o aim to the quality vs. quantity in terms of number of intake each year.</p>
<p>7. The proposal provides a complete and realistic budget for the program, which reflects the text of the proposal, is comparable to the budgets of similar programs, and provides evidence that, in the event that resources within the institution are redirected to support the new program, such a redirection will not have a negative impact on undergraduate education. The proposal demonstrates a judicious use of resources and provides a convincing argument that the output of the program justifies the investment.</p>	<p>The budget for the program is realistic and feasible. The student financial support is comparable to the other major institutions. <i>"RCHM will award full-time assistantship appointments to the doctoral students... a stipend of \$5,000 per semester"</i> I do not know if it is correct that full-time with a stipend of \$5,000 per semester or a half-time RA/TA with a stipend of \$5,000 per semester.</p>
<p>8. The proposal provides evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service.</p>	<p>Based on my personal experiences and observations, offering a doctoral program in hospitality management will definitely increase the productivity in research and publications. It will significantly raise the profile and reputation of the program and institution. When demand is there and resources are available, offering a doctoral program will make huge difference for the faculty, program and institution. It is a great investment for the institution!</p>

APPENDIX C

UCF Library Holdings Review and Analysis

University of Central Florida Libraries

To: Dr. Paul Rompf
Associate Professor
Graduate Programs Director
Rosen College of Hospitality Management

From: Michael A. Arthur
Head of Acquisitions & Collection Services

Date: September 8, 2011

RE: Program Proposal for Ph.D. in Hospitality Management

Please find attached the information you requested regarding the ability of the library to provide resources to support a proposed Ph.D. in Hospitality Management. Please feel free to include information from the attached document with your degree proposal.

The analysis was completed on September 6, 2011, and the results indicate that the library holdings at UCF compare favorably to the selected peer institutions. The collection at UCF was compared with five peer institutions at your request including Iowa State University, Oklahoma State University, Penn State University, Purdue University and the University of Nevada Las Vegas. The analysis was completed by Tim Bottorff, Head Librarian, at the UCF Rosen Library. His analysis reviewed the current collection in monographs, journals and databases. The results indicate that the librarians at the Rosen Library have provided faculty and students at Rosen College with a very good collection. UCF fared well against the peer institutions in journals and databases, as well as specific areas of the monograph collection.

This analysis provides clear direction for how the Rosen Library collection can be improved by investing additional funding in subject areas noted by Tim. As Tim stated, the library will use new program funding to purchase approximately 1015 additional titles over five years. Tim will work closely with Rosen faculty to identify materials that will strengthen the collection and position UCF to be a leader within the area of hospitality management. The additional funding will also help ensure that purchasing will remain steady for the Rosen Library during the next few years when the library budget may well experience some difficulties due to shrinking purchasing power as a result of flat or declining budgets and inflationary pressures.

I concur with the total request for \$60,000.00 to be provided to the Rosen Library at \$12,000.00 per year during the first five years of the program.

Please let me know if you have any questions.

Enclosure:

cc: Barry Baker, Director of Libraries
Mary Page, Associate Director for Collections & Technical Services
Tim Bottorff, Head Librarian, UCF Rosen Library
Dr. Patricia J. Bishop, Vice Provost and Dean, College of Graduate Studies

MEMORANDUM

To: Michael Arthur, Head of Acquisitions & Collections, UCF Main Library
Mary Page, Associate Director, Collections & Technical Svcs, UCF Main Library

From: Tim Bottorff, Head Librarian, UCF Rosen Library

Date: September 6, 2011

Subject: Program Proposal for Ph.D. in Hospitality Management

This memorandum is in response to a request from Dr. Paul Rompf of the Rosen College of Hospitality Management for an analysis of the library's holdings to assist him in preparing a program proposal. The Rosen College of Hospitality Management is proposing a new program: a Ph.D. in Hospitality Management.

The following narrative and the attached tables compare UCF library holdings with those of five peer institutions with established hospitality doctorate programs:

- Iowa State University
- Oklahoma State University
- Penn State University
- Purdue University
- University of Nevada Las Vegas

This analysis is intended to provide an assessment of current and anticipated resource needs for the first five years of the new program. After the first five years, the College will need to supply additional funds for ongoing collection support or will have to rely upon standard library funding allocations — which may, unfortunately, decline due to funding constraints of the university.

Books & Periodical Title Counts

Library resources are essential for the introduction of any new program. The proposed doctoral program intends to focus on Hospitality, Travel, & Tourism; and Statistics/Research Methods with respect to these fields. I identified related Library of Congress subject headings and compared UCF library holdings with the above five university libraries by searching the library catalogs of each.

Attachment A shows UCF library holdings (monographs and periodicals) compared to the benchmarked institutions. The comparison of holdings indicates that UCF has considerably more titles than the established programs at Iowa State, Oklahoma State, and Purdue. However, UCF has significantly fewer titles than Penn State, which is one of the top research universities in the country, and UNLV, which is one of the top libraries for this field of study.

More precisely, the analysis shows that UCF has very strong holdings in general hospitality and tourism, as well as in newer or niche areas of study such as convention facilities, special events, and amusement parks. On the other hand, UCF lags behind many of the other five peer institutions in core areas such as restaurant management, restaurants, food service, hotels, and hotel management. A similar analysis limited to literature published within the last ten years did not significantly change the placement of UCF within the peer group.

Individual Databases & Journal Titles

As part of the overall library analysis, I also identified relevant library databases (see *Attachment B*) and core peer-reviewed journals (see *Attachment C*) with which to compare UCF and the other five peer institutions. The analysis shows that UCF compares very favorably to the other five peer institutions in terms of database holdings. Only one peer institution (UNLV) had more relevant database offerings, and the two databases that UCF lacks are very specialized and very expensive (subscriptions to Mergent and WRDS are each approximately \$40,000/year).

Similarly, UCF compared very favorably in terms of peer-reviewed journal holdings. UCF has access (print, online, or print + online) to all 25 core journals examined, a level matched only by UNLV. The other four peer institutions had fewer journal holdings.

Funding Requested

UCF strives to have one of the top hospitality programs in the nation, and the addition of a doctoral degree in this area will require even more resources. While total UCF library book holdings already exceed those of Iowa State, Oklahoma State, and Purdue, UCF does lag behind these institutions in some individual areas. Furthermore, UCF lags behind Penn State and UNLV in many individual areas as well as in total numbers.

To match the overall collecting levels of institutions such as Penn State and UNLV, and the niche strengths of the programs at the other institutions, I recommend an additional \$12,000 of funding per year, for the first five years of the program. The Rosen Library would use these funds to collect approximately 1015 additional titles¹ in hospitality management subject areas, with a special focus on topics where UCF's collection currently lags most behind the other five peer institutions, i.e. primarily food service and hotel management. The new funds will allow the library to purchase these additional 1000+ titles *above and beyond the normal purchasing levels* for the first five years of the program, ensuring that UCF's collection will then compare more equally with institutions such as Penn State and UNLV. This level of funding will help ensure that the new Ph.D. program is well-positioned for success, as well as ensure that the Rosen Library remains a leader in the collection of hospitality management library materials.

¹ The library's primary book vendor, Yankee Book Peddler (YBP), estimates that the average cost of an academic book in hospitality management is approximately \$59/book. $\$59 \times 1015 \text{ books} = \text{approximately } \$60,000 \text{ over five years.}$

Attachment A

Library Holdings in Hospitality Subject Headings
(title counts, leaders in bold type)

SUBJECT HEADING	UCF	IA St	Okla St	Penn St	Purdue	UNLV
Hospitality industry	520	221	325	385	217	540
Restaurant management	195	117	149	213	145	242
Restaurants	477	523	459	825	452	908
Food service	408	441	517	653	554	637
Tourism	2083	1079	1108	2113	1056	1876
Travelers	325	215	222	703	342	309
Hotel management	244	116	183	247	210	369
Hotels	814	429	518	978	454	1269
Convention facilities	64	33	25	48	19	71
Special events	126	50	70	100	31	112
Amusement parks	134	43	41	175	21	79
TOTAL	5390	3267	3617	6440	3501	6412
PERCENT	100%	61%	67%	119%	65%	119%

Attachment B

Library Databases Relevant to Hospitality Management
(x = has access)

DATABASE NAME	UCF	IA St	Okla St	Penn St	Purdue	UNLV
Hosp & Tourism Complete	x	x	x		x	x
Leisure Tourism Abstracts	x					
ABI Inform	x	x	x	x	x	x
Business Source Premier	x	x	x	x	x	x
Hoovers	x		x	x		x
S&P NetAdvantage	x		x	x	x	x
LexisNexis Academic	x	x	x	x	x	x
IBISWorld	x		x	x	x	x
Mergent		x	x	x	x	x
EconLit	x	x	x	x	x	x
WRDS						x
Mintel	x			x	x	x
TOTAL	10	6	9	9	9	11

Attachment C

Core Peer-Reviewed Hospitality Management Journals (x = has access)

JOURNAL NAME	UCF	IA St	Okla St	Penn St	Purdue	UNLV
Annals of Tourism Research	x	x	x	x	x	x
Cornell Hospitality Quarterly	x	x	x	x	x	x
FIU Hospitality and Tourism Review	x	x	x	x	x	x
Information Technology & Tourism	x		x	x		x
Int'l Jrl of Contemporary Hospitality Mgmt	x	x	x	x	x	x
Int'l Jrl of Hosp & Tourism Admin	x	x	x		x	x
Int'l Jrl of Hospitality Management	x	x	x	x	x	x
Jrl of Convention & Event Tourism	x		x		x	x
Jrl of Foodservice Business Research	x		x	x	x	x
Jrl of Hospitality and Leisure Marketing	x	x		x	x	x
Jrl of Hospitality Financial Mgmt.	x		x	x	x	x
Jrl of Hospitality Marketing & Mgmt	x	x	x	x	x	x
Jrl of Hospitality & Tourism Education	x	x		x	x	x
Jrl of Hospitality & Tourism Research	x	x	x	x	x	x
Jrl of Human Resources in Hosp & Tourism	x	x	x		x	x
Jrl of Teaching in Travel & Tourism	x		x		x	x
Jrl of Travel Research	x	x	x	x	x	x
Jrl of Travel & Tourism Marketing	x	x	x	x	x	x
Jrl of Vacation Marketing	x	x	x	x	x	x
Tourism Analysis	x	x		x		x
Tourism Economics	x			x	x	x
Tourism & Hospitality Research	x	x		x	x	x
Tourism Management	x	x	x	x	x	x
Tourism Recreation Research	x			x		x
Tourism Review International	x					x
TOTAL	25	17	18	20	21	25

APPENDIX D

7 Year Program Review

Executive Summary

Rosen College of Hospitality Management

Departments and Programs Review

John Bowen (University of Houston) and Hailin Qu (Oklahoma State University)

We conducted a three-Department and four-program review of the Rosen College. Our visit to the campus was on February 17 and 18, 2011.

1. Hospitality is not a discipline, it is multi-disciplinary. This makes it difficult to form departments with faculty focused on a specific discipline. Most hospitality colleges form departments based on a division of faculty that equally divides faculty between the departments. The Rosen College appears to have formed their departments based on this approach. When doing a review of a hospitality management college it is useful to look at the college as a whole. In this summary, we have included an overview of the college as well as comments on each department and program. The college and all of its programs have experienced a rapid growth over the last seven years that has resulted in The Rosen College becoming the largest hospitality management college in the United States.
2. The growth over an extended period of time provides evidence that the college is meeting the needs of both its students and the industry it serves.
3. The growth in recent years has come without sufficient funding and adequate support to allow the college to have a comparable ratio of faculty to students, average class size, and FT ratio as its competitors. The college's salary package for faculty also lags its competitors. This makes it challenging to attract and retain excellent faculty.
4. Unless The Rosen College can gain the funding and support to hire more tenure earning faculty and provide competitive compensation, it will lose the momentum that is leading it toward becoming the top hospitality college in the USA and world.
5. The college has a number of opportunities to partner with industry and overseas partners to bring in much needed funding. We heard from a number of sources within the college that the university throws up barriers (says you cannot do that) rather than try to find out how they can legally implement these projects. The university views the college as engaging activities without regard to state laws and university policy. There is a need for better communication between the university and college to enable the college to take advantage of these projects in a manner that does not create legal liabilities for the university.
6. Facing the tremendous challenges in the past a few years, the faculty of the college are very dedicated with an outstanding performance. In addition to their teaching and research they perform a lot of service to the community and industry they serve. With a 3 & 3 teaching load, tenured and tenure earning faculty still publish, on the average, more than 2.3 papers per year, which is more than the minimum required with a 2 & 2 teaching load at other competing institutions identified by Rosen College.
7. The Ph.D. program is housed in the college of education. The methodology and statistics courses are not as rigorous as they should be for a Ph.D. in hospitality. In addition, some required courses are not closely relevant to the hospitality and tourism management. This creates additional work for faculty as they try to bring the students up to speed. The faculty is already teaching nine courses, giving the comprehensive exams and leading dissertations. Thus, this change should not create much of an additional burden for the faculty. A Ph.D. in hospitality will attract more and qualified potential students and raise the profile of the college. Therefore, we recommend having an independent Hospitality Ph.D. program at Rosen College.

8. The event management degree should have a curriculum review. Students told us that some of material in the required courses was redundant across the required courses.
9. It is common for hospitality students in urban environments to come to campus, pick off their courses and leave campus without much interaction with other students. We found this to be the case at the Rosen College. If the college can find ways, such as organizing special events and activities, to stick the students at the college this could help further bond the students to the college. We realize this is a difficult task.
10. The students, alumni, and industry are very pleased with the quality of the graduates and the programs at the college.
11. There should be a plan for mentoring new faculty, such as a scholar program in the first semester.
12. Each department is working on its PT document. However, we noticed that the rigor of the department tenure requirements seems to vary by departments. The college level PT committee should develop guidelines that will result in consistent requirements across departments.
13. There appears to be little undergraduate research because faculty does not have the time to work with undergraduates.
14. The image of the college lags what it is actually achieving. The college should work to establish an image and brand the Rosen College as a premium and world class program.
15. The college could further strengthen the alumni program to constantly track, update and communicate with the alumni.

We have witnessed the significant challenges that UCF and Rosen College have been facing and noticed the tremendous growth in a relatively short period with insufficient resources at Rosen College. We are greatly impressed by the leadership of the college and the dedicated faculty and staff. They have done a very impressive job and are extremely productive in teaching, research and service. We are very confident that with an appropriate and continuing support, the Rosen College will become one of the top hospitality programs in the world.

UCF Academic Program Review Consultant Graduate Program Review

Program: Hospitality and Tourism Management, M.S.

Consultant Name(s): Dr. John Bowen (University of Houston) and Dr. Hailin Qu (Oklahoma State University)

Report Author(s): John Bowen and Hailin Qu

Instructions: Please offer your assessment of each item below as appropriate. While a few items solicit an open-ended response, most ask you to rate a particular characteristic of the program under review as exemplary, appropriate, or needing improvement. At the end of each section, please elaborate on any items in that section identified as exemplary or needing improvement. Additional comments are optional. You may offer recommendations for improvement on the topics covered in each section at the end of the respective section and/or you may provide all recommendations for program improvement at item 8.3 at the end of this document.

Section 1 Program Goals and Planned Student Learning Outcomes (SLOs)

Please evaluate the following:

- 1.1 Program goals and objectives, including those related to planned student learning outcomes (In addition to the program self-study, you may wish to consult the *Student Learning Outcomes Assessment* library in the UCF APR Web site.)

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

Please elaborate if you identified item 1.1 as exemplary or needing improvement. Other comments are optional. The program's mission has been clearly stated. No specific goals for the program were listed. The student learning outcomes, assessment process, and methods have been well defined and assessed. Three student learning outcomes are satisfactory and met target.

Students either meet the minimum proficiency requirement for all the subjects or demonstrate a proficiency level above 90% which is higher than proposed 80% level of proficiency.

Recommendations, if any, in the area of program goals and planned student learning outcomes:

May consider having a separate program goals and planned student learning outcomes for thesis and non-thesis options.

Section 2 Program Coordination and Administration

Please evaluate the following:

- 2.1 Program administrative and management structures to effectively run program (e.g., effectiveness of program coordination, process for monitoring students' progress to degree, program handbooks, process for selecting

preceptors/thesis advisors/research mentors/clinical supervisors)

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

2.2 Student access to resources to enhance student success (e.g., advising, faculty members, appropriate technology)

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

Please elaborate if you identified any items in this section (2.1- 2.2) as exemplary or needing improvement. Other comments are optional.

Recommendations, if any, in the area of program coordination and administration:

Section 3 Program Demand and Productivity

Please evaluate the following:

3.1 Program's ability to meet student demand for the major

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

3.2 Enrollment levels relative to faculty size and composition

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

3.3 Program's ability and responsiveness to meet the needs of other disciplines (e.g., program offerings that support other programs)

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

3.4 Program's ability and responsiveness to meet local, regional, and national needs

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

3.5 Student retention

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

3.6 Student time-to-degree in the program

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

Please elaborate if you identified any items in this section (3.1- 3.6) as exemplary or needing improvement. Other comments are optional.

The program has had a relatively stable and healthy growth since fall 2004. It has been able to take on the demand for the degree and maintain program quality as evidenced by students' satisfaction, time to degree and student retention.

The program supports one of the most important industries to the state and local economy. The students' retention and time to graduation rates are excellent.

Recommendations, if any, in the area of program demand and productivity:

The number of Master's students is appropriate for the number of tenured or tenure earning faculty members; however, the high number of undergraduate students has drawn the resources for teaching, research and advising in graduate program. It is critical to increase the number of tenured or tenure earning faculty members, especially with the increased popularity of doctoral program.

With the possibility of the independent PhD program at Rosen College and limited students supporting resources (tuition reimbursement and GA), it may be worthwhile to encourage all students, except those going on to a PhD program to take a non-thesis option.

Section 4 Program Quality

Please evaluate the following:

4.1 Criteria for program admission (if applicable)

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

4.2 Evidence of student learning consistent with stated program goals (including planned student learning outcomes) and discipline standards

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

4.3 Student licensure pass rates (if applicable)

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

4.4 Placement rates for graduates relative to disciplinary trends at other public research universities

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

Student Perceptions of Program Quality

Based upon your interactions with students in the program, please indicate how you believe students in the program view the program in the following areas:

4.5 Students' perception of the overall administration of the program

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

4.6 Students' perception of advising and mentoring

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

4.7 Students' perception of program quality and rigor

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

4.8 Students' perceptions of the academic and collegial atmosphere of the program

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

Please elaborate if you identified any items in this section (4.1- 4.8) as exemplary or needing improvement. Other comments are optional.

Based on the interview of two current master's students and two doctoral students who received master's degree from UCF:

Students indicated satisfaction with the administration of the program, quality of the program, quality of the faculty and quality of advising services.

Thesis option students demand more theory and research contents in teaching; however, non-thesis option students prefer more practical and managerial contents. There is a need to balance these demands and make students aware of the benefits of understanding and applying theory, as well as understanding current industry practices.

The educational outcomes seem to be consistent with what the industry and doctoral program institutions desires.

The admission criteria for the Master's program are compatible with competing institutions.

Recommendations, if any, in the area of program quality:

Urgently need more tenured or tenure earning faculty members.

Section 5 Student Characteristics and Quality

Please evaluate the following:

5.1 Program's ability to attract high quality students

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

5.2 Incoming students' credentials

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

5.3 Student diversity

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

5.4 Quality of student accomplishments compared to similar programs at other public research universities (e.g., theses, dissertations, creative works, papers presented; awards won; quality of subsequent graduate and professional programs entered; employment)

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

5.5 Program relationship with alumni

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

Please elaborate if you identified any items in this section (5.1- 5.5) as exemplary or needing improvement. Other comments are optional.

The quality of students, as evidenced by their GPAs and test scores, is very compatible with most of the competitive Master's programs.

Recommendations, if any, in the area of student characteristics and quality:

Section 6 Curriculum, Course Offerings, and Student Engagement Opportunities

Please evaluate the following:

6.1 Current curriculum's alignment with program goals

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

6.2 Design of core courses' to provide students a solid foundation in the discipline

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

6.3 Availability and timeliness of required courses

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

6.4 Adequacy of student professional development opportunities (e.g., research, clinical experience, student teaching)

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

6.5 Balance between coursework and research, practica, independent study, etc., (e.g., too many or too few courses)

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

6.6 Overall quality and rigor of current curriculum

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

6.7 Incorporation of appropriate pedagogical and/or technological innovations into the curriculum

Please select only one option from the list below:

Exemplary Appropriate Needs Improvement Don't Know Not Applicable

Please elaborate if you identified any items in this section (6.1- 6.7) as exemplary or needing improvement. Other comments are optional.

The location in Orlando and the size of the program provide students with competitive advantages they will not find at most competitive Master's programs.

Recommendations, if any, in the area of curriculum, course offerings, and student engagement opportunities:

May consider reducing the number of required courses (27 hours) and increasing the number of electives (3 hours) for thesis option, so students can choose their focus and concentrations and have the opportunity to select courses from other disciplines, such as social sciences, psychology, and business and management, etc.

May consider reducing the total number of credit hours required for thesis (36 hours) and non-thesis options (39 hours) to 33 and 36 respectively. In general, most of the competing Master's programs require less than 33-hour for thesis and 36-hour for non-thesis. Thus, it may save the resources, especially, with the possible starting of in-house PhD program.

Section 7 Comparative Advantage

7.1 If applicable, please identify features that distinguish the program from similar programs at other institutions (e.g., curriculum, faculty member expertise, student engagement opportunities)

In our opinion there is no other program that offers the students the ability to engage with such a variety of hospitality businesses because of its location in Orlando.

The size of the faculty allows students to interact with faculty that have a variety of industry experiences and research interests.

The size of the faculty allows for a variety of electives that could not be found at smaller programs.

7.2 Does the program fit a disciplinary niche? If so, please elaborate.

Hospitality is not a discipline - most hospitality programs are cross disciplinary. We did not observe any particular discipline focus.

7.3 Please discuss the program's potential for achieving discipline (re-)accreditation or (re-)certification, if available.

N/A

Section 8 Analysis and Recommendations

8.1 Please identify up to five areas of greatest program strength.

1. The location near the heart of one of the largest concentration of hospitality and tourism businesses in the world.
2. Excellent and state of the art physical facilities.
3. A large faculty with expertise across the different sectors of the hospitality and tourism industry.
4. Excellent support from industry and alumni, providing scholarships, contracts, guest speakers, adjunct instructors, part-time employment opportunities and jobs for graduates.
5. An outstanding leadership and a dedicated faculty.

8.2 Please identify up to five areas of greatest concern for the program (e.g., program weaknesses, barriers, threats, unique vulnerabilities).

1. Faculty student ratio is high, could be the highest of any major competitive hospitality and tourism program.
2. Packages (workload and salary) for faculty are not competitive with other major hospitality and tourism programs.
3. Relatively lower FT ratio, especially the number of tenured or tenure earning faculty members, limits the opportunities for engaging in research with graduate students and graduate supervision.
4. Limited number of elective courses allowed, especially, for thesis option students.

8.3 Please reflect on program centrality, cost, comparative advantage, demand, and quality. Keeping these factors in mind, please offer your recommendations for program improvement considering each of the following, as appropriate:

- improvements necessary for successful continuation of program operation (if applicable)
- improvements that are not resource intensive, but that are likely to enhance program quality
- improvements that, if resources permit, could help take the program to the next level of prominence

Improvements necessary for successful continuation of the program
Increased the number of tenured or tenure earning faculty members.
Provide a competitive package to attract and retain quality faculty members.

Non-resource intensive improvements
Develop a faculty mentoring program.

Review the curriculum for the total number of credit hours required for thesis and non-thesis options and number of elective hours allowed.

Resource intensive improvements

The main weakness of the program is the low number of tenured or tenure earning faculty compared to the total number of students (including both graduate and undergraduate). Overtime this will prevent the program from being the best hospitality and tourism management program.

APPENDIX E

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APPENDIX F

Thesis / Dissertation Committee Membership
&
Faculty CVs

Rosen College of Hospitality Management
Dissertation/Thesis Committee Membership from 2003 - 2010
Graduate Faculty 2010 - 2012

<i>LAST NAME</i>	<i>FIRST NAME</i>	<i>Chair</i>	<i>Thesis</i>	<i>Dissertation</i>	<i>Chair</i>
Breiter	Deborah	2	5	3	3
Chen	Po-Ju	1	2	1	
Choi	Youngsoo		2	1	
Croes	Robertico			3	1
Dickson	Duncan	1	3	3	1
Fisher	William		1		
Fjelstul	Jill		1	2	2
Hara	Tadayuki	1	1	2	2
Hogg	James				
Hua	Nan		1	1	
Hutchinson	Joe				
Iskat	Willfried		1	1	
Jung	Hyung-II		2	1	
Kaufman	Tammie		3		
Kwun	David			4	
Lee	Ji-Eun				
Milman	Ady		1	2	
Murphy	Kevin		2		
Naipaul	Sandra		1		
Nusair	Khaldoon			3	
Okumus	Fevzi	4	7	3	
Parsa	H. G.			4	3
Pizam	Abraham	1	2	4	3
Ro	Hee Jung		3	1	
Rompf	Paul	1	7	1	
Ross	Mary Jo				
Severt	Denver	5	7	5	4
Severt	Kimberly		1	4	
Tesone	Dana			2	1
Wang	Raymond	4	7	5	2

**ABRAHAM PIZAM
RESUME**

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Fax (407) 644-5943

Marital Status: Married, two children

Citizenship: U.S.A.

Education:

1968-1970 Ph.D. - Cornell University, Ithaca, NY, Graduate School of Business Administration
1963-1965 MPA - New York University, NY, Graduate School of Public Administration
1959-1963 BA - Hebrew University, Jerusalem, Sociology and Political Science

Academic Experience:

8/7/2005 - Dean, Rosen College of Hospitality Management, University of Central Florida

12/2002 - Linda Chapin Eminent Scholar Chair in Tourism Management, Rosen College of Hospitality Management, University of Central Florida

7/1993 - Director, Dick Pope Sr. Institute for Tourism Studies, University of Central Florida

7/1983- Professor of Tourism Management, Rosen College of Hospitality Management

9/7/2001-8/7/2005 Dean, Rosen School of Hospitality Management, University of Central Florida,

7/1/2000-9/6/2001 Interim Dean, Rosen School of Hospitality Management, University of Central Florida

4/2005-5/2005 Fulbright Scholar (Senior Specialist Mission to Slovak Republic)

7/1992 -6/1993 Charles Forte Distinguished Chair in Hotel Management, Dept. of Management Studies, University of Surrey, Guildford, Surrey, England **{on leave of absence}**

3/1992-5/1992 Visiting Professor, Institute for Tourism and Leisure Studies, Vienna University of Economics & Business Administration, Vienna, Austria **{on sabbatical}**

1/1992-3/1992 Visiting Professor, ESTHUA, Universite D'Angers, France **{on sabbatical}**

9/1991-12/1991 Interim Dean, Swiss Hospitality Institute, Washington, CT. **{on sabbatical}**

7/1991-9/1991 Sir John Reid Visiting Distinguished Fellow, Faculty of Business Administration, Victoria University of Technology, Melbourne, Victoria, Australia **{on sabbatical}**

9/1984-6/1991 Chairman and Professor, Department of Hospitality Management, College of Business Administration, University of Central Florida, Orlando, Florida.

9/1981-6/1982 Visiting Professor, Department of Hotel, Catering and Tourism Management, University of Surrey, England **{on sabbatical}**

9/1980-8/1983 Professor, Department of Hotel Restaurant and Travel Administration and Department of Management (School of Business Administration) University of Massachusetts, Amherst

5/1980-9/1980 Visiting Professor, Department of Management Studies University of Auckland, New Zealand.

1977-1981 Graduate Program Director, Department of Hotel Restaurant and Travel Administration University of Massachusetts, Amherst.

1975-1980

Associate Professor, Department of Hotel Restaurant and Travel Administration, University of Massachusetts, Amherst.

- 1978-1979 Visiting Research Associate, Center for Applied Social Science, Boston University
- 1974-1975 Chairman, Department of Hotel and Tourism Administration, Haifa University, Israel.
- 1973-1974 Coordinator, Executive Development Program in Hotel and Tourism Administration, Graduate School of Business Administration, Tel-Aviv University, Israel.
- 1971-1975 Assistant Professor, Graduate School of Business Administration, Tel-Aviv University, Israel.
- 1968-1970 Teaching and Research Assistant, Graduate School of Business Administration, Cornell University.
- 1966-1968 Teaching Associate, Department of Labor Studies Tel-Aviv University, Tel-Aviv, Israel

Professional Occupation:

- 2006-Present Editor-in-Chief, *International Journal of Hospitality Management*
- 1978-Present Associate Editor, *Annals of Tourism Research*
- 1998-2006 Co-Editor-in-Chief, *International Journal of Hospitality Management*
- 1979-1982 Member, Board of Trustees, US Travel Data Center.
- 1982-1989 Editor in Chief, *Hospitality Education & Research Journal*
- Consultant to private and public enterprises in the area of Management and Human Resources Management.
- 1967-1968 Training Director, TAHAL Water Planning Co. Tel-Aviv.
- 1965-1967 Executive Development Training Director, Israel Institute of Productivity, Tel-Aviv, Israel.**

Membership on Professional/Academic Boards (non-paid)

- **World Trade Center, Orlando - Board of Directors**
- **Central Florida Hotel & Lodging Association – Board of directors**
- **Visit Florida – Board of Directors**
- **Dr. Philips Hospital - Hospitality Advisory Board**
- **2007-2010 - Incentive Research Foundation - Advisory Board**
- **2008-2009 - UCF- CRC (Continuing Care Retirement Community) - Board of Directors & Executive Board**

Membership in Professional Societies:

- Fellow – Institute of Hospitality
- Fellow - International Association of Scientific Experts in Tourism
- Fellow - International Academy for the Study of Tourism
- Member - Council on Hotel, Restaurant and Institutional Education
- Member - The Travel & Tourism Research Association
- Member - SKÅL International

Awards and Honors:

- Council on Hotel Restaurant and Institutional Education - "Donald K. Tressler Award for Research and Scholarship in Hospitality Education" - 1985.
- Council on Hotel Restaurant and Institutional Education - "John Wiley & Sons Award for Lifetime Contributions to Outstanding Scholarship and Research in Hospitality and Tourism" - 1995.
- University of Central Florida - "Teaching Improving Program (TIP) Award" - 1995.

- University of Central Florida, College of Business Administration - “Researcher of the Year Award” - 1997.
- University of Central Florida – “Presidential Merit Award” - 1997.
- University of Central Florida - "Professorial Excellence Program (PEP) Award" - 1999.
- University of Delaware - “The Michael D. Olsen Research Achievement Award” - 2005
- Graduate Education and Graduate Students Research Conference in Hospitality & Tourism – “Founders Award” – 2008.
- The American Hotel & Lodging Association Educational Institute – “Anthony G. Marshal Award” – 2011.

Current Editorial Positions

1. *Amfiteatru Economic Journal* (Romania) - Editorial Board
2. *Annals of the “Stefan cel Mare” University Suceava*, Fascicle of the Faculty of Economics & Public Administration (Romania) – Editorial Board
3. *Annals of Tourism Research* - Associate Editor
4. *Asian Journal of Tourism and Hospitality Research* (The Philippines) – Editorial Board
5. *Cornell Hospitality Quarterly* – Editorial Board
6. *EHLITE* (Switzerland) – Editorial Board
7. *International Journal of Hospitality Knowledge Management* – Editorial Board
8. *International Journal of Hospitality Management* – Editor-in-Chief
9. *International Journal of Tourism Sciences* (S. Korea) – Consulting Editor
10. *Journal of Hospitality Marketing & Management* - Editorial Board
11. *Journal of International Hospitality, Leisure & Tourism Management* - Editorial Board
12. *Journal of Quality Assurance in Hospitality and Tourism* - Editorial Board
13. *The UNLV Journal of Hospitality, Tourism & Leisure Science* – Editorial Board
14. *Tourism & Management Studies* – (Portugal) – Editorial Advisory Board
15. *Tourism, Culture & Communication* (Australia) - Editorial Board
16. *Tourism Focus* (Cambodia) – Editorial Board
17. *Tourism Recreation Research* (India) - Resource Editor
18. *Tourism Studies* - Editorial Board
19. *Turismo: Visao E Acao* (Brazil) – Editorial Board
20. *Tourism* (Croatia) - Editorial Board
21. *Turydes* (Spain) – Editorial Board
22. *Visions in Leisure and Business* - Editorial Board

LIST OF PUBLICATIONS

Articles in Journals and Books

1. Abraham Pizam and Yoram Neumann, Estimating the National Supply and Demand for Physicians for the Year 1982, 80 pp., Tel-Aviv University, 1972 (In Hebrew).
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Shani, A. and **Wang, Y.C.** (2008). Examining the Usefulness of expenditure-based Segmentation: The Case of Golf Travelers. *Proceeding of ISTTE 2008 Annual Conference, October 2008, Dublin, Ireland.*

Shani, A., and **Wang, Y.C.** (2008). The Effects of Controversial Film on Destination Image: An Experimental Study. *Proceeding of Graduate Students and Graduate Education Conference in Hospitality and Tourism 2008 Annual Conference, January 2008, Orlando, USA.*

Walls, A., **Wang, Y.C.**, and Okumus, F. (2008). A Hedonic Examination of Vacation Decision Making: A Research Proposal. *Proceeding of Graduate Students and Graduate Education Conference in Hospitality and Tourism 2008 Annual Conference, January 2008, Orlando, USA.*

- Patel, K., Naipaul, S., and **Wang, Y.C.** (2008). Internal Market Orientation and its Measurement in the U.S. Hospitality Industry. *Proceeding of Graduate Students and Graduate Education Conference in Hospitality and Tourism 2008 Annual Conference, January 2008, Orlando, USA.*
- Wang, Y.C.** (2007). Examining the Level of Sophistication and Success of Destination Marketing Systems: Impacts of Organizational Factors. *Forthcoming in APAC-CHRIE Annual Conference, May 24-27, 2007, Beijing, China.*
- Naipaul, S., and **Wang, Y.C.**, Okumus, F. (2007). Collaborative Destination Marketing: A case study of a Tri-County Agri-tourism Destination in Ohio. *Forthcoming in APAC-CHRIE Annual Conference, May 24-27, 2007, Beijing, China.*
- McDowall, M., and **Wang, Y.C.** (2007). An Analysis of International Tourism Development in Thailand. *Forthcoming in APAC-CHRIE Annual Conference, May 24-27, 2007, Beijing, China.*
- Cobos, L., and **Wang, Y.C.** (2007). Assessing the Web-based Destination Marketing Activities: A Relationship Marketing Perspective. *Proceeding of Graduate Students and Graduate Education Conference in Hospitality and Tourism 2007 Annual Conference, January 2007, Houston, USA.*
- Soo, H.G., and **Wang, Y.C.** (2007). The Roles of Verbal and Pictorial Information in the Contexts of Tourism Information Search. *Proceeding of Graduate Students and Graduate Education Conference in Hospitality and Tourism 2007 Annual Conference, January 2007, Houston, USA.*
- Carpenter, M., Severt, D., and **Wang, Y.C.** (2007). Conceptualizing and Examining A Service Delivery Model for the Condo Hotel Industry. *Proceeding of Graduate Students and Graduate Education Conference in Hospitality and Tourism 2007 Annual Conference, January 2007, Houston, USA.*
- Wang, Y. C.**, and Russo S. (2006). Conceptualizing and Evaluating the Functions of Destination Marketing Systems. *Proceeding of ISTTE 2006 Annual Conference, October 2006, Las Vegas, USA.*
- Wang, Y. C.**, and Croes, R. (2006). Which Way We Are Going: Growth Rates Metrics or Value Metrics? *Proceeding of ISTTE 2006 Annual Conference, October 2006, Las Vegas, USA.*
- Wang, Y. C.**, Rompf, P., Severt, D., and Peerapatdit, N. (2006). Examining and Identifying the Determinants of Travel Expenditure Patterns. *Proceeding of CHRIE 2006 Annual Conference, July 2006, Washington D.C., USA.*
- Wang, Y. C.**, Okumus, F., and Naipaul, S. (2006). Regional Destination Marketing: Towards A Collaborative Approach. *Proceeding of CHRIE 2006 Annual Conference, July 2006, Washington D.C., USA.*
- DiPietro, R., **Wang, Y. C.**, Rompf, P., Severt, D., and Cobos, L. (2006). At-destination Visitor Information Search. *Proceeding of CHRIE 2006 Annual Conference, July 2006, Washington D.C., USA.*
- Wang, Y. C.**, and Okumus, F. (2006). Forming Partnerships Among Destination Marketing Organizations: Opportunities and Challenges. *Proceeding of CHRIE 2006 Annual Conference, July 2006, Washington D.C., USA.*

- Wang, Y. C.**, and Fesenmaier, D.R. (2005). Towards A Theoretical Framework of Collaborative Destination Marketing. *Proceeding of CHRIE 2005 Annual Conference, July 2005, Las Vegas, USA.*
- Wang, Y. C.**, and Fesenmaier, D.R. (2005). Collaborative Destination Marketing: A Case of Elkhart County, Indiana. *Proceeding of TTRA 2005 Annual Conference, June 2005, New Orleans, USA.*
- Hahm, J., Upchurch, R., and **Wang, Y. C.** (2005). Assessing the Impact of Movies Upon An Individual's Image Formation Concerning A Given Destination. *Proceedings of the 10th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, January 5-7, 2005, Myrtle Beach, South Carolina, USA.*
- Wang, Y. C.**, Hwang, Y., and Fesenmaier, D.R. (2004). Change Propensity Analysis: A New Approach to Examining Technology Usage Patterns. *Proceeding of CHRIE 2004 Conference, July 2004.*
- Breiter, D., Severt, D., **Wang, Y. C.** and Chen, P. (2004). The Impact of Convention Performance on Association Member's Future Attendance Behavior. *Proceeding of CHRIE 2004 Conference, July 2004.*
- Wang, Y. C.**, and Fesenmaier, D. R. (2003). Towards Understanding the Behavioral Foundations of Online Travel Community Members: A Structural Equation Model. *Proceedings of the 8th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, January 5-7, 2003, Las Vegas, USA.*
- Wang, Y. C.**, Hwang, Y., and Fesenmaier, D. R. (2003). Assessing Web-based Marketing Strategies in the U.S. Tourism Industry: Current Status and Future Trends. *Proceedings of the 34th Annual Conference of the Travel and Tourism Research Association, June 15-18, 2003, St. Louis, Missouri, USA.*
- Wang, Y. C.**, and Fesenmaier, D. R. (2003). Examining the Determinants of the Success of Internet-based Marketing Strategies by Destination Marketing Organizations in the United States. *Proceedings of the ENTER 2003 Conference, January 29-31, 2003, Helsinki, Finland.*
- Wang, Y. C.**, and Fesenmaier, D. R. (2002). Measuring the Needs of Virtual Community Members: An Empirical Study of an Online Travel Community. In Wöber, Karl W., Andrew J. Frew and Martin Hitz (eds.) *Information and Communication Technologies in Tourism 2002: Proceedings of the International Conference of ENTER 2002, Innsbruck, Austria.*
- Wang, Y. C.**, and Fesenmaier, D. R. (2002). Understanding the Motivation of Contribution in Online Communities: An Empirical Investigation of An Online Travel Community. *Proceedings of the 33rd Annual Travel and Tourism Research Association, Arlington, Virginia, USA.*
- Wang, Y. C.**, Hila, R., and Qualls, W. (2002). Technology Adoption by Organization: The Effects of Organizational Capacity and Strategic Orientation. *Proceedings of the Annual CBIM/ISBM Atlanta Conference, Atlanta, Georgia, USA.*
- Wang, Y. C.**, Yu, Q., and Fesenmaier, D. R. (2001). Defining the Virtual Tourism Community. *Proceedings of the ENTER Annual Conference: Information and Communication Technologies in Tourism, April 23 - 28, 2001, Montreal, Canada.*
- Hwang, Y., **Wang, Y. C.**, and Fesenmaier, D. R. (2000). Temporal Data Aggregation: Preliminary Investigation of the U.S. In-Flight Data. *Proceedings of the 31st Annual Conference of the Travel and Tourism Research Association, June 11-14, 2000, San Fernando Valley, California, USA.*

RESEARCH PRESENTATIONS

Li, X., Bilgihan, A., Wang, Y.C. (2011). Evaluation of Website Functionality in US Lodging Industry. *Presentation at the ISTTE 2011 Annual Conference, October 2011, Miami, USA.*

Li, X., and **Wang, Y.C. (2011).** Depicting Image of China as a Tourism Destination: A Travel Blog Approach. *Presentation at the Graduate Students and Graduate Education Conference in Hospitality and Tourism 2011 Annual Conference, January 2011, Houston, TX, USA.*

Bilgihan, B., and **Wang, Y.C. (2011).** How can Hospitality Organizations Create IT Induced Competitive Advantage? A Theoretical Framework. *Presentation at the Graduate Students and Graduate Education Conference in Hospitality and Tourism 2011 Annual Conference, January 2011, Houston, TX, USA.*

Kubickova, M., and **Wang, Y.C. (2011).** Why People Cannot Work with Each Other? Examining the Barriers to Collaborative Destination Marketing. *Presentation at the Graduate Students and Graduate Education Conference in Hospitality and Tourism 2011 Annual Conference, January 2011, Houston, TX, USA.*

Li, X., and **Wang, Y.C. (2011).** Is Your Official State Tourism Website Effective? A Functional Perspective. *Presentation at the Graduate Students and Graduate Education Conference in Hospitality and Tourism 2011 Annual Conference, January 2011, Houston, TX, USA.*

Walls, A., and Wang, Y.C. (2010). The interplay between theory and practice in tourism and hospitality. *Presentation at the Consumer Behavior in Tourism Symposium December 1-4, 2010, Brunico, Italy.*

Hudson, S., **Wang, Y.C.**, and Gil, S.M. (2010). The Influence of a Film on Destination Image and the Desire to Travel: A Cross Cultural Perspective. *Presentation at the Fourth International Tourism and Media Conference July 2010, Australia.*

Hahm, J., and Wang, Y.C. (2010). Examining the Effects of Movies on Destination Image: A Pre- and Post Test Experimental design. *Presentation at the Graduate Students and Graduate Education Conference in Hospitality and Tourism 2010 Annual Conference, January 2010, Washington D.C., USA.*

Li, X., and **Wang, Y.C. (2010).** Evaluating the Effectiveness of Destination Marketing Websites in China. *Presentation at the Graduate Students and Graduate Education Conference in Hospitality and Tourism 2010 Annual Conference, January 2010, Washington D.C., USA.*

Wang, Y.C. (2009). Tourism Marketing and Management System Development in the Chinese Context. *Presentation to Shanghai Normal University faculty as part of the Rosen College of Executive Training Programs, July 09-22, 2009, Rosen College of Hospitality Management, University of Central Florida, USA.*

Wang, Y.C. (2009). Tourism Destination Branding and Image Development: Implications to China. *Presentation to Shanghai Normal University faculty as part of the Rosen College of Executive Training Programs, July 09-22, 2009, Rosen College of Hospitality Management, University of Central Florida, USA.*

Wang, Y.C. (2009). Collaborative Destination Marketing: Principles and Applications. *Presentation to Shanghai Normal University faculty as part of the Rosen College of Executive Training Programs, July 09-22, 2009, Rosen College of Hospitality Management, University of Central Florida, USA.*

Wang, Y.C. (2009). Tourism Distribution Channels: Strategies and Tactics. *Presentation to Shanghai Normal*

University faculty as part of the Rosen College of Executive Training Programs, July 09-22, 2009, Rosen College of Hospitality Management, University of Central Florida, USA.

Wang, Y.C. (2009). Information Systems and Destination Marketing. *Presentation to Beijing International Studies University faculty as part of Rosen College Executive Training Programs, February 11, 2009, Rosen College of Hospitality Management, University of Central Florida, USA.*

Wang, Y.C. (2009). The Digitization of the Tourism Products: Strategies and Processes. *Presentation to Executives of Yi Li Resources Group (Fortune 500 Company in China). June 12, 2009, Erdos, China.*

Alon, I., Ni, L., and **Wang, Y.C.** (2009). Franchising and International Expansion of Hotel Chains. *Presentation at the International Society of Franchising Conference 2009 Annual Conference, March 2009, San Diego, USA.*

Shani, A., Chen, P.J., **Wang, Y.C.**, and Hua N. (2009). The Impact of A Promotional Video on Destination Image Change: The Case of the People's Republic of China Prior to the 2008 Olympic Games. *Presentation at the 14th Annual Graduate Students and Graduate Education Conference in Hospitality and Tourism Conference, January 2009, Las Vegas, USA.*

Walls, A., **Wang, Y.C.**, and Okumus, F. (2009). Experiential Consumption from the Consumers Perspective: A Qualitative Approach in the Luxury Hotel Segment. *Presentation at the 14th Annual Graduate Students and Graduate Education Conference in Hospitality and Tourism Conference, January 2009, Las Vegas, USA.*

Wang, Y.C. (2008). Destination Marketing System: Development, Implementation and Evaluation. *Presentation to Beijing Institute of Tourism faculty as part of Rosen College of Executive Training Programs, July 30, 2008, Rosen College of Hospitality Management, UCF.*

Wang, Y.C. (2008). How to Sell a Urban Destination by Using Virtual Destination Marketing Systems. *Invited presentation at the Tourism Institute, Shanghai Normal University. May 20, 2008, Shanghai, China.*

Wang, Y.C. (2008). Components and Functions of Effective E-Destination Marketing Systems: Theory and Implications. *Invited presentation at the Beijing Foreign Studies University. May 14, 2008, Beijing, China.*

Wang, Y.C. (2008). Destination Branding. *Invited presentation at the Beijing Institute of Tourism, Beijing Union University. May 12, 2008, Beijing, China.*

Wang, Y.C. (2008). Developing Effective Destination Marketing Systems: Guidelines for Implementation. *Invited speech to the Yantai Tourism Bureau, June 1, 2008. Yantai, China.*

Wang, Y.C. (2008). Destination Marketing System: The American Experience. *Keynote speech at the China Tourism E-commerce Conference. May 17-18, Nanjing, China.*

Wang, Y.C., (2008). Urban Destination Image Development and Branding. *Invited presentation at the 2nd International Forum on China Hotel Brand Development. May 9-10, 2008, Guangzhou, China.*

Shani, A., and **Wang, Y.C.** (2008). The Effects of Controversial Film on Destination Image: An Experimental Study. *Proceeding of Graduate Students and Graduate Education Conference in Hospitality and Tourism 2008 Annual Conference, January 2008, Orlando, USA.*

Walls, A., **Wang, Y.C.**, and Okumus, F. (2008). A Hedonic Examination of Vacation Decision Making: A Research Proposal. *Proceeding of Graduate Students and Graduate Education Conference in Hospitality and*

Tourism 2008 Annual Conference, January 2008, Orlando, USA.

Patel, K., Naipaul, S., and **Wang, Y.C.** (2008). Internal Market Orientation and its Measurement in the U.S. Hospitality Industry. *Proceeding of Graduate Students and Graduate Education Conference in Hospitality and Tourism 2008 Annual Conference, January 2008, Orlando, USA.*

Wang, Y.C. (2007). Technology, Digitization and Destination Marketing System Development. *Keynote Speech to the International Conference on International Tourist Cities under the Globalization Context, Shengzhang, China.*

Soo, H.G., and **Wang, Y.C.** (2007). The Roles of Verbal and Pictorial Information in the Contexts of Tourism Information Search. *Presentation at the Graduate Students and Graduate Education Conference in Hospitality and Tourism 2007 Annual Conference, January 2007, Houston, USA.*

Carpenter, M., Severt, D., and **Wang, Y.C.** (2007). Conceptualizing and Examining A Service Delivery Model for the Condo Hotel Industry. *Presentation at the Graduate Students and Graduate Education Conference in Hospitality and Tourism 2007 Annual Conference, January 2007, Houston, USA.*

Wang, Y.C. (2006). Technology. Digitization and Destination Marketing. Keynote speech at the International Conference on International Tourist Cities under the Globalization Context. October 28, 2006, Shen Zhen, China.

Wang, Y. C., and Russo S. (2006). Conceptualizing and Evaluating the Functions of Destination Marketing Systems. *Presentation at ISTTE 2006 Annual Conference, October 2006, Las Vegas, USA.*

Wang, Y. C., and Croes, R. (2006). Which Way We Are Going: Growth Rates Metrics or Value Metrics? *Presentation at ISTTE 2006 Annual Conference, October 2006, Las Vegas, USA.*

Wang, Y. C., Okumus, F., and Naipaul, S. (2006). Regional Destination Marketing: Towards A Collaborative Approach. *Presentation at ISTTE 2006 Annual Conference, October 2006, Las Vegas, USA.*

Wang, Y. C., Rompf, P., Severt, D., and Peerapatdit, N. (2006). Examining and Identifying the Determinants of Travel Expenditure Patterns. *Presentation at CHRIE 2006 Annual Conference, July 2006, Washington D.C., USA.*

Wang, Y. C., and Okumus, F. (2006). Forming Partnerships Among Destination Marketing Organizations: Opportunities and Challenges. *Presentation at CHRIE 2006 Annual Conference, July 2006, Washington D.C., USA.*

DiPietro, R., **Wang, Y. C.**, Rompf, P., Severt, D., and Cobos, L. (2006). At-destination Visitor Information Search. *Presentation at CHRIE 2006 Annual Conference, July 2006, Washington D.C., USA.*

Wang, Y. C., and D.R. Fesenmaier (2005). Towards A Theoretical Framework of Collaborative Destination Marketing. *Presentation at CHRIE 2005 Conference.*

Wang, Y. C., and D.R. Fesenmaier (2005). Collaborative Destination Marketing: A Case of Elkhart County, Indiana. *Presentation at TTRA 2005 Conference.*

Hahm, J., Upchurch, R., and **Y. C. Wang** (2005). Assessing the Impact of Movies Upon An Individaul's Image Formation Concerning A Given Destination. *Presentation at the 10th Annual Graduate Education and Graduate*

Student Research Conference in Hospitality and Tourism, January 5-7, 2005, Myrtle Beach, South Carolina, USA.

Rompf, P., **Y. C. Wang**, Severt, D., and Dipietro, R. (2004). Gratuitous Referrals: Visitors Search Activities at Destination for Travel-Related Services. *Presentation at the South East CHRIE 2004 Conference*.

Breiter, D., Severt, D., **Y. C. Wang**, and P. Chen (2004). The Impact of Convention Performance on Association Member's Future Attendance Behavior. *Presentation at CHRIE 2004 Conference*.

Breiter, D., Severt, D., **Y. C. Wang**, and P. Chen (2004). Consumer Behavior of Association Members: A Case Study. *Presentation at the PCMA Conference*, January, 2004, Indianapolis, Indiana, USA.

Wang, Y. C., and D. R. Fesenmaier (2003). Towards Understanding the Behavioral Foundations of Online Travel Community Members: A Structural Equation Model. *Presentation at the 8th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, January 5-7, Las Vegas, USA.

Wang, Y. C., and D. R. Fesenmaier (2003). Assessing the Determinants of the Success of Internet-based Marketing Strategies by Destination Marketing Organizations in the United States. *Presentation at the ENTER 2003 Conference*, January 29-31, Helsinki, Finland.

Wang, Y. C., and D. R. Fesenmaier (2002). Understanding the Motivation of Contribution in Online Communities: An Empirical Investigation of An Online Travel Community. *Presentation at the 33rd TTRA Annual Conference*, June 23-26, 2002, Arlington, Virginia, USA.

Xiang, Z., U., Gretzel, **Wang, Y. C.**, and D. R, Fesenmaier (2002). Designing B2B Communities for the Tourism Industry: A Case Study of the Illinois Tourism Network (ITN). *Poster presentation at the 33rd Annual Conference of Travel and Tourism Research Association*, June 23-26, 2002, Arlington, Virginia, USA.

Wang, Y. C., R. Hila, and W. Qualls (2002). Technology Adoption by Organization: The Effects of Organizational Capacity and Strategic Orientation. *Presentation at the Annual CBIM/ISBM Atlanta Conference*, February 8-10, 2002, Atlanta, Georgia, USA.

Wang, Y. C., and D. R. Fesenmaier (2002). Measuring the Needs of Virtual Community Members: An Empirical Study of An Online Travel Community. *Presentation at the International Conference of ENTER 2002*, Innsbruck, Austria.

Wang, Y. C., and D. R. Fesenmaier (2001). Maximizing the Network Effectiveness: A Case Study of the Amish Country Convention and Visitors Bureau, Northern Indiana, USA. *Presentation at the ENTER Annual Conference: Information and Communication Technologies in Tourism*, April 23 - 28, 2001, Montreal, Canada.

Wang, Y. C., and D. R. Fesenmaier (2001). Virtual Community and Its Implications for Tourism Marketing Organizations. *Presentation at the ENTER Annual Conference: Information and Communication Technologies in Tourism*, April 23 - 28, 2001, Montreal, Canada.

Hwang, Y., **Y. C. Wang**, and D. R. Fesenmaier (2000). Temporal Data Aggregation: Preliminary Investigation of the U.S. In-Flight Data. *Presentation at the 31st Annual Conference of the Travel and Tourism Research Association*, June 11-14, 2000, San Fernando Valley, California, USA.

Wang, Y. C., J. Su, and G. S. Hong (2000). Exploring the Expenditure Patterns of UK Long Haul International Travelers. *Presentation at the 31st Annual Conference of the Travel and Tourism Research Association*, San

Fernando Valley, California, United States, June 11-14, 2000.

WHITE PAPERS

Wang, Y., and Kwun, D. (2007). A Report on the Relative Impact of VISIT FLORIDA Direct Influencers and Other Influencers In the Decision to Take a Florida Vacation. Prepared for VISIT FLORIDA.

Wang, Y., D.R. Fesenmaier (2003). Alliances, Networks and Destination Marketing: Exploring the Nature and Dynamics of Collaborative Marketing strategies in Elkhart County, Indiana. Prepared for Elkhart County Convention and Visitors Bureau, Indiana.

Wang, Y., and D. R. Fesenmaier (2002). Assessing Web Marketing Strategies: Approaches, Issues, and Implications. A Report on the Results of National Survey of City and County Tourism Organizations in the United States of America.

Fesenmaier, D. R., J. T. O’Leary, J. Beaman, Y. Hwang, **Y. Wang**, and Y. Xinran (2000). Temporal Aggregation: Getting more reliable estimates with the U. S. In-Flight Survey Data. Prepared for Tourism Industry, Department of Commerce, USA.

TECHNICAL REPORTS

Analysis of Chicago Aurora Area Travel Market. Report for Aurora Area Convention and Visitors Bureau, 2002.

Analysis of Chicago Southland Travel Market. Report for Chicago Southland Convention and Visitors Bureau, 2002.

Virtual Community Development: An eGuide to Tourism Professionals. [Online]. Available: <http://www.tourism.uiuc.edu/itn/etools/eguides/Creacommunity01.htm>, 2001.

Analysis of Chicago Oak Park Travel Market. Report for Chicago Oak Park Convention and Visitors Bureau, 2002.

AWARDS AND RECOGNITION

Best Research Paper Nomination (2009). The 14th Annual Graduate Education and Graduate Students Research Conference in Hospitality and Tourism, Las Vegas, Nevada. Title of paper: “Experiential Consumption from the Consumers Perspective: A Qualitative Approach in the Luxury Hotel Segment.”

UCF Research Incentive Awards (2009). University of Central Florida.

Distinguished Researcher Award (2006). Rosen College of Hospitality Management, University of Central Florida. This award was granted to one faculty member from the college selected by the university research committee who has demonstrated superior research capability.

Best Paper Award (2006). The International Society of Travel and Tourism Educators (*ISTTE*) Annual Conference, Las Vegas, USA. Title of paper: “Conceptualizing and Evaluating the Functions of Destination Marketing Systems.”

Keeling Dissertation Award (2005). The Travel and Tourism Research Association (TTRA) 2005 Annual Conference. This award was granted every 3 years to the best Ph.D. dissertation in the travel and tourism industry world-wide.

Researcher of the Year Award (2005). Rosen College of Hospitality Management, University of Central Florida. This award was granted to one faculty member who has demonstrated superior research capability within the college.

Haworth Press Best Paper Award (2003). Eighth Graduate Education and Graduate Students Research Conference in Hospitality and Tourism, Las Vegas, Nevada. Title of paper: “Towards Understanding the Behavioral Foundations of Online Travel Community Members: A Structural Equation Model”

The Most Read Articles (ranked 6th on 08/21/2011) in *Journal of Hospitality Marketing and Management*. Title of the paper: “Assessing the Web-based destination marketing activities: A relationship marketing perspective.” With Cobos, L., and Okumus, F. (2009).

ScienceDirect and SciVerse Top 25 (ranked 16th) Hottest Articles (October to December 2010). *International Journal of Hospitality Management* (2011). Title of the paper: “An epistemological view of consumer experience.” With Walls, A., Okumus, F., and Kwun, D.

The Top 20 Articles by Immediate Impact (6 months after publication). *International Journal of Contemporary Hospitality Management* (2008). Title of the paper: “Destination marketing: competition, cooperation or cooptation?”

The 50 Most-Frequently Read Articles. *Journal of Travel Research* (2009). Title of the paper: “Collaborative Destination marketing: Understanding the Dynamic Process.”

The 50 Most-Frequently Read Articles. *Journal of Travel Research* (2009). Title of the paper: “Towards A Theoretical Framework of Collaborative Destination marketing.”

The 50 Most-Frequently Read Articles. *Journal of Vacation Marketing* (2009). Title of the paper: “Collaborative Destination marketing: Strategies of Convention and Visitors Bureaus.”

Keynote Speaker. The International Hospitality and Tourism Education Summit, May 11-13, 2011, Guangzhou, China. Title of speech: The Hospitality Education Development in USA and its Implications to China.

Keynote Speaker. The 2nd Asia Pacific Alliance on Tourism & Hospitality Education & the 10th Annual Conference in Hospitality & Tourism, Kaohsiung Taiwan, May 2010. Title of speech: Tourism Destination Marketing: Achieving Success through Collaboration and Networking.

Keynote Speaker. International Seminar of Tourism in Rio De Janeiro. Rio De Janeiro, Brazil, March 2010. Title of speech: Collaborative Destination Marketing: Theory and Application.

Keynote Speaker. I-CHRIE Career Academy 2009. Title of speech: Qualitative Research Methods: An Overview.

Keynote speaker. International Symposium on the Globalization of Higher Tourism Education. Shanghai, China, June 20-21, 2009.

Keynote Speaker. China Tourism E-commerce Conference. May 17-18, 2008, Nanjing, China.
Title of speech: Destination Marketing System: The American Experience.

Keynote Speaker. International Conference on International Tourist Cities under the Globalization Context. October 28, 2006, Shen Zhen, China.
Title of speech: Technology. Digitization and Destination Marketing.

Honorary Professor. Xi'an International Studies University. Since 2007.

Appointed Expert. Expert Committee of Shanghai Tourism Development Research Center, Shanghai, China. Since June, 2009.

Who's Who in America Inclusion (since 2006). Recognized globally as the premier biographical data source for notable and achievers from around the world and from every significant field of endeavor since 1899.

RESEARCH AND DEVELOPMENT FUNDING

Assessing the Impacts and Attendees' Perceptions of the International Nadamu Fair of Ordos City, Inner Mongolia, China (2011). US\$30,000.00 funded and project in contract.

Best Practices in Mobile Marketing: Developing the Mobile Destination Marketing Tool Kit (2011). A research proposal submitted to Destination Marketing Association International (DMAI). US\$82,705.00. Proposal under review.

Faculty Training for Institute of Tourism Beijing Union University (2010). This training program was developed and provided to 6 professors of hospitality and tourism management from Institute of Tourism Beijing Union University, China. US\$4,000.00. Program funded and completed.

Faculty Training for Shanghai Normal University (2009). This training program was developed and provided to 20 professors of hospitality and tourism management from Shanghai Normal University, Shanghai, China. US\$12,000.00. Program completed and funded.

Marketing Orlando: Competing through Network Building. A research proposal submitted to the Dick Pope Institute for Tourism Studies. US\$10,000.00. Funded and completed (2009/2010).

Faculty Training for Beijing International Studies University (2009). This training program is developed and provided to 6 professors of hospitality and tourism management from Beijing International Studies University, Beijing, China. US\$6,000.00. Program postponed owing to H1N1 flu.

Information Systems and Destination Marketing (2009). Training program provided to faculty members of Beijing International Studies University. US\$1,000.00. Funded and completed.

Tapping the Potential Chinese Travel Market to Orlando Florida (2009). A Market Research Proposal Submitted to Orlando/Orange County Convention and Visitors' Bureau. US\$50,000.00. Not funded.

Destination marketing system development and evaluation (2008). Training program provided to faculty members of Beijing Institute of Tourism, Beijing Union University. US\$4,000.00. Program completed and funded.

Destination Marketing: Collaboration and Competitiveness (2008). A research proposal submitted to the Sloan Industry Studies Fellowships. US\$45,000.00. Not funded.

Estimating the Economic Impact of the Cricket World Cup 2007 on the Economy of Barbados. A research proposal submitted to World Cup Barbados. US\$125,000. Not funded. With Scantlebury, M., Croes, R., Hara, T. Smith, T., and Downes, A.

Assessing the Impact of Vacation Influencers on the Decision to Take a Florida Vacation (2007). A research proposal submitted to VISIT FLORIDA. US\$3,000.00. Project completed and funded. With Kwun D..

Economic Impact of Tourism on Osceola County. A research proposal submitted to the Kissimmee Convention & Visitors Bureau (2006/2007). US\$35,000.00. Project completed and funded. With Croes, R. and Hara, T.

Regional Destination Marketing (2006/2007). A Research Proposal Submitted to the In-house Research Grant, University of Central Florida. US\$7,500.00. Project completed and funded. With Okumus, F.

An Analysis of Customer Satisfaction with the Religious Play (2006/2007). A Research Proposal Submitted for the Rosen College Research Grant, University of Central Florida. US\$2,000.00. Project completed and funded. With McDowall, S. and Naipaul, S.

Understanding the Purchasing Behavior of UK Travelers Who Visited Florida via Orlando-Sanford International Airport (2006). A research project conducted for VISIT FLORIDA. US\$6,000.00. Project completed and funded.

Assessing the Web-based Marketing Strategies of the American Lodging Industry: Approaches, Issues, Trends, and Implications (2005/2006). A Research Proposal Submitted to the In-house Research Grant, University of Central Florida. US\$7,500.00. Project completed and funded.

Collaborative Destination Marketing: Issues, Challenges and Implications (2005/2006). A Research Proposal Submitted for the Rosen College Research Grant, University of Central Florida. \$2,000.00. Project completed and funded.

Are We Ready for the China Pie? Tapping the Potential Chinese Travel Market to Orlando Florida (2005/2006). A Market Research Proposal Submitted to Kissimmee Convention and Visitors' Bureau. US\$50,000.00. Not funded.

Best Marketing Practices in the Travel and tourism Industry (2005/2006). A Research Proposal to the association of travel marketing executives. US\$53,900.00. Not funded.

Change Propensity Analysis: A New Approach to Identifying Changes in Tourism Technology Practice (2004). Research proposal submitted for the Travel and Tourism Association's research grant. US\$2,000.00. Not funded.

Examining the Technology Strategies of Hospitality Industries in the U.S. (2004)
This research proposal is prepared for the American Hotel and Lodging Association. US\$20,000.00. Not funded.

Collaborative Destination Marketing: Issues and Strategies. Principal Investigator of Project for the Elkhart Country Convention and Visitors Bureau, Northern Indiana, U.S.A., 2003. US\$5,000.00. Project completed and

funded.

OTHER DEVELOPMENT FUNDING EFFORTS FOR COLLEGE

Undergraduate program in hospitality and tourism with academic internship at Disney. Program developed for undergraduate student from international partnership universities. MOU approved by UCF and State Department, Hosting Agreement signed with Disney. Expected to offer the program in January 2012 with 50-100 students annually which will bring US\$175,000.00 to US\$350,00.00 to UCF annually. Program repeatable every year.

Undergraduate program developed for Curacao students (Fall 2010). US\$90,000.00. Program funded and implemented.

Undergraduate program developed for Curacao students (Fall 2011). US\$120,000.00. Program funded and implemented.

DISSERTATION/THESIS COMMITTEE

Student Name: David Smiley
Thesis Title: Perception of education quality in PGA programs
Role: Thesis Committee Chair
Status: Ongoing.

Student Name: Luis A. Romero
Thesis Title: Exploring the coping strategies of migrant workers in the hospitality industry
Role: Thesis Committee Chair
Status: Ongoing.

Student name: Stephen Lee
Dissertation Title: Relationship marketing by Destination Marketing Organizations: Does it lead to favorable behavioral intentions of meeting planners?
Role: Dissertation Committee Member
Status: Ongoing.

Student name: Jeannie Hahm
Dissertation Title: In developing stage
Role: Dissertation Committee Member
Status: Ongoing.

Student name: Andrew Walls
Dissertation Title: An Examination of Experiential Consumption and Relative Effects on Consumer Values.
Role: Dissertation Committee Chair
Status: Completed successfully.
The dissertation won the **5th Annual Emerald/EFMD Outstanding Doctoral Research Awards 2009**

Student name: Kelly Semrad
Dissertation Title: In developing stage
Role: Dissertation Committee Member
Status: Completed successfully.
The dissertation has won the **Rosen College Outstanding Dissertation Award for 2009-2010.**

Student name: James Hogg

Dissertation Title: The Virtual Hospitality Lab Project 1.0: The affects of Digital Storytelling on Hospitality Leadership Coaching Skills in a Multi-User Virtual Environment (MUVE).

Role: Dissertation Committee Member

Status: Completed successfully.

Student Name: Liza Cobos

Thesis Title: Deconstructing the Online Destination Marketing Systems: A Relationship Marketing Approach

Role: Thesis Committee Chair

Status: Completed successfully.

Student Name: Jeeyeon Hahm

Thesis Title: The Impact of Movies on Destination Images and Traveler's Decision Making

Role: Thesis Committee Member

Status: Completed successfully.

Student Name: Scott Smith

Thesis Title: The Effect of Internet Booking on the Orlando Lodging Market

Role: Thesis Committee Member

Status: Completed successfully.

Student Name: N. Peerapatdit

Thesis Title: Traveler Expenditure Patters: First-time versus Repeat Visitors to Orlando Area

Role: Thesis Committee Member

Status: Completed successfully.

TEACHING EXPERIENCE

University of Central Florida – Rosen College of Hospitality Management

Fall 2011 HFT 6586 Research Methodology in Hospitality and Tourism (Graduate level)

Spring 2011 HFT4561 Destination marketing

Fall 2010 HFT 6586 Research Methodology in Hospitality and Tourism (Graduate level)

Spring 2010 HFT3444 Hospitality Information Systems
HFT4561 Destination Marketing
HFT7715 Strategies and Tactics in Travel and Tourism (Graduate level)

Fall 2009 HFT3444 Hospitality Information Systems
HFT3444 Hospitality Information Systems
HFT 6586 Research Methodology in Hospitality and Tourism (Graduate level)

Spring 2009 HFT3444 Hospitality Information Systems
HFT4561 Destination Marketing
HFT6938 Principles of Destination Marketing and Management (Graduate level)

Fall 2008	HFT3444 Hospitality Information Systems (2 sections) HFT 6586 Research Methodology in Hospitality and Tourism (Graduate level)
Spring 2008	HFT3444 Hospitality Information Systems HFT 4561 Destination Marketing
Fall 2007	HFT3444 Hospitality Information Systems HFT 6586 Research Methodology in Hospitality and Tourism (Graduate level)
Spring 2007	HFT3444 Hospitality Information Systems (2 sections)
Fall 2006	HFT3444 Hospitality Information Systems (2 sections) HFT 6446 Technology Strategies in Hospitality and Tourism (Graduate level)
Spring 2006	HFT3444 Hospitality Information Systems (2 sections) HFT 6586 Research Methodology in Hospitality and Tourism (Graduate level)
Fall 2005	HFT3444 Hospitality Information Systems (2 sections) HFT 6586 Research Methodology in Hospitality and Tourism (Graduate level)
Spring 2005	HFT3444 Hospitality Information Systems (2 sections) HFT 6586 Research Methodology in Hospitality and Tourism (Graduate level)
Fall 2004	HFT3444 Hospitality Information Systems (2 sections) HFT 6586 Research Methodology in Hospitality and Tourism (Graduate level)
Spring 2004	HFT2444 Manage Information Systems in Hospitality and Tourism HFT 6446 Technology Strategies in Hospitality and Tourism (Graduate level)
Fall 2003	HFT2444 Manage Information Systems in Hospitality and Tourism HFT 4413 Advanced Technology in Hospitality and Tourism HFT 6586 Research Methodology in Hospitality and Tourism (Graduate level)

University of Illinois – Department of Leisure Studies

Spring 2003	Co-Instructor Leisure Studies 199TC: Contemporary Issues in Travel and Tourism
Fall, 2002	Instructor Leisure Studies 199TT: Technology and Tourism Marketing

Spring, 2002 Co-Instructor
Leisure Studies 291: Research Methods in Leisure Studies (I)

Fall, 2001 Teaching Assistant
Leisure Studies 290: Research Methods in Leisure Studies (II)

Spring, 2001 Instructor
Leisure Studies 116: Computer Applications in Leisure Services

Fall, 2000 Teaching Assistant
Leisure Studies 116: Computer Applications in Leisure Services

Spring, 2000 Teaching Assistant
Leisure Studies 116: Computer Applications in Leisure Services

Purdue University – Department of Hospitality and Tourism Management

Spring, 1999 Teaching Assistant
HTM100: Introduction to Foodservice, Lodging, and Tourism Management

Fall, 1999 Teaching Assistant
HTM141: Financial Accounting for the Service Industry

UNIVERSITY/COLLEGE/DEPARTMENT COMMITTEE SERVICE

2011/2012 University Undergraduate Course Review Committee
University Policy and Curriculum Committee
University Undergraduate Studies Executive Committee
University Research and Steering Committee
University IRB Committee
University RIA committee
College Department Chair Search Committee – Chair
UCF Career Service Advisor Search Committee
Visit Orlando Research Committee
Shanghai Tourism Development Research Center Expert Committee, Shanghai, China.

2010/2011 University Undergraduate Course Review Committee
University Policy and Curriculum Committee
University Undergraduate Studies Executive Committee
University Research and Steering Committee
University IRB Committee
University RIA committee
College Faculty Search Committee – Chair
Visit Orlando Research Committee
Shanghai Tourism Development Research Center Expert Committee, Shanghai, China.

- 2009/2010
- University Research and Steering Committee
 - University IRB Committee
 - University RIA committee
 - Rosen College Ph.D. Students Admission Committee – Chair
 - Rosen College Graduate Policy and Curriculum Committee – Chair
 - Rosen College Faculty Research Committee – Chair
 - Rosen College Faculty Research Incentive Awards Selection Committee
 - Rosen College Master’s Curriculum Examination Task Force – Chair
 - Orlando/Orange County CVB Research Committee
 - Shanghai Tourism Development Research Center Expert Committee, Shanghai, China.
- 2008/2009
- University Research and Steering Committee
 - University IRB Committee
 - UCF President Research Roundtable Participant
 - Rosen College Associate Dean Search Committee
 - Rosen College Faculty Research Committee – Chair
 - Rosen College Comprehensive Exams for Ph.D. candidates – Member
 - Rosen College Graduate Policy and Curriculum Committee - Member
 - Department of Tourism, Events and Attractions Tenure and Promotion Guidelines Development Committee
 - Department of Tourism, Events and Attractions Faculty Cumulative Performance Evaluation Committee – Chair*
 - Department of Hospitality Services Faculty Cumulative Performance Evaluation Committee - Member
 - Department of Food Service and Lodging Faculty Cumulative Performance Evaluation Committee - Member
 - Rosen College Faculty Teaching Incentive Awards Selection Committee
 - Orlando/Orange County CVB Research Committee
- 2007/2008
- Rosen College Curriculum Committee – Tourism Track Chair
 - Rosen College Comprehensive Exams for Ph.D. candidates – Member
 - Rosen College Graduate Policy and Curriculum Committee
- 2006/2007
- University Research and Steering Committee
 - University IRB Committee
 - Rosen College Faculty Search Committee
 - Rosen College Curriculum Committee – Tourism Track Chair
 - Rosen College Comprehensive Exams for Ph.D. candidates – Chair
 - Rosen College Graduate Policy and Curriculum Committee
- Spring 2005
- Member, Faculty Search Committee, Rosen College of Hospitality Management, University of Central Florida
- Fall 2004
- Chair, Department Tenure Promotion Committee, Tourism, Events, and Attractions, Rosen College of Hospitality Management, University of Central Florida
- Since Spring 2004
- Member, Undergraduate Curriculum Committee, Rosen College of Hospitality Management, University of Central Florida

- Since Fall 2003 Member, Graduate Curriculum Committee, Rosen School of Hospitality Management, University of Central Florida
- Since Fall 2003 Member, International Committee, Rosen School of Hospitality Management, University of Central Florida
- Fall, 2002 Member, Faculty Search Committee, Department of Leisure Studies, University of Illinois
- Fall, 1999 - present Member, Graduate Student Association, School of Applied Life Studies, University of Illinois

OTHER PROFESSIONAL ACTIVITIES

- 2011 Initiating and implementing UCF-AHLA (American Hotel and Lodging Association) Leadership Academy
- 2011 Discussing and negotiating cooperation programs with University of West Indies
- 2011 Initiated MOU agreement with Nankai University, China
- 2011 Discussing and negotiating an AS to BS articulation agreement with Republic Polytechnic, Singapore
- 2010-2011 Supervising and implementing UCF Rosen College – Disney Undergraduate Program in Hospitality Management
- 2010-2011 Supervising and facilitating UCF Rosen College – Disney Graduate Certificate Program in Hospitality Management
- 2010-2011 Coordinating and negotiating a UCF Rosen College campus in Hainan Province with Hainan government and Hainan University
- 2010 Initiated and facilitated discussion and negotiation with the City of Ordos China for possible programs including training, research projects and other educational opportunities for Rosen College.
- 2009 Planning and co-hosting International Conference on Hospitality and Tourism Education in China on behalf of Rosen College (June 20, 2009, Shanghai, China)
- 2009 Negotiating providing training programs to faculty members from Shanghai Normal University (expecting 15-25 faculty members)
- 2009 Facilitated and provided training programs to faculty members from Beijing International Studies University (16 faculty members)
- 2009 Initiated MOU agreement with Shanghai Normal University
- 2008 Initiated MOU agreement with Beijing Institute of Tourism, Beijing Union University

- 2008 Initiated MOU agreement with Xi'an International Studies University
- 2008 Facilitated and provided training programs to faculty members from Beijing Institute of Tourism, Beijing Union University (12 faculty members)
- 2007 Organized and facilitated Rosen College delegation visit to Beijing Institute of Tourism, Beijing Union University; Beijing International Studies University; Xi'an International Studies University; Beijing University
- 2006-2008 Facilitated and hosted delegations of Chinese partnership universities on behalf of Rosen College: Beijing Institute of Tourism, Beijing Union University (3 groups); Xi'an International Studies University (2 groups); Shanghai Normal University (2 groups);

CO-EDITOR-IN-CHIEF

Since 2011 Journal of Destination Marketing and Management

EDITORIAL BOARD

Since 2011 International Journal of Tourism Research
 Since 2010 Tourism Science
 Since 2009 International Journal of Hospitality Management
 Since 2009 Journal of Information Technology & Tourism
 Since 2008 Journal of China Tourism Research
 Since 2008 Journal of Hospitality Marketing and Management
 Since 2007 Journal of Vacation Marketing
 Since 2007 International Journal of Contemporary Hospitality Management
 2007 to 2010 Journal of Travel Research
 Since 2005 International Journal of Hospitality and Tourism Administration
 2008/2009 Guest Editor, Worldwide Hospitality and Tourism Themes (WHATT)
 2006/2007 Guest Editor, China Special Issue, International Journal of Hospitality Management

MANUSCRIPT REVIEWER

For academic journals:

Annals of Tourism Research
 Journal of Hospitality and Tourism Research
 Journal of Travel and Tourism Marketing
 Tourism Geographies
 Referee – Best Doctoral Dissertation Awards (2008), IJCHM
 Referee – Best Research Paper Awards (2009), IJCHM

For major international conferences:

The International Council on Hotel, Restaurant, and Institutional Education (CHRIE)
 Travel and Tourism Research Association (TTRA)
 International Society for Travel and Tourism Educators (ISTTE)
 Asian Pacific Tourism Association (APTA)

Information Technology and Tourism (ENTER)
Graduate Conference in Hospitality and Tourism
International Society of Franchising Annual Conference
2nd International eTourism Conference of the e-Business Forum

INDUSTRY CONSULTING

Mastering Tourism Planning for the Kubuqi World Desert Museum. Project Consultant for the Autonomous Region of Inner Mongolia, People's Republic of China, 2007.

Tourism Development as an Economic Engine for Rural Areas in Western China. Project Consultant for the Autonomous Region of Inner Mongolia, People's Republic of China, 2002.

Leveraging Information Technology for Small Tourism Organizations: A Case of Bed and Breakfast Project for the Amish Country Convention and Visitors Bureau, Northern Indiana, U.S.A., 2001. Project deliverable: <http://www.amishcountrybb.net>.

Focus Group Study On Elkhart County Convention & Visitors Bureau Website Re-design.
Project for the Amish Country Convention and Visitors Bureau, Northern Indiana, U.S.A., 2001.

Master Tourism Planning for Developing Mausoleums of Genghis Khan and Surrounding Areas as a Tourism Destination. Project for the Autonomous Region of Inner Mongolia, People's Republic of China, 2000.

Building A Cohesive Destination Marketing System through IndustryNet and ConsumerNet. Project for the Amish Country Convention and Visitors Bureau, Northern Indiana, U.S.A., 2000.

Data Aggregation for the U.S. In-Flight Survey. Project for the Tourism Industry of America, Department of Commerce, U.S.A., 1999.

PROFESSIONAL AFFILIATIONS

Member, Travel and Tourism Research Association (TTRA)

Member, The International Council on Hotel, Restaurant, and Institutional Education (CHRIE)

Member, Hospitality Financial and Technology Professionals (HFTP)

Member, Hospitality Information Technology Association (HITA)

Member, International Society for Travel and Tourism Educators (ISTTE)

Member, Asian Pacific Tourism Association (APTA)

Tadayuki (Tad) Hara, PhD

Work: Rosen College of Hospitality Management, University of Central Florida,
9907 Universal Blvd, Orlando, FL 32819-8701, USA Tel. 407-903-8174 Fax: 407-903-8106
tadayuki.hara@ucf.edu, tadhara@yahoo.com

Educational Background

Cornell University; Ph.D., 2004
(Major: Hotel Administration, Minor: Regional Science, Peace Science)

Cornell University; M.S., 2003
(Major: Regional Science, Minor: Peace Science)

University of Glamorgan; M.B.A., 1997

Cornell University; M.P.S., 1991
Hotel Administration

Sophia University; B.S., 1984
Bachelor of Science in Law

MIT Professional Institute 2006, School of Engineering, MIT, Boston, MA "*Individual Choice Behavior: Theory and Application of Discrete Choice Analysis*"

Experience in Higher Education

March 2010~
Rosen College of Hospitality Management, University of Central Florida
Associate Dean, Associate Professor and Senior Research Fellow, Dick Pope Sr. Institute

August 2008 – March 2010
Rosen College of Hospitality Management, University of Central Florida
Interim Associate Dean, Associate Professor and Senior Research Fellow, Dick Pope Sr. Institute

August 2005 – August 2008
Rosen College of Hospitality Management, University of Central Florida
Associate Professor and Senior Research Fellow, Dick Pope Sr. Institute

July 2004 – July 2005
School of Hotel Administration/ Center for Hospitality Research, Cornell University
Visiting Assistant Professor/ Doctoral Research Fellow

June 2008
Lausanne Hotel School, Lausanne, Switzerland
Module Leader, Corporate Finance and Strategy

June 2009 - present
School of International Liberal Studies (SILS), Waseda University, Japan
Visiting Associate Professor

August 2011 – present
Graduate School of Commerce – MBA program, Waseda University, Japan
Visiting Associate Professor

Industry Experience

November, 1999 – July, 2000
Ministry Of Foreign Affairs (MOFA)
Tokyo, Japan

Assistant Director, & Team leader - the Middle East Peace Process, Near Eastern Bureau

August, 1997 – October, 1999
Industrial Bank of Japan (IBJ) Head Office
Tokyo, Japan

Senior Manager, International Business Dept.

November, 1994 – July, 1997
IBJ Middle East Representative Office
Manama, Bahrain

Representative

May, 1991 – November, 1994
IBJ Head Office
Tokyo, Japan

Assistant manager, Corporate Banking (hotel & real estate sector. Feasibility and Financial analyses)

May, 1990 – August, 1990
Four Seasons Hotels and Resorts

Toronto, Canada

Executive Trainee, under personal mentorship of Mr. John Sharpe, COO

April, 1984 – May, 1989
IBJ Head Office
Tokyo, Japan

Officer, Project Finance (Natural resources, Merger and Acquisition of hotels & real estate. Feasibility and Investment Analysis)

October, 1980 – October, 1982
Embassy of Japan in Egypt (hired at MOFA, Tokyo)
Cairo, Egypt

Administrative attaché

Current Community & Government Positions

Association to Preserve Eatonville Community (Non-profit African American Organization hosting Annual Zora Festival, Eatonville, FL)
Treasurer (2010-)
Board of Directors (2009-2010)

Japan Tourism Agency, Ministry of Land, Infrastructure, Transport and Tourism
Advisory Committee Member for International Trends Research on Tourism Statistics (2008-)

World Tourism Organization (UNWTO)

Technical Advisory Board to Tourism Statistics and Tourism Satellite Accounts (2009-) (representing Japan)

The International Network on Regional Economics, Mobility and Tourism (INRoute)

Scientific Committee Member & Individual Associate Members (2010-)

Publications:

[Academic: Peer-Reviewed]

1. Kusic, M, Hara, T (2011 – being edited) Textbook Chapter - Introduction to Input-Output Framework “Tourism - Industry and Insights”, ISBN 979-953-307-532-6 InTech Publishing, Rijeka, Croatia
2. Kusic, M, Hara, T (2011 – being edited) Textbook Chapter – Structure of Tourism Satellite Accounts “Tourism - Industry and Insights”, ISBN 979-953-307-532-6 InTech Publishing, Rijeka, Croatia
3. Hara, T (2011) “Introduction to Hospitality Management: Exploratory Analysis of Issues which Affect Satisfaction of Hotel Employees in Japan” *Waseda Global Forum*, Vol. 7, 53-72
4. Hara, T., Kakazu, H., Kinjo, M., (2011) “Introduction to Quantitative Tourism Industry Analysis” (“Suuryou Kanko Bunseki Nyuumon” in Japanese), Technical textbook on Input-Output, Social Accounting Matrix, Computable General Equilibrium Modeling and Tourism Satellite Accounts
5. Kawamura, S, Hara, T (2010) “A Historical Perspective and Empirical Analysis on Development of Theme Parks in Japan” *Worldwide Hospitality and Tourism Themes*, Vol 2, No. 3, 238-250
6. Hara, T (2010) “Source of Innovation in Tourism Businesses” *The Tourism Studies (Kanko Kenkyu)*. Vol.21 No.2, P6-10 Japan Institute of Tourism Research
7. Hara, T. and Asahi, S (2009) “Income Distribution Effect over Regional Residents: Comparative Analysis of Income generated from Tourism Industry and other Industries” (in Japanese) *Innovation and I-O Technique*, Vol17, No1-2, 47-55 Pan Pacific Association of Input-Output Studies
8. Shani, A., Rivera, M., and Hara, T. (2009) "Assessing the Viability of Repeat Visitors to Cultural Events: Evidence from the Zora! Festival" *Journal of Convention & Event Tourism* Vol. 10 (2) 89-104
9. Hara, T and Tesone, D (2008) “Analysis of Japanese Hotel Employees’ Job Satisfaction and its Association with Annual Income and other Socio-Economic Variables” *International Journal of Tourism Sciences* Vol 8(1), 71-88
10. Kock, G., Breiter, D., Hara, T., and Dipietro, R. (2008) “Proposing a Regional Impact Based Feasibility Studies Framework for Convention Centers: A Quantitative Analysis of the Orange County Convention Center (OCCC)” *Journal of Convention & Event Tourism* Vol. 9(4), 309-340
11. Japan Tourism Agency, Hara, T. (2008) “Economic Contributions of Travel and Tourism for the Japanese Economy in 2006 - Results of 7th Research on Economic Impact of Travel and Tourism” *Malaga Conference, United Nations World Tourism Organization (UNWTO)*
12. Rivera, M., Hara, T., and Kock, G (2008) Economic Impact of Cultural Events – the Case of the Zora Festival. *Journal of Heritage Tourism*, (3), 2, 1-17
13. Hara, T. and Naipaul, S. (2008) Agritourism as a Catalyst for Improving the Quality of Life in Rural Regions: A Study from a Developed Country. *Journal of Quality Assurance in Hospitality and Tourism* (9), 1,
14. Malul, M., Mansury, Y., Hara, T., and Saltzman, S. (2008) An Economic Development Road Map for Promoting Israeli-Palestinian Cooperation” *Peace Economics Peace Science & Public Policy* (14), 1,
15. Hara, T. (2008) Quantitative Tourism Industry Analysis: Introduction to Input-Output, Social Accounting Matrix Modeling and Tourism Satellite Accounts. Butterworth-Heinemann, an imprint of Elsevier Inc, Burlington, MA 261 pages
16. Mansury, Y. and Hara, T. (2007) Impacts of Organic Food Agritourism on a Small Rural Economy: A Social Accounting Matrix Approach, *Journal of Regional Analysis & Policy* (37), 3, 213-222
17. Hara, T. (2007) Revelation of Hidden Management Information through Quantitative Analyses of Japanese Hotel Employees’ Data (in Japanese). *Shukan Hotel Restaurant*, (42), 18, 60-67*
18. Hara, T. (2007) Destination Marketing – Putting its Strategic Necessity for Japan in perspective (in Japanese) *Gekkan Hotel Ryokan Management*, (44), 5, 58-64*

19. Mansury, Y. and Hara, T. (2006) The Regional Impact of Promoting Organic-Food Driven Agritourism as a Sustainable Strategy for Rural Economic Development – the case of Liberty, NY, Social Science Network Paper
20. Hara, T. (2006) Dual Structure of Labor and Hotel Business (in Japanese) *Shukan Hotel Restaurant*, (41), 18, 61-65*
21. Hara, T. (2004) Estimating the Immediate Effects of An Unprecedented Event of Terrorism. *Advances in Hospitality and Leisure*, (1), 1,245-263, Elsevier Ltd. U.K.
22. Hara, T. (2004) The Impact of Tourism on Conflict in the West Bank and Gaza, *Crossroads (IV)*, 2, 7-23, 2004 ASA Associates Italy
23. Isard, W., Hara, T. (2003) Some Theoretical Thoughts on constructing a Poverty-Eliminating Social Accounts Bill of Goods” *Peace Economics Peace Science and Public Policy* (9), 2
24. Isard, W., Hara, T. (2003) The Old City of Jerusalem As a Tourist International Magnet: An Initial Proposal for A First Step Cooperation in the Middle East - PART II: Projection of Decrease in Hostilities and Terrorist Activity, (9), 1
25. Isard, W., Hara, T. (2003) The Old City of Jerusalem as a Tourist International Magnet: An Initial Proposal for A First Step Cooperation in the Middle East. *Peace Economics, Peace Science and Public Policy* (8), 4
26. Hara, T. (2003) Estimating Economic Impact of Terrorism: An Exploratory Method of Using an Input-Output/ Social Accounting Matrix Framework to Quantify the Effects of Terrorism on a Regional Economy—The Case of the 9/11 World Trade Center Attack., *Regional Science program, Department of City and Regional Planning, Cornell University, NY*
27. Hara, T. (2003) Quantifying the Negative Economic Impact of Terrorism (in Japanese) *Shukan Hotel Restaurant*, (38), 14, 71-75
28. Hara, T. (1997) Towards Strategic Transformation of Economic Structures of Bahrain” *Business School, University of Glamorgan, Wales, United Kingdom*
29. Hara, T. (1991) Japanese Investors in Perspective - Effective Understanding of Motives and Behaviors of Japanese Investors in United States Hotels, *School of Hotel Administration, Cornell University, NY*
30. Hara, T. and Eyster, J. (1990) Japanese Hotel Investment: A Matter of Tradition and Reality. *Cornell Hotel and Restaurant Quarterly*, (31), 3, 98-104,
31. Hara, T. (1984) Strategic Issues of Israel over Golan Heights, West Bank and Gaza (in Japanese) *Law School, Sophia University, Tokyo, Japan**

[Peer-Reviewed Academic Paper Presentations]

1. Kamiyama, H., Suzumura, E., Yuhara, H, Hara, T., (2011) “Development and Utilization of Sub-National Statistics on Tourists in Japan”, *MOVE 2011 2nd International Conference on the Measurement and Economic Analysis of Regional Tourism, Bilbao, Spain, UNWTO*
2. Sakuramoto, Y, Kamiyama, H., Yuhara, H, Hara, T., (2011) “Introduction of Regional Tourism Economic Survey”, *MOVE 2011 2nd International Conference on the Measurement and Economic Analysis of Regional Tourism, Bilbao, Spain, UNWTO*
3. Hara, T. (2011) “Exploratory Responses to Challenges in Teaching Tourism Statistics and Tourism Satellite Accounts” *Special Topics Session on Tourism Statistics, 58th World Statistics Congress, International Statistical Institute, Dublin, Ireland*
4. Zhong, Y, Hara, T., Ro, H, Dickson, D (2011) “Quantifying the Impacts of the Recent Economic Crisis on a Local Tourism Industry and Economic System” *16th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX*
5. Shani, A., Rivera, M., Hara, T. (2009) “Assessing the Viability of Repeat Visitors to Cultural Events: Evidence from the Zora! Festival” *14th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Las Vegas, NV*
6. Ray, V., Hara, T., Upchurch, R. (2009) “Eating Behaviors and Obesity Issues in Black Americans” *14th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Las Vegas, NV*
7. Yoshida, N. Hara, T., (2008) Modeling Possible Reduction of Environmental Impact by usage of Bio Diesel Fuel in Visitors’ consumption of Tourism Commodities – A Case of Wakayama, Japan (expected) *55th North American Regional Science Council (NARSC) Conference, Regional Science Association International, New York, NY*
8. Hara, T., S. Asahi (2008) “Income Distribution Effects of Tourism Expenditures over Host Community” *Annual Conference of Pan Pacific Association of Input-Output Studies (PAPAIOS), Yamaguchi, Japan*

9. Rivera, M., Hara, T. and Croes, R. (2008) Modeling Poverty Alleviation using Social Accounting Matrix. 13th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Orlando, FL
10. Hara, T. (2007) Quantitative Analysis of Financial Management Learning. 2007 Meeting of Association of Hospitality Financial Management Education, NY, NY
11. Rivera, M., Hara, T. and Croes, R. (2007) Quantitative Modeling of Poverty Alleviation through Tourism in Nicaragua. 54th North American Regional Science Council (NARSC) Conference, Regional Science Association International, Savannah, GA
12. Hara, T. (2007) Analyzing the Possible Variance of Hospitality Students' Financial Knowledge and Skills. UCF Faculty Center for Teaching and Learning, 2007 Faculty Showcase, Orlando, FL
13. Rivera, M., Hara, T. and Kock, G. (2007) Economic Impact of Cultural Events: The Case of the Zora! Festival 12th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX
14. Rivera, M. and Hara, T. (2007) Estimating Economic Impact of Conventions in Small Island Destinations: The Case of Puerto Rico. 12th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX
15. Hara, T. and Kock, G. (2007) Proposing an Alternative Framework of Feasibility Studies for Large Public Tourism Investment: Quantitative Analysis for a Convention Center in Florida. 12th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX
16. Hara, T. (2006) Comparative Analysis of Economic Impact of Tourism as an Industry over Host Community, 53rd North American Regional Science Council (NARSC) Conference by Regional Science Association International, Toronto, Canada present a refereed paper
17. Hara, T. and Naipaul, S. (2006) Analysis on the Economic Impact of Agri-tourism in the Peripheral Regions in the State of Florida. 53rd North American Regional Science Council (NARSC) Conference, Regional Science Association International, Toronto, Canada
18. Hara, T. (2006) Comparative Analysis of Policy Options – Tourism as an Industry to Drive Economic Development: A Case for the West Bank and Gaza. Cutting Edge Research in Tourism - New Directions, Challenges and Applications, University of Surrey, U.K.
19. Hara, T. (2006) An Alternative Method to Deal with Overwhelming Variance of Skill Levels of Students UCF Faculty Center for Teaching and Learning, Faculty Showcase
20. Hara, T and Mansury, Y. (2005) An Impact Analysis of the Role of Agri-Tourism as a Sustainable Strategy for Economic Development in Liberty, NY. 52nd North American Regional Science Council (NARSC) Conference, Regional Science Association International, Las Vegas, NV
21. Hara, T. (2005) An Exploratory Quantitative Modeling of Sustainable Tourism Concepts – an approach from Regional Science, 52nd North American Regional Science Council (NARSC) Conference, Regional Science Association International, Las Vegas, NV
22. Hara, T. (2005) Sustainability and Tourism/ Hospitality Development – Proposing an Alternative Framework for Quantitative Modeling. International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE) Annual Conference, Las Vegas, NV
23. Hara, T. (2005) Discussion on Extended Validity of an Alternative Framework to Estimate Short-Term Negative Impacts of an Unexpected (Unprecedented) Event. Business Enterprises for Sustainable Tourism – Educators' Network (BEST-EN) 5th Module, University of West Indies, Kingston, Jamaica
24. Hara, T. (2005) Proposing a Proactive Use of Tourism Industrial Complex Modeling to Mitigate Economic Problems in an Internationally Disputed Region: An applied Case for West Bank and Gaza. Travel and Tourism Research Association (TTRA) 36th Annual Conference, New Orleans, LA.
25. Malul, M., Mansury, Y., Hara, T., and Saltzman, S. (2005) Measuring Bi-National Economic Interdependence: An Exploration of the Israel-Palestine Case. Jan Tinbergen Peace Science Annual Conference, Tinbergen Institute, University of Amsterdam, Netherlands.
26. Hara, T. (2004) Application of a Peace Science Method for Managing a Conflict 51st North American Regional Science Council Conference by Regional Science Association International, Seattle, WA
27. Malul, M., Mansury, Y., Hara, T., and Saltzman, S. (2004) Measuring Bi-National Economic Interdependence: An Exploration of the Israel-Palestine Case. Northeast Regional Science Association 24th Annual Meeting, Ithaca, NY
28. Hara, T. (2004) Estimating the Negative Impact of Unexpected Events on the Tourism Industry – An Exploratory Comparison of Two Cases. IMPLAN National User's Conference, Shepherdstown, WV

29. Hara, T. (2004) Application of a Regional Science Method for Managing a Conflict: A Case for the West Bank and Gaza. Conflict Resolution-New Generation of Ideas Conference, University of Massachusetts, Boston, MA
30. Hara, T. (2004) Estimating the Short-term Impacts of a Huge Unexpected Negative Event on the Regional Economy and Tourism Sectors. Travel and Tourism Research Association (TTRA) 35th Annual Conference, Montreal, Canada.
31. Hara, T. (2004) Proposing a Proactive Use of Tourism Industrial Complex Modeling to Mitigate Economic Problems in an Internationally Disputed Region: An Applied Case for West Bank and Gaza. Travel and Tourism Research Association (TTRA) 35th Annual Conference, Montreal, Canada.
32. Hara, T. (2004) Quantitative Modeling of Tourism Industrial Complex Analysis in a Poverty-stricken Region of an International Conflict: An Applied Case for the West Bank and Gaza. Jan Tinbergen Peace Science Annual Conference, University of Amsterdam, Netherlands
33. Hara, T (2003) An Alternative Methodology of Estimating Unexpected Events in a Regional Economy. Northeast Regional Science Association Conference, Binghamton, NY, Nov. 2003
34. Hara, T (2003) Economic Impact of Terrorism and Tourism: A case of Israeli-Palestinian Conflict European Peace Science Annual Conference, Amsterdam, Netherlands
35. Hara, T. and Saltzman, S. (2003) The Economic Impact of Terrorism: An Alternative Method to quantify the effects on the New York City Economy of the 9/11 Attack on the World Trade Center. 8th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Las Vegas. [Received "Sage Publications Best Conference Paper Award"]
36. Hara, T. (2003) Estimating Economic Impact of 9/11 on the New York State Economy and Tourism Industry. National IMPLAN User's Conference, Mineral Management Services & U.S. Department of the Interior. New Orleans, LA

[Awards and Grants]

1. Japan as Tourism Destination Study, Japan International Transport Institute, Ministry of Land, Infrastructure, Transport and Tourism, Japan (\$35,000) March 2010
2. Japan Travel Image Pilot Study, Consulate General of Japan, Miami, Ministry of Foreign Affairs of Japan (\$5,800) March 2009
3. UCF Faculty Affairs, Division of Academic Affairs, for hosting "Faculty Research Mentoring Program (\$4,754) February 2009
4. HED-USAID South African Tourism Education Grant (PI \$240,000: unfunded) November 2008
5. Economic Impact Assessment of Short Term Rental Units by Dick Pope Institute for Tourism Studies for Osceola Kissimmee Convention and Visitors' Bureau (co-investigator: \$35,000) November 2007
6. UCF Office of International Studies, Appointment of International Fellow (\$2,400) August 2007
7. UCF Information Fluency Grant, Quality Enhancement Plan Office (\$1,000) June 2007
8. Concurrently awarded with three research funding for Summer 2007 Conference May 2007
 - a. UCF Course Innovation Grants, Faculty Center for Teaching and Learning (\$)
 - b. UCF International Institute 2007, Office of International Studies (\$)
 - c. UCF Information Fluency Grant, Quality Enhancement Plan Office (\$)
9. Economic and Tax Impact Assessment of Timeshare Industry by Dick Pope Institute for Tourism Studies for American Resort Development Association (co-investigator: \$40,000) March 2007
10. Central Florida Hotel & Lodging Association Research Grant earmarked for "Regional Hospitality Economic Impact Study (\$7,500-partially reduced 01/09) November 2006
11. Joint-Academic Research Promotion Fund by Economics Department, Yamaguchi University, Japan (on Tourism Satellite Accounts) Yen 400,000 (=approx. US\$3,600) August 2006
12. UCF Grant for Course Development & Web Services, Center for Distributed Learning (to deliver fully online courses) (\$2,000) August 2006
13. UCF Information Fluency Grant, Quality Enhancement Plan Office (\$1,000) August 2006
14. UCF Course Innovation Grants, Faculty Center for Teaching and Learning (\$500) May 2006
15. UCF International Institute 2006, Office of International Studies (\$1,000) May 2006
16. UCF Honors College Grant Acceptance, Burnett Honors College (\$7,000 deferred) May 2006
17. Massachusetts Institute of Technology Professional Institute, School of Engineering Scholarship (\$1,675) April 2006
18. UCF In-House Research Grants, Office of Research 2005-2006 (\$7,432) February 2006
19. UCF Course Innovation Grants, Faculty Center for Teaching and Learning (\$500) January 2006

20. UCF Winter Conference Grants on Scholarship on Teaching and Learning (\$500) December 2005
21. Center for Hospitality Research, Summer Research Grant 2003 (\$5,000), Cornell University
June 2003
22. “Sage Publications Best Conference Paper Award” at 8th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Las Vegas. co-authored with Professor Sid Saltzman
January 2003

[Academic: Invited Publications]

1. Hara, T., Pizam, A., Breiter, D., Shoemaker, S., Shiojima, K., and Sadaho, H., (2011) “Roundtalk on Promotion of Inbound Tourism to Japan ” (in Japanese – moderator, technical advisor to translation) P2-7, 2011.9/10 Volume 678 Hotel Review, Japan Hotel Association.
2. Hara, T. (2011) “Commoditization of Hotel Rooms and Implications for Independent Hotels” (in Japanese) Weekly Hotel Restaurant, 2011.9.26 issue P23-25, Ohta Publications, Tokyo, Japan
3. Hara, T. (2011) “Lessons on Multicultural Management from Hotels in the United States ” (in Japanese) P12-13, 2011.7/8 Volume 677 Hotel Review, Japan Hotel Association.
4. Hara, T. (2011) “Greater East Japan Earthquake and Recovery for Hotels ” (in Japanese) P42-43, 2011.5/6 Volume 676 Hotel Review, Japan Hotel Association.
5. Hara, T. (2011) “Access to Younger Generation: Social Media Marketing (in Japanese)” Rakuten Travel Handbook Vo. 27 P26 Summer 2011
6. Hara, T. (2011) “Quantitative Analyses of 2011 Data on Japanese Hotel Employees” (in Japanese) Weekly Hotel Restaurant, 2011.5.6 issue P28-35, Ohta Publications, Tokyo, Japan
7. Hara, T. (2011) “Hotel Women in an Diversity-Era ” (in Japanese) P8-9, 2011.3/4 Volume 675 Hotel Review, Japan Hotel Association.
8. Hara, T. (2011) “Marketing Strategy for Female Segments and Formation of Hotel Products in the United States (in Japanese)” Rakuten Travel Handbook Vo. 26 P22 Spring 2011
9. Hara, T. (2011) “Marketing Techniques in Internet-era: Capitalizing on the Potential Demands for Luxury Products (in Japanese)” Rakuten Travel Handbook Vo. 25 P14 New Year 2011
10. Hara, T. (2011) “How Effective are Groupon Promotions for Businesses-Part II” (in Japanese) P14 2011.1/2 Volume 674 Hotel Review, Japan Hotel Association.
11. Hara, T. (2011) “Crisis Management by Hotels in the United States” (in Japanese) Weekly Hotel Restaurant, 2011.1.17 issue P87-89, Ohta Publications, Tokyo, Japan
12. Hara, T. (2010) “Kids Market: Some inspirations from Orlando (in Japanese)” Rakuten Travel Handbook Vo. 24 P21 Autumn 2010
13. Hara, T. (2010) “How Effective are Groupon Promotions for Businesses (Part-I)” (in Japanese) P25 2010.11/12 Volume 673 Hotel Review, Japan Hotel Association.
14. Hara, T. (2010) “Odd Customs and Services at Hotels in Japan in Perspective” (in Japanese) Weekly Hotel Restaurant, 2010.11.26 issue P36-37, Ohta Publications, Tokyo, Japan
15. Hara, T. (2010) “Quantifying Costs and Benefits of Royalty Program” (in Japanese) P14 2010.9/10 Volume 672 Hotel Review, Japan Hotel Association.
16. Hara, T. (2010) “Recent Trends for the Guest Room Design Overview” (in Japanese) P15 2010.7/8 Volume 671 Hotel Review, Japan Hotel Association.
17. Hara, T. (2010) “Marketing and Segmentation: Scientific Management of Hotel Sales Strategy (in Japanese)” Rakuten Travel Handbook Vo. 23 P22 Summer 2010
18. Hara, T. (2010) “A Business Model for Hospitality Management Education in the United States, and its Implications to the Japanese Higher Education (in Japanese) Waseda Gakuho, 2010.10, P28-32
19. Hara, T. Pizam, A (2010) “Tourism to Japan: Quantitative Analyses on Perceived Image of Japan as a Travel Destination”, Report made with Japan International Transportation Institute (JITI), funded by Japan Foundation 63 pages, JITI Press
20. Hara, T. (2010) “Meeting, Incentive, Conference and Event/Exhibition – Economic Benefits Part II” (in Japanese) P49 2010.5/6 Volume 670 Hotel Review, Japan Hotel Association.
21. Hara, T. (2010) “Quantitative Analyses of Data on Japanese Hotel Employees” (in Japanese) Weekly Hotel Restaurant, 2010.5.7 issue P28-35, Ohta Publications, Tokyo, Japan
22. Hara, T. (2010) “Dealing with Mass Media in Crisis as Risk Management Strategy (in Japanese)” Rakuten Travel Handbook Vo. 22 P18 Spring 2010

23. Hara, T. (2010) “Meeting, Incentive, Conference and Event/Exhibition – Benefits to Hotel Industry” (in Japanese) P16 2010.3/4 Volume 669 Hotel Review, Japan Hotel Association.
24. Hara, T. (2010) “Potentials in the MICE Business Development – Enhancement of Corporate Competitiveness” P93-95, Weekly Oriental Economics “*Shukan Toyo Keizai*” 3/27/2010
25. Hara, T. (2010) “Management Through Tough Times – A Case of Harris Rosen” (in Japanese) P13 2010.1/2 Volume 668 Hotel Review, Japan Hotel Association.
26. Walker, J.R., Walker, J.T. (2010) “Focus on Tourism Satellite Accounts” P129, Chapter 4 Tourism Economics: Body P135-140, Case Study P 141, (contributed and acknowledged), “Tourism Concepts and Practices, Pearson Prentice Hall
27. Hara, T. (2010) “xxxxxxx (in Japanese)” Rakuten Travel Handbook Vo. 21 P18 Winter 2010
28. Hara, T. (2009) “Destination Marketing: Basics – Part II” (in Japanese) P26 2009.11/12 Volume 667 Hotel Review, Japan Hotel Association
29. Hara, T. (2009) “Destination Marketing: Basics” (in Japanese) P14 2009.9/10 Volume 666 Hotel Review, Japan Hotel Association.
30. Hara, T. (2009) “Positioning of Barrier-free compliance as an opportunity to develop new customer segments (in Japanese)” Rakuten Travel Handbook Vo. 20 P19 Fall 2009
31. Hara, T. (2009) “Business Models of Hotel-related Associations in the United States” (in Japanese) P15 2009.7/8 Volume 665 Hotel Review, Japan Hotel Association.
32. Hara, T. (2009) “Lessons from Hospitality Management Education Models in the United States” (in Japanese) Weekly Hotel Restaurant, 2009.8.7 issue P62-64, Ohta Publications, Tokyo, Japan
33. Hara, T. (2009) “Roles that Educational Institutions should play to make Japanese Hotel Industry in compliance with global standard” (in Japanese) Weekly Hotel Restaurant, 2009.7.10 issue P3-6, Ohta Publications, Tokyo, Japan
34. Hara, T. (2009) “Verifying Effects of Recession: Quantitative Analyses of Japanese Hotel Employees” (in Japanese) Weekly Hotel Restaurant, 2009.5.15 issue P54-62, Ohta Publications, Tokyo, Japan
35. Hara, T. (2009) “Shaping the External Communication Strategy to support Tourism Nation” (in Japanese) JR-East, P9-13, JR East. Tokyo, Japan
36. Hara, T. (2009) “Use Caution When Implementing New Rate Strategies” (in Japanese) P12 2009.5/6 Volume 664 Hotel Review, Japan Hotel Association.
37. Hara, T. (2009) “Revenue Plotting – Revenue Management Tactics” (in Japanese) P14 2009.3/4 Volume 663 Hotel Review, Japan Hotel Association
38. Hara, T. (2009) “Proposal for Full Revision of the Tourism Curriculum” (in Japanese) P15-17, 2009.1/2 Volume 662 Hotel Review by Japan Hotel Association
39. Hara, T. (2009) “Japan Must Learn the True Meaning of “Hospitality” Japan Journal, Highlighting Japan January 2009 Issue, Cabinet Office, Government of Japan, Tokyo, Japan
<http://www.gov-online.go.jp/eng/publicity/book/hlj/arti20090101.html>
40. Hara, T. (2009) “US-initiated Global Recession and Analysis of its Effects over Hotel and Restaurant Sector” (in Japanese) Weekly Hotel Restaurant, 2009.1.9 issue P82-85, Ohta Publications, Tokyo, Japan
41. Hara, T. (2009) “Comparative Overview of U.S. Educational System in the Hospitality Field” (in Japanese) as a Preface of Japanese Translated version of The International Encyclopedia of Hospitality Management, by Waseda Hospitality Research Institute (expected)
42. Hara, T. (2009) “Concept of Service-scape and application to your facilities” Rakuten Travel Handbook Vo. 19 P16 Summer 2009
43. Hara, T. (2009) “Uniform System of Accounts for Hotels as tools to measure operational efficiencies” Rakuten Travel Handbook Vo. 17 P18 Spring 2009
44. Hara, T. (2009) “Managerial Needs for Uniform System of Accounts for Lodging Industry in Japan” Rakuten Travel Handbook Vo. 16 Winter 2009
45. Hara, T. (2008) “Strategic Promotion of MICE business” (in Japanese) Weekly Hotel Restaurant, 2008.8.8 issue P40-43, Ohta Publications, Tokyo, Japan
46. Hara, T., Shinohara, A., Asahi, S. (2008) “Directions for Japanese Internship Systems – Overview from Tourism & Hospitality Internship Systems in the World” (in Japanese) Yamaguchi University, Japan. P66-71 March 2008 issue Gekkan Hotel Ryokan
47. Hara, T. (2008) “Discussions and a Proposal for National Internship System” (in Japanese) March 2008 issue Gekkan Hotel Ryokan, P72-76

48. Hara, T. (2008) "Hedge Fund and Its Possible Influence over Hospitality Operations" (in Japanese) Weekly Hotel Restaurant, 2008.1.11 issue P32-38, Ohta Publications, Tokyo, Japan
49. Hara, T. (2008) Rakuten Travel Handbook Vo. 15 Fall 2008
50. Hara, T. (2008) Rakuten Travel Handbook Vo. 14 Summer 2008
51. Hara, T. (2008) Rakuten Travel Handbook Vol. 13 P13 Spring 2008
52. Hara, T. (2007) "Global Financial Interdependence and Implications to Curriculum" P2, Vol 20 No.3, Hospitality Financial Management Review, Association of Hospitality Financial Management Education
53. Hara, T. (2007) "Directions for Hospitality Management Education in Japan" Weekly Hotel Restaurant, P52-54, 2007.8.3 issue Ohta Publications, Tokyo, Japan
54. Hara, T. (2007) Lead-panelist, Hotel Management Panel Discussion in 2007 "Japanese Hotel Management in Perspective" hosted by Japan Hotel Association, published in Hotel Review Vol. 650 2007.1/2 issue P2-5
55. Hara, T. (2007) "Direct Marketing in the Internet-Era Part II" 2007.7/8 Volume 653 Hotel Review by Japan Hotel Association
56. Hara, T. (2007) "Learn from the USA: Strategic Importance of Securing Direct Sales Channels to Consumers" Rakuten Travel Handbook Vol. 12 P18, Autumn 2007
57. Hara, T. (2007) "Service Recovery Application to Small Inns" Rakuten Travel Handbook Vol. 11 P16, Summer 2007
58. Hara, T. (2007) "Service Recovery" Rakuten Travel Handbook Vol. 10 P11, Spring 2007
59. Hara, T. (2007) "Services Management Part II", Rakuten Travel Handbook Vol. 9 P16-17, Winter 2007
60. Hara, T. (2007) "Japanese Hotel Management in Perspective: Dialogue with Top General Managers" P2-5, 2007.1/2 Volume 650 Hotel Review by Japan Hotel Association
61. Hara, T. (2007) "Basic Hotel Branding Strategy in the USA" 2007.6/7 Volume 651 Hotel Review by Japan Hotel Association
62. Hara, T. (2007) "Direct Marketing in the Internet-Era Part I" P10-11, 2007.5/6 Volume 652 Hotel Review by Japan Hotel Association
63. Hara, T. (2006) "Services Management Part I", Rakuten Travel Handbook Vol. 8 P10, Autumn 2006
64. Hara, T. (2006) "Purchase Patterns of Consumers" Rakuten Travel Handbook Vol. 7 P17, Summer 2006
65. Hara, T. (2006) "Basics of Marketing" Rakuten Travel Handbook Vol. 6 P21, Spring 2006
66. Hara, T. (2006) "Differentiation by Customer Data Base Management" Rakuten Travel Handbook Vol. 5 P17, Winter 2006
67. Hara, T. (2006) "Universal Design from Managerial Perspective" P10-13, 2006.1/2 Volume 644 Hotel Review by Japan Hotel Association
68. Hara, T. (2006) "Social Responsibility and the Profits in the American Business Model" P11-13, 2006.3/4 Volume 645 Hotel Review by Japan Hotel Association
69. Hara, T. (2006) "Basic Business Model of the Public Relations in the Advanced Nation" P10-11, 2006.5/6 Volume 646 Hotel Review by Japan Hotel Association
70. Hara, T. (2006) "Positioning Stakeholders in Hotel Management" 2006.11/12 P10-11, Volume 649 Hotel Review by Japan Hotel Association
71. Hara, T. (2005) "Customers' Responses to Yield Management" Rakuten Travel Handbook Vol. 4 P16, Autumn 2005
72. Hara, T. (2005) "Attracting Inbound Travelers to Japan" Rakuten Travel Handbook Vol. 3 P14, Summer 2005
73. Hara, T. (2005) "Review of Human Resources Management" Rakuten Travel Handbook Vol. 2 P13, Spring 2005
74. Hara, T. (2005) "Importance of Human Resources Management" 2005.3/4 Volume 639 Hotel Review by Japan Hotel Association
75. Hara, T. (2005) "Environmental Co-Existence and Sustainability in Hotel and Tourism Industry" P8-11, 2005.5/6 Volume 640 Hotel Review by Japan Hotel Association
76. Hara, T. (2005) "Importance of Employee Satisfaction" P10-11, 2005.7/8 Volume 641 Hotel Review by Japan Hotel Association
77. Hara, T. (2005) "Importance of Human Resources Development which would affect the Bottom Line" P9-11, 2005.9/10 Volume 642 Hotel Review by Japan Hotel Association
78. Hara, T. (2005) "Risk Management as a mean of Operating Cost Reduction" P8-9, 2005.11/12 Volume 643 Hotel Review by Japan Hotel Association

- Regular Columnist, "Hotel Review", Japan Hotel Association, Tokyo, Japan.

<http://www.j-hotel.or.jp/welcome-e.html> February 2005~present

79. Regular U.S. based Commentator for “Hotel Review” Japan Hotel Association, Tokyo, Japan. Seven papers August 2007~October 2008
 - a. “Rise and Fall of U.S. Condo-Hotel Concepts” by Abraham Pizam, commented and translation edited by Tad Hara, P10-11, 2007.9/10 Volume 654 Hotel Review by Japan Hotel Association
 - b. “Work Life Balance in the Unites States” by Dana Tesone, commented and translation edited by Tad Hara, P10-11, 2007.11/12 Volume 655 Hotel Review by Japan Hotel Association
 - c. “Hotel Space to Attract Customers” by Wilfried Iskat, commented and translation edited by Tad Hara, P10-11, 2008.1/2 Volume 656 Hotel Review by Japan Hotel Association
 - d. “Sanitation Management Issues at Hotels” by Ed Nestor, commented and translation edited by Tad Hara, P, 2008.3/4 Volume 657 Hotel Review by Japan Hotel Association
 - e. “Bridal Business Development at Destination Hotels” by Elise Enloe, commented and translation edited by Tad Hara, P, 2008.5/6 Volume 658 Hotel Review by Japan Hotel Association
 - f. “Restaurant Management in Hotel Facilities” by Christopher Muller, commented and translation edited by Tad Hara, P, 2008.7/8 Volume 659 Hotel Review by Japan Hotel Association
 - g. “Overview of Yield Management for Hotels” by Miguel Baltazar, commented and translation edited by Tad Hara, P, 2008.9/10 Volume 660 Hotel Review by Japan Hotel Association
80. Magazine Article “Japanese Diplomacy towards comprehensive peace in the Middle East (in Japanese)” *Gaikou Forum (Diplomacy Forum)*. Ministry of Foreign Affairs, Tokyo, Japan May 2000
81. Newspaper Article “Hotel Management in the 21st Century (in Japanese)” *Asahi Shimbun “Weekend Economic Seminar”* February 28th, 1998, Tokyo, Japan February 1998
82. Essay “Present Situation and Problems of Hotel & Tourism Industry in the Arab World (in Japanese). *Monthly Bulletin of Japan Cooperation Center for the Middle East*. Tokyo Japan July 1995
83. Essay “Overview of Hotel Industry in the Middle East (in Japanese)” *Gekkan Hotel Ryokan*, Tokyo, Japan June 1995
84. Essay “A Banker’s perspective-Strategic challenges for the Japanese Hospitality Industry (in Japanese)” *Gekkan Hotel Ryokan*, Tokyo, Japan April 1994

[National and International Presentations by Invitations]

1. Keynote Speaker, “Rejuvenation of Meeting Industry in Japan” Association of Japan Convention Research, Fuji-city, Shizuoka, Japan <http://www.japan-convention.net/information/07.html> November 2011
2. Keynote Speaker “Tourism Planning on Trilateral Coordination among Government, Industry and Academic Institutions” Symposium at Tokyo Metropolitan University November 2011
3. Keynote Speaker and a Panelist, “Low Cost Carriers in Asia and Potential Inbound Tourism to Japan” Seminar on 20th Anniversary of Japan International Transport Institute (JITI), Tokyo, Japan http://www.jterc.or.jp/english/kokusai/conferences/111011_seminar.html http://www.jterc.or.jp/english/kokusai/conferences/pdf/111011_seminar.pdf October 2011
4. Presenter, “Tourism and Hospitality Research in the World in perspective” hosted by Tourism Resources Division, Japan Tourism Agency, Ministry of Land, Infrastructure, Transport and Tourism, in Nagoya, Kyoto and Tokyo <http://www.jma.or.jp/kankou/> September 2011
5. Panelist, “Tourism Destination Marketing Studies in Japan”, Society of Destination Management Research, JTB Foundation, Marunouchi, Tokyo, Japan July 2011
6. Presenter, “Tourism and Hospitality Careers in Perspective” Junior Seminar Course, at Hospitality and Tourism Department, Meikai University, Urayasu, Chiba, Japan June 2011
7. Keynote speaker “Coordination among Industry, Academics and the Governments for Hotel HR Development” Hotel HR Symposium, Ohta Publications, Tokyo, Japan Sept. 2010
8. Presenter “Utilization of Statistical Analysis of Data for Hospitality Industry” at June 2010 124th Yadoya-Jyuku (Monthly National Seminar on hotel operational issues in Japan) Ohta Publications, Tokyo, Japan <http://www.yadoyadaijaku.com/program/JK1010.html> June 2010
9. Presenter, “Tourism and Hospitality Studies in the United States in Perspective” Freshmen course (by Professor Toyoda) at Tourism Department, Rikkyo University June 2010

10. Panelist, “Celebrating 150 Years of U.S.-Japan Trade Relations: Promoting the Next 150 Years of U.S.-Japan Business Collaboration - Future Business Collaboration in the fields of Transportation, Tourism and Food Culture”, co-hosted by Nikkei BP and Japan Society, NY, NY. May 19, 2010
http://www.japansociety.org/event_detail?eid=28110f54 May 2010
11. Presenter, “Human Resource Development Strategy for the Japanese MICE sectors”, hosted by Director of MICE Development, Japan Tourism Agency at International Cultural Exchange Center Conference Room, March 19, 2010 March 2010
12. Presenter “Tourism Policy Application and Coordination among Hospitality Industry, Educational Institutes and Local Governments”, 1st Tourism Economics and Management Symposium co-sponsored by Economics Department of Yamaguchi University and Japan Tourism Agency, Ministry of Land, Infrastructure and Transport, Japan. March 9, 2010 March 2010
13. Presenter “Hotel management strategy formation to compete at the top league” Okinawa Hospitality Business Seminar, hosted by Okinawa Government & Okinawa Convention and Visitors Bureau at Miyako-jima, Okinawa (October 26, 2009) October 2009
14. Presenter “Hotel management strategy formation to compete at the top league” Okinawa Hospitality Business Seminar, hosted by Okinawa Government & Okinawa Convention and Visitors Bureau at Ishigaki-jima, Okinawa (October 27, 2009) October 2009
15. Presenter “Tourism and Hospitality Continuing Education Models in the USA” 2009/10/29 Japan Tourism Agency http://www.mlit.go.jp/kankocho/news05_000030.html October 2009
16. Presenter “Quantitative Goals of nations: defining Tourism Nation” 2009/10/30 Internal Study for Discussion with directors and assistant directors of Japan Tourism Agency October 2009
17. Presenter “What Japan has to do to catch up with the Tourism Advanced nations” at June 2009 Yadoya-Jyuku (Monthly National Seminar on hotel operational issues in Japan) Ohta Publications, Tokyo, Japan <http://www.hotel-ya.com/yadoya/monthly/index-june.html> June 2009
18. Presenter “Tourism and Hospitality Educational Business Models in the USA” 2009/6/16 Japan Tourism Agency http://www.mlit.go.jp/kankocho/news05_000022.html June 2009
19. Presenter on behalf of the Commissioner, Japan Tourism Agency “Tourism Satellite Accounts and complementary analytical tools for decision making both at national and sub-national levels” Fifth UNWTO International Conference on Tourism Statistics – Tourism: An engine for Employment Creation” co-hosted by International Labor Organization, United Nations, Organization for Economic Cooperation and Development April 2009
20. Presenter “Application of Tourism Satellite Accounts to Tourism Policy in the World” 2nd International Tourism Economy Symposium, Osaka, Japan co-hosted by Asia Pacific Tourism Exchange Center, UN World Tourism Organization, and Japan Tourism Agency March 2009
21. Presenter “The Future of Long-term Visitors to Beppu through MICE” AY2008 RCAPS Seminar, co-hosted by NPO Beppu Hatto Onpaku and Ritsumeikan Asia Pacific University December 2008
22. Panelist, 10th Waseda-Cornell Hospitality Seminar, Tokyo, Japan, December 2008
23. Presenter (key note speaker), “Strategic Importance of Tourism Development as an Export Industry” East Asian Symposium, Economics Department, Yamaguchi University November 2008
24. Presenter “Proposing Trilateral Cooperation of South Korea, China and Japan for Tourism Human Resources Development Strategy at East Asia University, Busan, South Korea (invited) July 2008
25. Presentation to Faculty of Asia Pacific Studies department, Ritsumeikan Asia Pacific University, Beppu, Oita-ken, Japan (invited) July 2008
26. Presenter “Economic Impact of a special event and income distribution effects over local community” to the National Planners of Preservation of Eatonville Community, FL March 2008
27. The 9th Annual Conference at Nova Southeastern University sponsored by The National Academy Foundation – Academies of Finance & Florida Institute of Certified Public Accountants, Presenter & Session Chair “Financial Careers in the Hotel Industry”, Orlando, FL March 2008
28. Sole Keynote speaker “Promoting the framework for mutual collaboration between the tourism industry, governments and the educational institutions” (in Japanese), 3rd National Conference on for Tourism Development Strategy at and hosted by the Tourism Bureau, Ministry of Land Infrastructure and Transport (MLIT), Japan (invited) March 2008
29. Co-Presenter “Initial Management and Strategy for Tourism Department” for Faculty of Tourism, Wakayama University, Japan (invited) March 2008

30. Presenter, “Comparative Analysis of Japanese and U.S. Systems in Hospitality and Tourism Education” the 16th East Asian International Symposium at Saint Core Yamaguchi, arranged by Economics Department, Yamaguchi University, Japan (invited) December 2007
31. Presenter “Overview of Hospitality Education in the United States and Implications to Japan” to Japanese delegation of Association of Bridal Consultants at Rosen College, UCF at the request of ABC in the U.S. November 2007
32. “Tourism Development for Poverty Alleviation” Invitation by Canatur and UAM, Managua, Nicaragua (in English presented in Spanish) (invited) September 2007
33. Panelist at Educational Panel with Dr. Steven Heine, Director, Institute for Asian Studies, Florida International University, led by Mr. John Bersia, Special Advisor to President at UCF, 4th Annual Florida-Japan Summit, South East Japan Association, UCF, Orlando, FL June 2007
34. Speaker at 84th Yadoya-Jyuku (Monthly National Seminar on hotel operational issues in Japan) “Directions for Hospitality Management Education in Japan” Tokyo Japan hosted and organized by Ohta Publications, Tokyo, Japan June 2007
35. One of the four keynote presenters at Inauguration Symposium of Tourism Department at Wakayama University, Wakayama, Japan, representing the Rosen College, UCF (invited) June 2007
36. The 8th Annual Conference at Nova Southeastern University sponsored by The National Academy Foundation – Academies of Finance & Florida Institute of Certified Public Accountants, Presenter & Session Chair “Financial Careers in the Hospitality”, Orlando, FL March 2007
37. Research Colloquium series February 2007 “Measuring Variance of Students Financial Knowledge and Skill levels” at Rosen College, internal research presentation February 2007
38. Keynote panel for Spring Hotel Leader’s Dialogue, recorded and published by Hotel Review, an official publication by Japan Hotel Association, Japan January 2007
39. “Economic Impact of Cultural Event of Zora! Festival” to the Board of Directors’ meeting of Association to Preserve the Eatonville Community, co-presented with Manuel Rivera December 2006
40. The 7th Annual Conference at Nova Southeastern University sponsored by The National Academy Foundation – Academies of Finance & Florida Institute of Certified Public Accountants, Presenter & Session Chair “Financial Careers in the Hospitality Industry and Implications of Globalization”, Orlando, FL March 2006
41. Hospitality Financial and Technology Professionals (HFTP) Educational Conference “Educating Students about the Effects of Change in Interest Rates over the Various Businesses” Orlando, FL March 2006
42. Waseda-Cornell Hospitality Seminar, Tokyo, Japan. Guest lecturer, “National and Regional Strategy for Tourism Industry and Hospitality Operations”, Tokyo, Japan (invited) November 2004
43. Rakuten Travel Hospitality Management Seminar, Lecturer, “Recent Trends on Hospitality Management”, tailored for Rakuten’s top customers, Tokyo, Japan November 2004
44. Economic Road map for Peace-Workshop for Peace by AIX group (Group of Israeli and Palestinian Economists involved in Oslo Accord) Presented an estimated I-O/SAM model as of 2002 for the West Bank and Gaza and demonstrated industrial policy simulations, Paris, France June 2004
45. Co-Speaker at 25th Yadoya-Jyuku (Monthly National Seminar on hotel operational issues in Japan) “Tough Suggestions on Business Models of Hotel Operations in Japan” Ohta Publications, Tokyo, Japan June 2003
46. Cornell Institute for Public Affairs Colloquium Series , Ithaca, NY, Guest speaker on “Economic Impact of Terrorism”, Ithaca, NY October 2002
47. A member of Japanese Delegation to Donors’ Conference for Multilateral Peace Process in the Middle East, hosted by Russian Government, Moscow, Russia January 2000
48. Guest speaker, Arab Tourism Conference, co-sponsored by Syrian Government and the Multilateral Investment Guarantee Agency (MIGA: World Bank Group) (Invited) Damascus, Syria March 1995

Organizing Academic Research & Presentation Activities:

1. Chair of Tourism Economics Session, MOVE 2011 2nd International Conference on the Measurement and Economic Analysis of Regional Tourism, Bilbao, Spain, UNWTO
<http://www.inroutenetwork.org/conference/2011/wp-content/uploads/2011/10/Speakers-WhosWho.pdf> (P15)
 October 2011

2. Organizer and Chair for an Open Seminar on Hospitality Management, co-hosted by School of International Liberal Studies, Waseda University, Japan and Cornell Hotel Society Japan Chapter,
June 2011
3. Organizer and Chair for an Open Seminar on Hospitality Management, co-hosted by School of International Liberal Studies, Waseda University, Japan and Cornell Hotel Society Japan Chapter,
June 2010
4. Panel Moderator, “New Developments in the Tourism Industry – Exploring the Potential of the Tourism Business and Collaboration with Transportation”, Hosted by Japan International Transport Institute (JITI) at Washington Marriott at Metro Center, March 16, 2010
March 2010
5. Tourism Policy session moderator, 1st Tourism Economics and Management Symposium co-sponsored by Economics Department of Yamaguchi University and Japan Tourism Agency, Ministry of Land, Infrastructure and Transport, Japan. March 9, 2010
March 2010
6. “Applied Statistical Analyses in the Hospitality and Tourism Industry”, Tourism model curriculum verification project funded by Japan Tourism Agency, January 16, 2010 at Waseda University
January 2010
7. “Regional Tourism and Hospitality Development Strategy” Tourism model curriculum verification project funded by Japan Tourism Agency, December 24, 2009 at Yamaguchi University
December 2009
8. “Human Resources Development in Hospitality and Tourism in the 21st century” Tourism Policy Department Seminar December 23, 2009 at Yamaguchi University
December 2009
9. “Hospitality Management and Tourism Studies in perspective” at freshman class at Tourism Science Department, Tourism Science College, University of Ryukyus, 2009/10/27
October 2009
10. Organizer and Chair for an Open Class of Hospitality Finance Management, School of International Liberal Studies, Waseda University, Japan
June 2009
11. Organizer of quadruple discussion by A. Pizam, K. Nakatani, H. Iinuma and T. Hara “Japanese Standard – identifying the concept for hotel management” (the interview summary published in Japanese) P 2-5, 2009.1/2 Volume 662 Hotel Review by Japan Hotel Association
January 2009
12. Paper Review Committee Chair, 13th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, at Rosen College of Hospitality Management, UCF, Orlando, FL (hosted in January 3rd-5th, 2008: 303 papers submitted)
January 2008
13. Concluding Panel Chairperson, the 16th East Asian International Symposium at Saint Core Yamaguchi, arranged by Economics Department, attended by UCF, East Asia University, Korea, National Tourism College, Taiwan, arranged by Economics Department, Yamaguchi University
December 2007
14. Coordinator for “the 16th East Asian International Symposium at Saint Core Yamaguchi, arranged by Economics Department”, Yamaguchi, Japan hosted by Economics Department, Yamaguchi University, arranging the dispatch of Rosen College’s Tourism Department head Dr. Deborah Breiter as one of the keynote presenters
December 2007
15. Session co-chair, Tourism Session, 54th North American Regional Science Council (NARSC) Conference by Regional Science Association International, Savannah, GA
November 2007
16. Coordinator for “1st Japan Tourism Statistics Conference”, Wakayama, Japan hosted by Tourism Statistics Directorate, Ministry of Land, Infrastructure and Transportation of Japan and UNWorld Tourism Organization, Asia Pacific Tourism Exchange Center, arranging the dispatch of Rosen College’s Associate Dean Lebruto as one of the three keynote speakers
October 2007
17. Session co-chair, Tourism Session, 52nd North American Regional Science Council (NARSC) Conference by Regional Science Association International, Las Vegas, NV
November 2005
18. Host & organizer, Center for Hospitality Research, Cornell University May-5-2005 “US Travel and Tourism Satellite Accounts” Mark Planting, chief of Industry Studies, Bureau of Economic Analysis, US Department of Commerce
May 2005
19. Host & organizer, Center for Hospitality Research, Cornell University Nov-23-2004 “World Bank groups Lending to Tourism Sector in Developing Nations” David Welch, Principal Industry Specialist, International Finance Corporation
November 2004
20. Host & organizer, Center for Hospitality Research, Cornell University Nov-18-2004 “US Travel and Tourism Satellite Accounts” Sue Okubo, Associate Director of Industry Economics, Bureau of Economic Analysis, US Department of Commerce
November 2004

Advisory and Industry-related Activities:

1. Associate Partner, International Network on Regional Economics, Mobility and Tourism (INRouTe) for United Nations World Tourism Organization (UNWTO) in Madrid, Spain March 2010~
2. (National) Advisory Member on International Research Trends in Tourism Statistics" Tourism Economy and International Affairs Division, Policy Bureau, Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Japan Summer 2008~
3. Consulting for D.K. Shifflet & Associates: "Japan's Continuing Tourism Potential – Pacific Asia Travel Association" February 2009
4. Consulting: Economic Impact of the Proposed Indian Gaming projects, in West Virginia for Gaming Market Advisors February 2009
5. Consulting: Economic Impact of the Proposed Indian Gaming projects, in Baltimore, MD for Gaming Market Advisors December 2008
6. Consulting: Economic Impact of the Proposed Indian Gaming projects, in San Francisco Bay area, CA for Gaming Market Advisors January 2008
7. Simultaneous Interpreter (in the booth and with remote receivers) for the 2007 Annual Conference of Association of Bridal Consultants (English-Japanese) November 2007
8. Consulting: Economic Impact of the Proposed Indian Gaming projects, KS for Gaming Market Advisors October 2007
9. Consulting: Economic Impact of the Proposed Indian Gaming projects, KS for Gaming Market Advisors August 2007
10. Consulting: Economic Impact of the Proposed Indian Gaming projects, CA for Gaming Market Advisors (expected) May 2007
11. Consulting: Economic Impact of the Proposed Choctaw Indian Gaming projects, Alexandria, LA for Gaming Market Advisors December 2006
12. Consulting: Economic Impact of the Proposed Romulus Indian Gaming projects, Detroit, MI for Gaming Market Advisors August 2006
13. Consulting: Economic Impact of the Proposed Marysville Indian Gaming and Water-park projects, Yuba, CA for Gaming Market Advisors June 2006
14. Preliminary consulting: Bidding for Official Development Assistance for tourism sectors in Ghana by Japan International Cooperation Agency November 2005
15. Consulting: Economic Impact of the Proposed Riverwalk Casino, Philadelphia, PA for Gaming Market Advisors December 2005
16. Advisor to Windsor Hotels International, Japan and to the Windsor Hotel School, Japan 2002~2005
 - a. Coordinated the search & selection of a founding president for the Windsor Hotel School, Hokkaido, Japan
 - b. Provided consulting opportunity for one faculty at Cornell
 - c. Arranged annual academic seminars for Windsor
 - d. Provided consulting opportunities to three faculty members at Cornell (Topic: real estate finance, finance, tourism and spa operation)
17. Advisor and visiting scholar, Hospitality Institute of Waseda University, Tokyo Japan 2000~present
 - a. Arranged four "Waseda Cornell Hospitality Seminars" for Waseda, including identifying appropriate scholars each year
 - b. Provided paid-presentation opportunities for several faculty at Cornell (Topic: IT, strategy, management, accounting, tourism)
18. Ad-hoc Advisor to the president of Rakuten Travel, for their capacity as a working group member for National Tourism Promotion Strategic Committee (Ministry of Land & Transport) 2004~present
19. Arranged free 23 page-all color coverage of the School of Hotel Administration, Cornell University in the Weekly Hotel-Restaurant, (aka "Hote-Resu"*) Ohta Publications, Tokyo Japan, 2004
20. Arranged personal consulting opportunity for a Cornell faculty to one of the former clients, Nikko Hotels in Mexico. (Topic: REIT structure) 2001
21. Arranged personal consulting opportunity for a Cornell faculty to one of the former clients, Tokyo Bay Hilton Hotel (Topic: management contract review) 1993
22. Executive Secretary, Cornell Society of Hotelmen Japan chapter 1991~1994
 - a. Arranged three Cornell Hospitality Seminars in Japan (1992, 1993, 1994; they are merged and absorbed into the current series of Cornell Waseda Hospitality Seminars)

- b. Provided paid-presentation opportunities for several faculty at Cornell Topics: Management contract, F & B, financial accounting, strategy

Media Exposures other than Journals (only 2008~)

1. Orlando Sentinel July 3, 2009 B5 “Orange County’s hotel-tax collections fall for 12th straight month” (comments on economic impact of hotel sector) <http://www.orlandosentinel.com/business/orl-bizhotel-tax-orlando-070309070309jul03.0.5275064.story>
2. “Japan Tourism Agency Advocates Management model projects” Kanko-Keizai (Tourism Economics Journal) Vol. 2520 2009.6.7 issue http://www.kankokeizai.com/backnumber/09/06_27/kanko_gyosei.html#01
3. “Results of Dialogue between Presidents and Deans of Tourism affiliated Universities and Japan Tourism Agency” 2009/6/23 Japan Tourism Agency Press Release page, Japan Tourism Agency http://www.mlit.go.jp/kankocho/news05_000022.html
4. “Considering Regional and Tourism Statistics: Symposium Hosted by Japan Tourism Agency and UNWTO” The Travel News, 2009.3.31 issue (in Japanese) <http://www.travelnews.co.jp/2009/03/kankou090331.html>
5. “Reporting on 4th Conference on Industry-Academics-Government Coordination for Tourism Human Resources Development” 2009/3/18 Japan Tourism Agency Press Release page, Japan Tourism Agency http://www.mlit.go.jp/kankocho/news05_000013.html
6. “Hosting the 2nd Tourism Economics International Symposium” 2009/2/17 Japan Tourism Agency Press Release page, Japan Tourism Agency http://www.mlit.go.jp/kankocho/news07_000002.html
7. “Waseda Hospitality Institute Hosted Management Seminar” Kanko-Keizai (Tourism Economics Journal) Vol. 2498 2009.1.5 issue http://www.kankokeizai.com/backnumber/09/01_05/business.html
8. Orlando Sentinel Feb. 12, 2008 A1 and A10 “Will Biggest Convention Bring a Boost?” (comments on economic impact of events over local economy) <http://www.orlandosentinel.com/business/orl-builders1208feb12.0.1703933.story>
9. WMFE-TV (local PBS affiliated TV station) Feb. 21, 2008 This Week “Impact of New Fingerprinting Restrictions on Foreign Travelers” (comments on economic and psychological impacts) http://www.wmfe.org/site/News2?page=NewsArticle&id=7589&news_iv_ctrl=1401
10. Travel Vision Japan “196 participants to the Industry-Academics-Government Conference for mutual understanding – a keynote speech by Dr. Hara of University of Central Florida” March 14, 2008 (Japanese) <http://www.travelvision.jp/modules/news1/article.php?storyid=34676>
11. Orlando Sentinel Mar.21, 2008 C1 and C5 “Tourism’s big-money niche – Landmark study calculates the economic effect of Osceola’s vacation-home rentals” (comments on economic impact of vacation home over Osceola County’s economy) <http://www.orlandosentinel.com/business/orl-vachomes2108mar21.0.4259852.story>
12. Travel Vision Japan “Better Tourism Students ensures More Competitive Tourism Industry” March 24, 2008 (Japanese) <http://www.travelvision.jp/modules/news1/article.php?storyid=34842>
13. Japanese Government Official Press Release by Ministry of Land, Infrastructure, Transportation and Tourism (MLIT) March 25, 2008 “Reporting the 3rd Industry-Academics-Government National Coordination Conference” http://www.mlit.go.jp/kisha/kisha08/01/010325_6_.html (link for presented materials are posted as government properties = http://www.mlit.go.jp/kisha/kisha08/01/010325_6/14.pdf)
14. Kotsu Shimbun (The Daily Transportation News) “Human Resource Development for National Tourism Strategy” April 8, 2008 Page 4 (in Japanese)

Affiliations-Academic:

- | | |
|---|--------------|
| 1. Society of Destination Management Research, Japan (by JTB-F) | 2010~present |
| 2. Association of Hospitality Financial Management Educators (AHFME) | 2006~present |
| 3. Hospitality Financial and Technology Professionals (HFTP) | 2006~present |
| 4. The Applied Regional Science Conference, Japan (ARSC) | 2004~present |
| 5. Travel and Tourism Research Association, USA (TTRA) | 2004~present |
| 6. International Council on Hotel, Restaurant & Institutional Education (CHRIE) | 2004~present |
| 7. Peace Science Society International (PSSI) | 2004~present |
| 8. Middle East Institute, Washington D.C. | 2004~present |
| 9. Pan Pacific Association of Input-Output Studies (PAPAIOS) | 2003~present |
| 10. Regional Science Association International (RSAI)-life time member | 2002~present |

11. Waseda Hospitality Research Institute, Tokyo, Japan- Visiting Researcher 2002~present

Affiliations-Social:

- The Japanese Graduate Students and Scholars Association (JGSA), an independent organization registered at Cornell University (130 members and their families) Elected President 01/05~07/05
- Koo-Ryuu-Kai, Japan (Ex-Senior Managers' Club of Industrial Bank of Japan) 2000~present
- Cornell Hotel Society, USA – life time member 1991~present

Academic Services: Academic Committee Work

- University Committees (at UCF)
 - Budget and Administration Committee (2007-2009)
 - Academic Calendar Committee (2008 – present)
 - Associate Dean's Committees and meetings (2008 ~)
 - Associate Deans' Executive Council (ADEC), Personnel Deans Advisory Council (PDAC), Undergraduate Studies Executive Council (USEC), Undergraduate Policy and Curriculum Committee (UPCC), Undergraduate Curriculum Review Committee (UCRC)
 - Ad-hoc Distant Learning Curriculum Review Committee (2010)
 - First Reviewer of Faculty Grievances (Union versus University)
- College Committee
 - Faculty Search Committee member (2005 – at Cornell)
 - Faculty Search Committee Chair (2007)
 - Faculty Search Committee Chair (2010)
 - International Committee (2005-2007), Planning Committee (2005-2007)
 - Budget Committee (2007- 2010)
- Graduate Student Committees (Degrees Completed)
 - Chair, Master student Thesis Committee (Mr. Gerald Kock – 2007 ~ 2008)
 - Chair, Master student Thesis Committee (Ms. Suzan Zhong – 2009 ~ 2011)
 - Member, Doctoral Dissertation Committee (Mr. Manuel Rivera 2008 ~ 2011)
 - Member, Doctoral Dissertation Committee (Mr. Hidekazu Iwamoto at Graduate School of Asia Pacific Studies at Waseda University 2010 – 2011)
- Graduate Student Committees (Current assignment)
 - Member, Doctoral Dissertation Committee (Mr. Tsuguto Arai, School of Hospitality and Tourism Management, The Hong Kong Polytechnic University (2010 ~ present))

Other Academic Services:

Editorial Board

- Cornell Hospitality Quarterly (2011~ present)

Ad-hoc Reviewers of academic papers

- Journal of Hospitality & Tourism Research
- International Council on Hotel, Restaurant & Institutional Education (CHRIE) conference
- Conflict Management and Peace Science, Peace and Society
- International Journal of Hospitality Management
- Tourism Management
- Annual Graduate Students Conference in Hospitality and Tourism
- Annals of Tourism Research
- Pan Pacific Association of Input-Output Studies (PAPAIOS)
- International Society of Travel and Tourism Educators (ISTTE)

Ad-hoc Reviewer of Textbooks

- Pearson Education Prentice Hall Publishing – Manuscript of a Tourism textbook (March 2008)

Ad-hoc Editor of Industry papers

- U.S. Editor of “Hotel Review” by Japan Hotel Association

Community Services:

- Volunteer Member for Academy of Finance for Orange and Osceola Counties School Board
2005 ~ present
 - Resulted in UCF Students participation of Financial Management TV program funded by Citigroup and the Orange TV
October 2007
 - Annual Conference of Academy of Finance: Hospitality Finance Module organizer in 2005, 2006, 2007, 2008
- Ad-hoc Advisory work for the Preservation of Eatonville Community (PEC) - Zora Neale Hurston Festival of the Arts and Humanities.
2006 ~ 2009
- Board of Directors, Association for Preservation of Eatonville Community (PEC) 2009 ~ present
 - Chair, Strategic Sub-Committee of PEC 2010 ~ present
- Advisory Council (appointed by Mayor), Town of Eatonville Cultural Tourism Planning Study
2008 ~ 2009
- Advisory Committee Member for International Trend Research on Tourism Statistics, Tourism Agency, Government of Japan
2008 ~ present
 - Facilitated an appointment of Japan as Technical Advisory Board member of the United Nations World Tourism Organization (UNWTO)
2010 ~ present
- Founding member, Society of Destination Management Research, Japan (by JTB-F) 2010 ~ present
- Technical Advisory Board, Tourism Statistics & Tourism Satellite Accounts, United Nations World Tourism Organization (UNWTO) representing Japan
2010 ~ present
- External Consultants to THEMIS, UNWTO Capacity Building Unit

Languages:

- English, Japanese, Arabic (spoken), Russian (spoken)
 - Advanced spoken Arabic and Intermediate written Arabic course completed at American University in Cairo in 1982
 - Japanese English Simultaneous Translation Training completed at Simul Academy, Akasaka, Tokyo, Japan in 1993, occasionally practiced thereafter

Academic Courses Taught:

- Tourism Industry Analysis (HA449: Cornell University) – Input Output, Social Accounting Matrix and Tourism Satellite Accounts for analysis of Tourism as an industry
- Graduate Tourism Industry Analysis (HA649: Cornell University) – Input Output, Social Accounting Matrix and Tourism Satellite Accounts for analysis of Tourism as an industry
- Hospitality Financial Management* (HFT4462, later the number changed to HFT4464: University of Central Florida) – Corporate Finance course applied to Hospitality Industry settings.
- Financial Statement Analysis for Hospitality and Tourism (HFT6477: University of Central Florida) – Applied Corporate Finance and Financial Statement Analysis at Graduate level
- Tourism Management (HFT3700: University of Central Florida) – General course to overview the tourism as an industry, my section with extra emphasis on quantitative analytical skills
- Tourism Industry Analysis* (HFT6738: University of Central Florida) – Poverty alleviation issues through modeling of Input Output, Social Accounting Matrix and Tourism Satellite Accounts
- Feasibility Studies for Hospitality and Tourism Enterprises* (HFT6476: University of Central Florida) – Quantitative hotel development market analysis, capital budgeting at graduate level
- Hospitality Strategy and Finance (Lausanne Hotel School) – Executive modules for time-value of money, capital budgeting and investment analysis in the hotel industry as basis for strategic decisions
- The Event Industry* & ** (HFT2750: University of Central Florida) – Introductory overview for the Meeting, Incentive, Conference and Event (MICE) industries
- Tourism Impact Analysis*V (HFT4732V: University of Central Florida) - Input Output, Social Accounting Matrix, Tourism Satellite Accounts and issues for analysis of Tourism as an industry

- Hospitality Financial Management (School of International Liberal Studies, Waseda University) – Introduction to Hospitality Industry and financial management issues.
- Graduate Hospitality Management (Graduate School of Commerce, Waseda University) – MBA elective course as an introduction to service industry management with marketing emphasis.
- Hospitality Financial Management*V (HFT4464: University of Central Florida) – Corporate Finance course applied to Hospitality Industry settings – delivered wholly in streaming video
- Strategies and Tactics in Travel and Tourism (HFT7715: University of Central Florida) Doctoral level specialization courses on quantitative research in tourism area.

* - stands for Half-online (mixed mode) format, and ** - stand for Fully-online format

*V – stands for fully-online &with streaming video format.



Paul D. Rompf, Ph.D.

*UCF Rosen College of Hospitality Management
Orlando, Florida*

EDUCATION

Doctor of Philosophy in Business Administration
College of Business Administration
University of South Carolina
Columbia, SC
Marketing and International Business
Dissertation: *On Brand Equity Extensions and Reciprocal Effects*

Master of Business Administration
College of Business Administration
Michigan State University
East Lansing, MI
Hospitality Management

Bachelor of Arts
School of Hotel, Restaurant, and Institutional Management
College of Business Administration
Michigan State University
East Lansing, MI
Hotel & Club Management

Professional Experience

Academic

- 2005 - present Graduate Program Director
- 2002 - present Associate Professor
Rosen College of Hospitality Management
University of Central Florida
Orlando, FL
- Director for Master's, PhD, Graduate Certificate, and Dual Master's Degree with ISCTE Portugal programs at the Rosen College
 - Areas of instruction are variable, and currently are concentrated in marketing, strategic management, and courses pertaining to the meetings industry.
 - Primary areas of research are marketing and consumer behaviour in focus, and include: 'Visitor information sources and decision strategies for travel-related services while at a destination'; 'Matching the selection of a destination for an event with event characteristics'; 'Vacation ownership perceived value, satisfaction and post-purchase behaviour'.
 - Serve on, and have chaired, numerous committees in both the academic and business community.
 - Leads Scholar, National Merit Scholar, and undergraduate/graduate research mentor.
- 1998 - 2002 Associate Professor
Australian International Hotel School (AIHS)
Canberra, ACT Australia
The AIHS was affiliated with RMIT University, Melbourne, Australia
- 2001 - 2002 Assistant Dean Academic Affairs
- 1999 - 2002 Assistant Dean Research & Development
The AIHS is an independent, yet public institution offering a baccalaureate

degree as well as executive/management development courses. The 'traditional' student body, approximately a 50/50 percent split between national and international students, pursues a Bachelor of Business (Hotel Management) degree on the Canberra campus.

- 1996 - 1997 Visiting Professor
Restaurant, Hotel, and Institutional Administration
College of Health and Professional Studies
Georgia Southern University
Statesboro, GA
- Developed curricula and courses for a required conversion from a quarter to a semester system.
 - Chaired/served on university-wide committees promulgating computer-driven technology for incorporation into curricula and distance-learning delivery systems.
 - Areas of instruction included strategic management, marketing, managerial accounting & finance, and 'current issues and trends'.
- 1996 Visiting Professor
School of Hotel, Restaurant & Tourism Administration
College of Applied Professional Sciences
University of South Carolina
Columbia, SC
- Areas of instruction included strategic management and facilities design.
- 1985 - 1994 Faculty / Research Associate - Institute for Tourism Research
School of Hotel, Restaurant & Tourism Administration
University of South Carolina (USC)
Columbia, SC
- Graduate and undergraduate teaching faculty
 - Conducted and directed a monthly survey reporting on hotel performance data and published through the Institute for Tourism Research.
 - Served as departmental liaison to business & community organizations.
 - Developed and coordinated internship and job placement services.
 - Developed research & management development programs meeting special industry and community needs.
 - Areas of instruction included marketing, strategic management, managerial accounting & finance, hospitality law, and 'current issues & trends'.
- 1983 - 1985 Assistant Professor
Hotel & Restaurant Administration
University of Southern Mississippi
Hattiesburg, MS
- Graduate and undergraduate teaching faculty
 - Duties included industry relations, student recruitment & advisement, grant solicitation, and the development of seminars & workshops meeting specialized industry and community needs.
 - Coordinated senior internships and career placement.
 - Areas of instruction included operations management, marketing, managerial accounting & finance, and hospitality law.
- 1975 - 1978 Assistant Professor/Program Director
Hotel & Restaurant Administration
University of Southern Mississippi
Hattiesburg, MS
- Graduate and undergraduate teaching faculty.
 - Directed the growth and development of a new program in hospitality management.
 - Developed seminars and workshops meeting specialized industry needs.

- Coordinated senior internships and career placement activities.
- Areas of instruction included operations management, marketing, hospitality law, and managerial accounting & finance.

1972 - 1975 **Instructor-Coordinator**
Hotel/Motel Career Development
Mid-Florida Technical Institute
Orlando, FL

- Conducted a variety of hotel/motel management courses, developed and sanctioned by the Educational Institute of the AH&MA, on- and off-campus meeting the needs of young adults and industry personnel.
- Coordinated work experience and career placement activities for students.
- Areas of instruction included front office procedures, human relations, communications, and accounting & finance.

Industry

1995 - 1996 **Director, Office of Market Research**
South Carolina Department of Parks, Recreation & Tourism
Columbia, SC

- Expanded development of a visitor-based, market research program for domestic and international market segments and niche markets.
- Enhanced trend analysis reporting of tourism-based activities.
- Developed a portfolio of strategic information products for internal and external constituents.

1994 - 1998 **Consultant**
PR Enterprises (Proprietorship)
Columbia, SC

A management consulting firm providing operations analysis, development strategy, and market intelligence services to firms in the hospitality & travel industry.

1978 - 1983 **President**
PR Developments, Inc.
Arlington, TX

A closely held corporation primarily involved in real estate development and general contracting.

1971 - 1972 **Assistant Manager, Contemporary Hotel**
Walt Disney World
Lake Buena Vista, FL

- A member of the pre-opening management team for Walt Disney World.
- Was part of an adjunct team assigned to the Personnel Division that recruited and hired the initial 7,000 hourly employees for the whole of WDW.
- Performed the Rooms Division construction *punch out* of the Contemporary Hotel.
- General responsibilities were commensurate with the job title.

1969 - 1970 **Sergeant**
United States Army

- Served as Custodian (Club Manager) of the Honour-Smith Open Mess, 4th PSYOP Group in Bien Hoa, Vietnam from December of 1969 to November of 1970.
- The Mess was a non-appropriated fund club system with multiple facilities, and a membership comprised of officers, NCO's and enlisted men.

**Research &
Publication
Activities**

Refereed
Articles

- Aiello, T., Severt, D., Rompf, P. and D. Breiter (2010), A Fundamental Exploration of Administrative Views of Hospital Hospitality and Service Excellence, *Advances in Hospitality and Leisure*, Vol. 6, 185-211.
- DiPietro, Robin, Rompf, Paul D., Breiter, Deborah and Marta Godlewska (2008), An Exploratory Study of Differences Among Meeting and Exhibition Planners in their Destination Selection Criteria, *Journal of Convention & Event Tourism*, Vol. 9(4), 258-276
- Rompf, Paul D., Breiter, Deborah and Kimberly Severt (2008), Destination Selection Criteria: Key Success Factors Evolve and Dominate. *Event Management*, Vol. 12(1), 27-38.
- Rompf, Paul D. and Denver Severt (2008), Tie Strength, At-Destination Referrals, and Satisfaction, *Advances in Hospitality and Leisure*, Vol. 4, 139-160.
- Walls, Andrew, Shani, Amir and Paul D. Rompf (2008), The Nature of Gratuitous Referrals in Tourism: Local Residents' Perspective, *International Journal of Contemporary Hospitality Management*, 20(6), 647-663.
- Severt, Denver, Rompf, Paul D., and Kim Severt (2007), Dimensions of Fairness: A Qualitative Assessment of Customer-recalled Fairness Dimensions and Their Effect on Customer Satisfaction, *Advances in Hospitality & Leisure*, Vol. 3, 105-128.
- DiPietro, Robin, Wang, Youcheng, Rompf, Paul D. and Denver Severt (2007), At Destination Visitor Information Search and Decision Strategies, *International Journal of Tourism Research*, 9(3) 175-188.
- Wang, Youcheng, Rompf, Paul D., Severt, Denver and Nichaka Peerapatdit (2006), Examining and Identifying the Determinants of Tourism Expenditure Patterns, *International Journal of Tourism Research*, 8(5), 333-46.
- Severt, Denver and Paul D. Rompf (2006), Consumers' Perceptions of Fairness and the Resultant Affect on Customer Satisfaction, *Journal of Hospitality & Leisure Marketing*, 15(1), 101-21.
- Upchurch, Randall, Rompf, Paul D. and Denver Severt (2006), Segmentation and Satisfaction Preferences of Specific Looking Glass Cohorts Profiles: A case study of the timeshare industry, *Journal of Leisure and Retail Property*, Vol. 5, 173-84.
- Upchurch, Randall and Paul D. Rompf (2006), Post-Purchase Behavior: A Case Study into a Vacation Club Product, *Tourism Analysis*, 11(1), 45-59.
- Rompf, Paul D. and Peter Ricci (2005), Gratuitous Referrals: a Subset of Visitor Search Activities and Decision Strategies at Destination for Travel-Related Services, the *Journal of Travel & Tourism Marketing*, 18(2), 39-52.
- Rompf, Paul D., DiPietro, Robin, and Peter Ricci (2005), 'Locals' Involvement in Travelers' Informational Search and Venue Decision Strategies While At Destination, the *Journal of Travel and Tourism Marketing (Special Issue)*. 18(3), 11-22.
- DiPietro, Robin, Severt, Denver, Rompf, Paul, and Peter Ricci (2005), Visitor at-destination search for travel-related services, *FIU Hospitality Review*, 23(1), 51-63.
- Wang, Youcheng, Severt, Denver, and Paul Rompf (2005), Examining the Nature and Dynamics of At-Destination Recommendations: The Locals' Perspective, the *Journal of Hospitality & Leisure Marketing (Special Issue on Service Marketing)*, 13 (3/4), 139-60.
- Rompf, Paul D. (2001), Recommending Travel-Related Services: A Rural Case

Study, *The Hospitality Review*, July, 46-51.

Rompf, Paul D. (1999), Consumer's Evaluation of a New Product Bearing a Familiar Name, *Journal of Vacation Marketing* (special issue on brands), 5(3), 253-262.

Rompf, Paul D. (1998), Industry Operating Indices... Time for Greater Diversity?, *The Cornell Quarterly*, 39(4), 20-27.

Damonte, L. Taylor, Rompf, Paul D., Domke, Darla J. and Rajeev Bahl (1997), Brand Affiliation and Property Size Effects on Measures of Performance in Lodging Properties, *Hospitality Research Journal*, 20(3), 1-16.

Rompf, Paul D. (1994), Lodging Operating Statistics: Overcoming The Numbers Game, *The Cornell Quarterly*, 35(5), 22-27.

Rompf, Paul D. (Book Review) (1984) Kasavana, Michael L., Computer Systems for Foodservice Operations, New York: A CBI Book, *School Food Service Research Review*, November.

Refereed
Proceedings

Aiello, Taryn, Severt, Denver, Rompf, Paul D. and Deborah Breiter (2009), Service Excellence and Hospitality: The Case of Dr. P Phillips Hospital and Top Perceptions of Management. 2009 Graduate Education and Research Conference.

Severt, Kimberly, Rompf, Paul D. and Deborah Breiter (2007), A Critical Matching of Destination Attributes with Event Destination Selection Criteria, *2007 Advances in Tourism Marketing Conference Proceedings* (designated among the top 10% of articles Submitted).

Wang, Youcheng, Rompf, Paul D., Severt, Denver and Nichaka Peerapatdit (2006), Examining and Identifying the Determinants of Visitor Expenditure Patterns, *CHRIE 2006 Annual Conference Proceedings*.

Severt, Denver, Rompf, Paul D. and Kim Severt (2006), Fairness Dimensions and Customer Satisfaction: A Qualitative Assessment, *SECHRIE Spring Conference Proceedings*.

Wang, Youcheng, and Paul Rompf (2005), Investigating the Motivations Driving At-destination Recommendations: The Locals Experts' Perspective, *2005 TTRA Conference Proceedings*.

Severt, Denver, Rompf, Paul D., Wang, Raymond, and Robin DiPietro (2004), Gratuitous Referrals: The Traveler's Perspective, *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, 7(2), 41-44.

Rompf, Paul D., DiPietro, Robin, Ricci, Peter and Denver Severt (2004), Who Is Referring Whom and Where: Visitor At-Destination Search Activities for Travel-Related Services, *2004 I-CHRIE Conference Proceedings*.

DiPietro, Robin, Ricci, Peter and Paul Rompf (2003), Who is Referring Whom: A Gratuitous Referral Cross-Study Overview, in James A. Chandler (ed.) *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, 7(1), 41-44.

Rompf, Paul D. and Peter Ricci (2003), Gratuitous Referrals: A Case Study – Gainesville, Florida, in Taylor Damonte (ed.) *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, 6(2), 20-22.

Rompf, Paul D. (2002), Comparative Studies on Gratuitous Referrals: Some Cross-Cultural Connotations, in Taylor Damonte (ed.) *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, 6 (1), 1-3.

Rompf, Paul D. (2000), Profiling Gratuitous Referrals, *CAUTHE 2000 Conference Proceedings*, Council for Australian University Tourism & Hospitality Education.

Rompf, Paul D. (1993), On Brand Equity Extensions And Reciprocal Effects, *1993 CHRIE Conference Proceedings*.

Rompf, Paul D. (1992), What Is Marriott... Holiday Inn... Even McDonalds??? On Brands and Brand Equity Extensions, *1992 CHRIE Conference Proceedings*, CHRIE.

Books/Chapters in Books Rompf, Paul D. and Duncan Dickson (2003), International Employment, chapter in Robert Brymer (ed.) *Hospitality & Tourism* 11th Edition, Kendal/Hunt Publishing: Dubuque.

Rompf, Paul D. (2000), *Hospitality Marketing & Sales*, e-text intellectual property, jointly copyrighted by Best Western Australia (BWA) and the Australian International Hotel School, for a new BWA management development program.

Submitted for publication

Near completion for publication Deel, G., Severt, D and Rompf, P., Exploring the Impacts of Self-Service Kiosks on Customer Satisfaction.

*Review
Boards &
Reviews for
Publication*

Referee, Journal of Hospitality and Tourism Research, 2011 - present

Referee, Journal of Hospitality and Tourism Management, 2010 - present

Referee, *Event Management*, 2010 - present

Referee, *Tourism Management*, 2005 - present

Referee, Southern Management Association, Services Track, 1997.

CHRIE Conference Paper Review Board, 1996.

(Book editing) (1984) Goodwin, John, *Travel & Lodging Law, 2nd Edition*, New York: John Wiley & Sons, Inc.

(Book editing) (1979) Powers, Thomas F., *Introduction to Management in the Hospitality Industry*, New York: John Wiley & Sons, Inc.

Thesis /
Dissertation
Committees

- Dissertation** Hagglund, Peder, Sustainability in Foodservice Enterprises, committee Member.
- Walls, Andrew (2009), An Examination of Consumer Experience and Relative Effects on Consumer Values, committee member.
- Thesis** Deel, Gary (2010), *Exploring the Impacts of Self-Service Kiosks on Customer Satisfaction And Subsequent Commitment in Convention Hotels: The Case of the Rosen Centre Hotel*, committee member.
- Aiello, Taryn (2008), *A Culture of Hospitality and Service Enhancing the Patient Experience – The Case of Dr. P. Phillips Hospital*, committee member.
- Godlewska, Marta (2006), *Event Planners' Ratings of Destination Selection Variables: A Comparison between Members of Three Professional Association Groups*, committee member.
- Smith, Scott (2004), *The Effect of Internet Booking on the Central Florida Lodging Market Over the Past Five Years*, Chair.
- Peerapatdit, Nichakarn (2004), *The Impact of Selected Socio-demographic Variables on Travel Expenditures*, committee member.
- Practitioner-based Research** Conlin, Michael, Rompf, Paul D. & Jeremy Huyton (1999), *Best Western Australia – Analyses of Management Development Needs*, Australian International Hotel School.
- Rompf, Paul D. and Madison Lowe (1993), *Categorization of Lodging Products Study*, the Institute for Tourism Research, USC.
- The Greater Columbia Hospitality Sales Report* (1989-1994). Conducted and directed the monthly survey and publication of operating statistics on lodging properties in the Columbia, South Carolina metropolitan area. (The South Carolina Department of Parks, Recreation & Tourism aggregated and further published the results monthly in *Lodging Trends in South Carolina*.) The Institute for Tourism Research, USC.
- Rompf, Paul D. (1992), *Market/Competition Analysis - Whitney Hotel*.
- Rompf, Paul D. (1977), *Mississippi... a well kept secret?*, Hattiesburg: Independently published.
- Rompf, Paul D. and Reid V. Rapport (1974), *Tourism -- Panacea or Plague, Orlando*, Privately published with a grant from the Orlando Area Innkeepers Association.
- Articles in Practitioner Publications** Rompf, Paul D. (1993), OSHA Enforces Regulations to Minimize Employee's Exposure To Bloodborne Viruses, *SCFA Today* (Fall), South Carolina Festival Association.
- Rompf, Paul D. (1992), What You Or Your Employees Don't Know Can Harm You... OSHA Occupational Exposure to Bloodborne Pathogens Standard, *SCFA Today*, (Fall), the South Carolina Festival Association.
- Rompf, Paul D. (1991), Educational Insight... Reciprocal Advertising, *South Carolina Restaurant Association Update*, The South Carolina Restaurant Association.

Rompf, Paul D. (1984 - 1985), AnswerLine (monthly column), *MH&MA NEWSLETTER*, Mississippi Hotel & Motel Association.

Funded Projects & Grants

Best Western Australia, Management Development Course Rollout with 'Marketing & Sales' and 'Maximising Room Revenue' modules (2000), \$30,000

Best Western Australia -- Analyses of Management Development Needs, Australian International Hotel School, Research Analyst (1999), \$2,000.

ECOS Training Program For Russian Hotel & Tourism Managers in collaboration with the USC School of Hotel, Restaurant & Tourism; Lecturer & Program Co-coordinator, (1994), \$12,500.

Categorization of Lodging Products - Phase I; Principal Investigator, Funded by the Division of Engineering & Planning in the SC Department of Parks, Recreation & Tourism, (1993), \$10,000.

Special Study of Hotel And Tourism Training In The Bahamas; Co-Investigator, Funded by the World Bank, (1987 - 1988), \$248,000.

Marketing Workshop; Program Director, Funded by the Mississippi Vocational Rehab for the Blind, (1985), \$1,456.

Industrial Housekeeping Workshop For The Employment Disadvantaged; Program Director, Funded by the Mississippi Employment Security Commission, (1984), \$7,500.

Professional Presentations

Invited Refereed
Presentations

Rompf, Paul and Kimberly Severt, Incentive Travel Program (ITP) Benefits Under the Microscope, 2010 International Conference on Business, Hospitality and Tourism (Conference was cancelled at the last moment because of political unrest in Jamaica).

Aiello, Taryn, Severt, Denver, Rompf, Paul D. and Deborah Breiter, Service Excellence and Hospitality: The Case of Dr. P Phillips Hospital and Top Perceptions of Management. 2009 Graduate Education and Research Conference.

Severt, Kimberly, Rompf, Paul D. and Deborah Breiter (2007), A Critical Matching of Destination Attributes with Event Destination Selection Criteria, 2007 Advances in Tourism Marketing Conference.

Wang, Youcheng, Rompf, Paul D., Severt, Denver and Nichaka Peerapatdit (2006), Examining and Identifying the Determinants of Visitor Expenditure Patterns, 2006 I-CHRIE Annual Conference.

Severt, Denver, Rompf, Paul D. and Kim Severt (2006), Fairness Dimensions and Customer Satisfaction: A Qualitative Assessment, SECHRIE Spring Conference.

DiPietro, Robin, Wang, Youcheng, Rompf, Paul D. Severt, Denver and Liza Cobos (2006), At-Destination Visitor Search, 2006 I-CHRIE Annual Conference.

Wang, Youcheng and Paul Rompf (2005), Investigating the Motivations Driving At-destination Recommendations: The Locals Experts' Perspective, 2005 TTRA Annual Conference.

- Breiter, Deborah, Rompf, Paul D. and Kimberly Severt (2005), Impact of force majeure events on destination selection, 2005 I-CHRIE Conference.
- Rompf, Paul D., DiPietro, Robin, Wang, Youcheng, and Denver Severt (2005), Visitor Search & Decision Strategies While at the Destination, 2005 I-CHRIE Annual Conference.
- Dickson, Duncan, Rompf, Paul D. and Denver Severt (2005), Employee Success Factors, 2005 I-CHRIE Annual Conference.
- Severt, Kim, Rompf, Paul D., and Deborah Breiter (2005), Matching Destination Characteristics with Event Characteristics, 10th Annual Graduate Student Research Conference.
- Rompf, Paul D. (2004), Gratuitous Referrals: Preliminary findings and future directions for research in Orlando MSA, Rosen College Research Colloquium, September.
- Rompf, Paul D., DiPietro, Robin, Ricci, Peter and Denver Severt (2004), Who Is Referring Whom and Where: Visitor At-Destination Search Activities for Travel-Related Services, 2004 I-CHRIE Annual Conference.
- Severt, Denver, Rompf, Paul D., Wang, Raymond, and Robin DiPietro (2004), Gratuitous Referrals: The Traveler's Perspective, Southeast CHRIE Spring Conference.
- DiPietro, Robin, Ricci, Peter and Paul Rompf (2003), Who is Referring Whom: A Gratuitous Referral Cross-Study Overview, Southeast CHRIE Fall Conference.
- Rompf, Paul D. and Peter Ricci (2003), Gratuitous Referrals: A Case Study – Gainesville FL, Southeast CHRIE Spring Conference.
- Rompf, Paul D. (2002), Comparative Studies on Gratuitous Referrals: Some Cross-Cultural Connotations, Southeast CHRIE Fall Conference.
- Ricci, Peter, Tesone, Dana V., Krebs, Rosemarie and Paul D. Rompf (2002), Distance Learning: A Cure for Summertime Blues, Southeast CHRIE Fall Conference.
- Tesone, Dana V. Ricci, Peter, Chen, Po-Ju and Paul D. Rompf (2002), Are We Teaching the Wrong Things to the Wrong People in the Wrong Way on a Global Level, Southeast CHRIE Fall Conference.
- Rompf, Paul D. (2001), Cooking up a storm – Skills training at the AIHS, Legal Training is a Tricky Business Conference, Australian National University, Canberra, 2001.
- Rompf, Paul D., Profiling Gratuitous Referrals (2000), CAUTHE 2000 Conference.
- Damonte, L. Taylor, Rompf, Paul D., and Domke, Darla J (1996), Brand Affiliation and Property Size Effects on Measures of Performance on Lodging Properties, 1996 I-CHRIE Annual Conference.
- Rompf, Paul D. (1994), A Rose By Any Other Name... Would It Smell As Sweet?... Direct and Reciprocal Effects of Brand Image, invited paper presentation, 1994 EUHOFA International Congress.
- Rompf, Paul D. (1993), On Brand Equity Extensions And Reciprocal Effects, 1993 I-CHRIE Annual Conference.

Rompf, Paul D. (1992), What Is Marriott... Holiday Inn... Even McDonalds??? On Brands and Brand Equity Extensions, 1992 I-CHRIE Annual Conference.

Invited
Presentations

Rompf, Paul D. (2004), Gratuitous Referrals: Preliminary findings and future directions for research in Orlando MSA, Rosen College Research Colloquium, September.

Rompf, Paul D. and Peter Ricci (2003), Gratuitous Referrals and Their Role in Visitor Buying Decisions, Florida Association of Convention & Visitors Bureau, FACVB 2003 Annual Meeting.

Rompf, Paul D. (2000), Hospitality Marketing & Sales: A Preview, Best Western Australia Annual Convention.

Rompf, Paul D. (1998), Yield Management, ACCOR Asia Pacific -- QLD Rooms Division Annual Meeting.

Rompf, Paul D. (1996), Keynote Address: Today's Vision Is Tomorrow's Future, Annual Meeting of the Southeast Region of the American Culinary Federation.

Rompf, Paul D. (1994), Employment on the Grand Strand... From Where Will The Employees Come, Myrtle Beach Chapter of the National Association of Catering Executives (NACE), SC.

Rompf, Paul D. (1994), Key Questions Counselors Should Ask The Individual Who Is Interested In Starting A Restaurant, Service Corps of Retired Executives, Columbia, SC.

Rompf, Paul D., Travel in South Carolina - A Review 1991/1992, Panelist, 1992 South Carolina Governor's Conference on Tourism & Travel, 1992.

Rompf, Paul D. (1991), Back To The Basics In Advertising, Annual Convention of the South Carolina Restaurant Association.

Rompf, Paul D. (1986), Employment Trends and Strategies, Columbia Restaurant Association, SC.

Rompf, Paul D. (1986), Trends in the Food Service Industry, Annual Convention of the South Carolina Restaurant Association.

Rompf, Paul D. (1984), Wine & Dessert Promotions, Commanders Seminar, AF Reserve Club Managers, MS.

Rompf, Paul D. (1978), Marketing in Food Service, Annual Convention of the Mississippi Restaurant Association.

Workshops

Program Director – Dean's Distinguished Speaker Series, Australian International Hotel School (2000 – 2001), topics included Entrepreneurship, Family Business, and E-commerce for SME's, and featured Dr. Alison Morrison, Dr. Don Getz, and Dr. Chris Ryan.

Coping with Change – User-Friendly IT, Careers/Vocational Education Conference, 2000.

Program Director – *Certified Festival Planner award activity* of the South Carolina Festival Association at the 1994 South Carolina Governor's Conference on Tourism & Travel.

Program Director – *Certified Festival Planner award activity* of the South Carolina Festival

Association at the 1994 Annual Conference of the South Carolina Festival Association.

Certified Hotel Administrator (CHA) Workshop, United Inns, Inc. Annual Meeting, 1986.

Restaurant/Club Business Trends, Open Mess Workshop, HQ AF Reserve, GA, 1985.

Marketing Trends, AF Reserve Club Managers Workshop, MS, 1985.

'Feelings' Seminar, Conducted for the Mississippi Hotel & Motel Association, 1985.

Front Office Management Seminar, Annual Convention of the Mississippi Hotel & Motel Association, 1984.

Supervision Seminars, Conducted for the Mississippi Hotel & Motel Association, 1984.

Certified Hotel Administrator (CHA) Crash Course, Sponsored by the Mississippi Hotel & Motel Association, 1984.

Professional Affiliations

Orlando/Orange County Convention & Visitors Bureau Research Committee, 2004 to present.

Past Director/Past Secretary/Member, *International CHRIE (the Council on Hotel, Restaurant, and Institutional Education)*, 1972 - present.

American Resort Development Association (ARDA), Judge for annual ACE Awards, 2003 to 2008.

Professional Convention Management Association (PCMA), 2002 to 2006

Meetings Industry Association of Australia (MIAA), 1999 to 2002.

Australian Bureau of Statistics (ABS) *Tourism Statistics Consultative Group (TSCG)*, 2000 to 2002.

Australian Tourism Research Institute (ATRI), 1999 to 2000.

Charter Member, *AusNz Chapter CHRIE*, 1998 to 2000.

Georgia Hospitality and Tourism Association, 1997 to 1998.

Southeastern CHRIE, 1985 - 1998.

Association of Consumer Researchers, 1991 to 1997.

Executive Director (1989-1994)/Member, the *Greater Columbia Hospitality Sales Association* (A coalition of service providers and destination marketing organizations), 1989 to 1996.

Carolina Marathon Association, a member of the management team for the 1995 & 1996. Carolina Marathon, and the 1996 U.S. Women's Olympic Trials, 1995 - 1996.

Columbia Action Council, a member of the management team for MayFest, Autumn Fest, the Summer Concert Series, and the Hootie & the Blowfish Concert. 1994 to 1996.

TravelScope Advisory Committee, Travel Industry Association of America (TIA). TravelScope is a monthly panel survey of U.S. domestic household travel activity, 1995.

American Marketing Association, 1987 - 1994.

Board Member, *South Carolina Festival Association, 1991 - 1994.*

National Restaurant Association, 1972 - 1995.

Certified Festival Planner Standing Committee, South Carolina Festival Association;
developed a certification program for the association in cooperation with the University of
South Carolina, 1993 - 1994.

*Public Relations Committee, the Greater Columbia Convention & Visitors Bureau (Steering
Committee for National Tourism Week Activities), 1993.*

Academy of International Business, 1987 - 1992.

Hotel Sales & Marketing Association International, 1990 - 1992, 1984 - 1986, 1972 - 1975.

Chair, *Education/Student Chapter Committee, South Carolina Chapter of HSMA, 1990 -
1992.*

Honorary Board Member, *Mississippi Restaurant Association, 1983 - 1985.*

Treasurer/Member, *Florida Chapter of CHRIE, 1972 - 1975.*

Director, *Career Development Chapter of AH&MA, 1972 - 1975.*

**Academic
Committees
and Activities
University**

Enrollment Management Task Force, College of Graduate Studies, University of Central Florida, 2008 – present.

Graduate Council Policy Committee, University of Central Florida, 2006 – present.

Graduate Coordinators Strategic Planning Committee, University of Central Florida, 2006 – present.

University Marketing Council, University of Central Florida, 2006 – present, Alternative representative 2009 - present.

Graduate Council Appeals Committee, University of Central Florida, 2005 – 2006.

Senator, *Faculty Senate*, University of Central Florida, 2005 – 2006.

SACS Faculty Credentials Committee, University of Central Florida, 2004 – 2006.

Undergraduate Research Committee, University of Central Florida, 2002 – 2003.

Chair, *AIHS Academic Advisory Committee* (a standing committee to advise the AIHS Board of Management, configured to provide representation from strategic partners), Australian International Hotel School, 2000 to 2002.

Departmental Information Officer (DIO), an ACT Government designation for the department's (AIHS) IT representative/manager, 1998 to 2001.

Chair/Member, *Academic Review Board* (student disciplinary Board), Australian International Hotel School, 1999 - 2001.

Chair, *Australian International Hotel School IT Committee*, 1998 – 2002.

Chair, *Site Selection Sub-Committee*, 1997 GSU Faculty/Staff Technology Conference, Georgia Southern University, 1997.

Computers in the Curriculum Committee (a Blue Ribbon Panel of the Vice President of Academic Affairs), Georgia Southern University, 1996 - 1997.

Joint Committee - Computers in the Curriculum and Computer Lab Managers, Georgia Southern University, 1997.

Program Sub-Committee, 1997 GSU Faculty/Staff Technology Conference, Georgia Southern University, 1997.

University Career Center Advisory Committee, University of South Carolina, 1986 - 1992.

Computer Augmented Curriculum Committee, University of Southern Mississippi, 1984 – 1985.

Continuing Education and Public Service Committee, University of Southern Mississippi, 1983 - 1985.

Alternate Representative, *Academic Council*, University of Southern Mississippi, 1975 – 1978.

College

- Chair, *Research Incentive Awards Committee (RIA)*, Rosen College of Hospitality Management, 2009, 2010.
- Rosen College Scholarship Committee, Graduate Representative, 2009, 2010.
- Outside Member, *Foodservice Lodging Management (FLM) Annual Evaluation Committee*, 2009 – 2010.
- TIP Ad-Hoc Committee*, Rosen College of Hospitality Management, 2009, 2010.
- Graduate Policy and Curriculum Committee*, Rosen College of Hospitality Management, Ad-hoc member, 2006 – present.
- Departmental Chair Search Committee (FLM)*, Rosen College of Hospitality Management, 2009.
- Coordinator, *Institutional Effectiveness Assessment Committee*, Ph.D. in Hospitality Education, College of Education, 2006 – present.
- Coordinator, *Institutional Effectiveness Assessment Committee*, M.S. in Hospitality Management, Rosen College of Hospitality Management, 2006 – present.
- Rosen College Executive Committee*, University of Central Florida, 2006 – present.
- Rosen College Appeals Committee Ad hoc*, University of Central Florida, 2003 – 2009.
- Tack Coordinators Committee*, College of Education, University of Central Florida, 2006 – present.
- Faculty Advisor, *Graduate Hospitality Association*, University of Central Florida, 2006 – Present.
- Chair, *Departmental Chair Search Committee (HS)*, Rosen College of Hospitality Management, 2008.
- Chair, *13th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism* (hosted by the Rosen College in January, 2008).
- Rosen College Awards Committee*, University of Central Florida, 2004 – 2006.
- Rosen College Tenure and Promotion Committee*, University of Central Florida, 2002 – 2004.
- Faculty Advisor, *Hospitality Association*, University of Central Florida, 2002 – 2006.
- Rosen College Graduate Policy & Curriculum Committee*, University of Central Florida, 2003 – 2006.
- Rosen College Faculty Search Committee*, University of Central Florida, 2003 – present.
- Rosen College Faculty Workload Option Committee*, University of Central Florida, 2002 – 2004.
- Chair, *Conference on Island Tourism and Small Economies*, Rosen College, University of Central Florida, 2003 – 2004.
- Future's Subcommittee*, College of Applied Professional Sciences, University of South Carolina, 1994.

Chair/Member, *Curricula & Courses Committee*, College of Applied Professional Sciences, University of South Carolina, 1988 - 1992.

Special Subcommittee on Tenure & Promotion, College of Applied Professional Sciences, University of South Carolina, 1989 - 1991.

Chair, *Human Subjects Research Committee*, College of Applied Professional Sciences, University of South Carolina, 1986 - 1987.

Student-Faculty Liaison Committee, College of Applied Professional Sciences, University of South Carolina, 1985 - 1986.

Chair, *Computer Curriculum Committee*, School of Home Economics, University of Southern Mississippi, 1984 - 1985.

Chair, *Facilities Planning Committee*, School of Home Economics, University of Southern Mississippi, 1984 - 1985.

Student Recruitment Committee, School of Home Economics, University of Southern Mississippi, 1984 - 1985.

Departmental / Program Chair, *Hospitality Services P & T Committee*, UCF Rosen College, 2010.

Hospitality Services Progress-towards-Tenure Committee, Department of Hospitality Services, UCF Rosen College, 2009, 2010.

Chair, Graduate Program Committee, Department of Hospitality Services, UCF Rosen College 2010 – present.

Hospitality Services Annual Evaluation Development Committee, Rosen College, University of Central Florida, 2008 – 2009.

Tourism, Events & Attractions Tenure and Promotion Committee, UCF Rosen College, 2004 – 2008.

Restaurant, Hotel & Institutional Administration Curriculum Committee, Georgia Southern University (Converting curriculum from quarter to semester hours; CHRIE accreditation), 1996 - 1997.

Planning Committee, Department of Family and Consumer Sciences, Georgia Southern University, 1996 - 1997.

Library Committee, Department of Family and Consumer Sciences, Georgia Southern University, 1996 - 1997.

Ad Hoc Committee on Student Markets, School of Hotel Restaurant & Tourism Administration, University of South Carolina, 1993 - 1994.

Ad Hoc Committee on Image, School of Hotel, Restaurant & Tourism Administration, University of South Carolina, 1993 - 1994.

Chair, *Curriculum & Courses Committee*, School of Hotel, Restaurant & Tourism Administration, University of South Carolina, 1988 - 1992.

Faculty Advisor/Coordinator, *HRTA Hosts and the HRTA Career Center*, School of Hotel, Restaurant & Tourism Administration, University of South Carolina, 1991 - 1994.

Faculty Advisor, *USC Hospitality Sales & Marketing Association*, University of South Carolina 1989 - 1994.

Faculty Advisor, *Eta Sigma Delta*, University of South Carolina, 1985 - 1989.

Faculty Advisor, *Student Chapter of HSMIAI*, University of Southern Mississippi, 1984 - 1985,
1975 - 1978.

***Awards &
Honors***

Research Incentive Award (RIA), University of Central Florida, 2006-2007

William Klare Memorial Fund Fellowship, Michigan State University

Halligan Memorial Teachers Award - Graduate Assistantship, Michigan State University

Honors College, Michigan State University

Schlitz Corporation Academic Achievement Award to the Most Outstanding Senior, Michigan
State University

Brunswick Foundation Achievement Award to the Outstanding Junior, Michigan State
University

Curriculum Vita
Dana V. Tesone
Professor of Hospitality Management
Rosen College of Hospitality Management
University of Central Florida
dtesone@mail.ucf.edu

Education Nova Southeastern University, Fort Lauderdale, Florida.

Ph. D. Computer Technology in Education (Graduate School of Computer and Information Science) 1995

MBA with academic distinction, Management 1989

MS with academic distinction, Human Resource Management 1991

BS Administrative Studies 1986

Certifications: Certified Manager (C.M.), Institute of Certified Professional Managers.

Certified Human Resource Executive (CHRE), AH&LA, Educational Institute

Listing of Graduate Credit Hours by Discipline:

Doctoral:

Management	19	
Hospitality Management		24
Technology & Education		<u>34</u>

Total 77

Master:

MBA Business Administration	40	
MS Human Resource Management		<u>21</u>

Total 61

Listing of Academic Ranks:

1989-1993, Adjunct Instructor Hospitality Management (Fulltime Course load)

1993-1995, Associate Professor Hospitality Management, Department Chair

1995-1997, Dean of Hospitality Management/Senior Faculty (Assoc. Prof. equivalent)

1997-1999, Assistant Director/Assistant Professor, School of Business Administration

1999-2001, Assistant Professor Hospitality Management (Level I institution)

2001-2004, Assistant Professor Hospitality Management (UCF)

2005-2009, Associate Professor Hospitality Management (UCF)

2006-2007, Associate Professor and Interim Department Chair (UCF)

2009-present Professor of Hospitality Management (UCF)

Dana V. Tesone

Education Experience:

August 2001- Present

2009-Present—Tenured Professor of Hospitality Management

2004- 2008—Tenured Associate Professor of Hospitality Management.

2006-2007—Interim Department Chair of Hospitality Operations

2001-2004--Assistant Professor, Rosen College of Hospitality Management, University of Central Florida, Orlando, Florida.

January 1999 –August 2001

Assistant Professor, School of Travel Industry Management, University of Hawaii. Honolulu, Hawaii (Level I)

March 1997 –January 1999

Assistant Director/Assistant Professor, Division of Business and Administrative Studies, Farquhar Center for Undergraduate Studies, Nova Southeastern University, Fort Lauderdale, Florida.

Leadership position overseeing academic support and logistics for on and off-campus programs in business management with approximately 1,300 students at more than 80 domestic and international locations.

Supervised professional staff of 30 academic advisors and site administrators in addition to an on-campus clerical staff. Streamlined systems associated with all areas from student application to graduation.

November 1995 –March 1997

Dean/Senior Faculty Member, Schools of Hospitality Management, Fashion, & Bachelor Programs, The Art Institute of Fort Lauderdale, Fort Lauderdale, Florida.

Leadership position providing governance to four degree programs within two schools. Enhanced educational quality through faculty development and assessment. Increased instructor/student ratios. Significantly reduced operating expenses in all areas. Implemented marketing plan to double revenues in full-service restaurant operated by students in the hospitality school. Enhanced morale and team collaboration through leadership example and faculty empowerment. Developed curriculum for Bachelor of Science program in Hospitality Management for adult learners. Enhanced administrative productivity through design and implementation of automated office systems using personal computer software. Restructured documentation processes to comply with regional accreditation criteria.

July 1993 –November 1995

Associate Professor, School of Hospitality Management, Nova Southeastern University, Fort Lauderdale, Florida. Chair of Professional Studies department.

Dana V. Tesone

Hospitality Industry Experience

3 years—Vice President—Human Resources

6 years—Director of Human Resources

2 years—Director of Administration

10 years—Operations Management

Listing of Papers Published in Refereed Journals:

Key for Topic areas: HRM—Human Resource Management; ALN—Asynchronous Learning Networks; OD—Organizational Development and Design; S-- Strategy; L—Leadership; MIS—Management Information Systems; OT—Other Topics

64. Fjelstul, J., Jackson, L.A. & Tesone, D.V. (2011). Increasing minority golf participation through PGA education initiatives. *Sage Journal Online*. (in press)

63. Fjelstul, J. & Tesone, D.V. (Summer, 2011). Online learning for female golf professionals: A sport association

learning intervention. *Journal of Online Learning and Teaching*. 7(2), 1-7 (ALN)

62. Tesone, D.V., Upchurch, R. & Ross, M.J. (2010). An analysis of event manager's problem-solving propensity. *Event Management*. 14(1), 83-89 (HRM)

61. Shani, A. & Tesone, D.V. (2010). Have human resource information systems evolved into internal E-commerce? *Worldwide Hospitality and Tourism Themes*. 2(1), 30-48 (HRM)

60. Chen, PJ & Tesone, D.V. (2009). Comparison of hospitality practitioners and student practitioner work values. *Advances in Hospitality and Leisure*. 5, 141-161 (HRM)

59. Parsa, H.G., Tesone, D.V. & Templeton, A. (2009). All employees are not created equal: An alternative method of assessing employee turnover. *Journal of Foodservice Business Research*. 12(4). HRM

58. Hara, T. & Tesone, D.V. (2009). Analysis of Japanese hotel employees' job satisfaction and its association with annual income and other socio-economic variables. *International Journal of Tourism Science*. 8(1), 71-88. (HRM)

57. Tesone, D.V., Jackson, L.A. & Fjelstul, J (Summer, 2009). Charting production systems for golf and club operations. *Journal of Retail and Leisure Property*. 8(1), 67-76. (OD)

56. Tesone, D.V. & Ricci, P. (Spring, 2009). Hotel and restaurant entry-level job competencies: Comparisons of management and worker perceptions. *FIU Hospitality Review*. 27(1). 77-89. (HRM)

55. Jackson, L.A., Tesone, D.V. & Fjelstul, J. (Spring, 2009). Robert L. Johnson: From media mogul to developing the largest African-American owned hotel investment company. *Journal of Hospitality & Tourism Education*. 20(4), 38-42. (OD)

Dana V. Tesone

Listing of Papers Published in Refereed Journals:

54. Severt, D, Tesone, D.V., Botorff, T., & Carpenter, M.L. (2009). An analysis of hospitality and tourism research by institutional contributions to the literature. *Journal of Hospitality and Tourism Research*. 33(4), 451-470. (OT)

53. Tesone, DV & Ricci, P. (Fall, 2008). Student perceptions of web-based instruction: A comparative analysis. *Journal of Online Learning and Teaching*. 4(3), 317-323. (ALN)

52. Fjelstul, J., Tesone, DV & Bougae, C. (Fall, 2008). An exploratory study of online learning for professional development: Should club managers go the distance? *Journal of Online Learning and Teaching*. 4(3), 291-300. (ALN)

51. Tesone, D.V. (Summer, 2008). An interdisciplinary study of motivation theories used by tourism management practitioners. *Journal of Tourism*. IX(2). 217-228. (HRM)

50. Platt, A., Tesone, D.V. & Alexakis, G. (Summer, 2008). Monopolistic organizations: A case of two industries in the United States. *Journal of Applied Business and Economics*. 8(3), 88-94. (HRM/OD)

49. Tesone, D.V., Severt, D. & Carpenter, M.L. (Spring, 2008). Modern learning theories provide applications for distance learning practice. *Journal of College Teaching and Learning*. 5(5) 17-24.(ALN)

48. Tesone, D.V. (Spring, 2008). A collaborative management intervention: A pilot study for small to medium enterprises. *Journal of Applied Management and Entrepreneurship*. 13(2) 3-13. (HRM/OD)

47. Fjelstul, J. & Tesone, D.V. (Spring, 2008). Competencies for golf and club entry level management

positions. *International Journal of Contemporary Hospitality Management*. 20(2). 294-299. (HRM)

46. Fjelstul, J. & Tesone, D.V. (Fall, 2006). Online training for sport professionals: Lessons learned from an inaugural initiative. *Journal of Online Teaching and Learning*. 2(4) 260-267. (ALN)

45. Tesone, D.V. & Fjelstul, J. (Summer, 2006). Online collaborative training: An entrepreneurial venture through college and professional association partnerships. *Journal of Applied Management and Entrepreneurship*. 11(2) 41-50. (ALN)

Dana V. Tesone

Listing of Papers Published in Refereed Journals:

44. Tesone, D. V. & Fjelstul, J. (Summer, 2006). Classroom and online management courses: A comparison of student performance on standardized tests. *Journal of College Teaching and Learning*. 3(8). 25-30. (ALN)
43. Tesone, D.V., Ricci, P. & Severt, D. (Summer, 2006). Workplace motivation and mental development: Differences between foodservice managers and younger workers. *Journal of Foodservice Business Research*. 8(4). 21-36. (HRM)
42. Croes, R. & Tesone, D.V. (2006). The indexed minimum wage and hotel compensation strategies. *Journal of Human Resources in Hospitality and Tourism*. 6(1). 109-124. (HRM)
41. Alexakis, G., Platt, A. & Tesone, D.V. (2006). Appropriating biological paradigms for the organizational setting to support democratic constructs in the workplace. *Journal of Applied Business and Economics*. 6(1). 17-28.(OD/HRM)
40. Tesone, D.V. & Ricci, P. (2006). Toward a definition of entry-level job competencies: Hospitality manager perspectives. *International Journal of Hospitality and Tourism Administration*. 7(4). 65-80. (HRM)
39. Tesone, D.V. (Fall, 2005). Workplace motivation and the brain, *Journal of Applied Management & Entrepreneurship*. 10(4), 3-17. (HRM)
38. Tesone, D.V. & Ricci, P. (Fall, 2005). Job competency expectations for hospitality and tourism employees: Perceptions of educational preparation. *Journal of Human Resources in Hospitality and Tourism*. 4(2/3), 53-64. (HRM)
37. Severt, D., Tesone, D.V. & Murmann, S. (Spring, 2005). Prior experience satisfaction and subsequent fairness perceptions of service experiences. *Journal of Hospitality and Leisure Marketing*. 13(3/4), 121-137. (OT)
36. Tesone, D.V. and Ricci, P. (Spring, 2005). Developments in employee privacy rights among hospitality organizations: A progression to a dichotomy of ethical interpretations. *Journal of Advances in Hospitality and Leisure*. 1(3-24), 199-209. (HRM)
35. DiPietro, R., Tesone, D.V. & Chen, P. (Spring, 2005). Hospitality student expectations: Is there a relationship with factors of hope? *Journal of Human Resources in Hospitality & Tourism*. 4(1). 31-46. (HRM)
34. Tesone, D.V., DiPietro, R. & Ricci, P. (Summer, 2005). Applications of Hope in the practice of hospitality management. *Praxis—The Journal of Applied Hospitality Management*. 7(1). 96-109. (HRM)
33. Tesone, D.V.; Platt, A. & Alexakis, G. (Spring, 2005). The collapsing of stakeholder groups in professional sports organizations: Impacts on competitive positioning. *Journal of Applied Business Research*. 21(2). 3-7. (S)

32. Tesone, D.V. & Ricci, P. (Spring, 2005). Attributes of entry-level employees: Hospitality and tourism managers seeking more than knowledge and skills. *Journal of Applied Management and Entrepreneurship*. 10(2). 3-12. (HRM)

Dana V. Tesone

Listing of Papers Published in Refereed Journals:

31. Tesone, D.V., & Ricci, P. (Fall, 2005). E-mentoring for professional growth. *Praxis—Journal of Applied Hospitality Management*. 7(1). 196-203 (L/HRM)

30. Croes, R.R., & Tesone, D.V. (Winter, 2005). Small firms embracing technology and tourism development: Evidence from two nations in Central America. *International Journal of Hospitality Management*. 23(5). 557-564. (MIS)

29. Tesone, D.V. (Winter, 2005). Teaching in cyberspace: The faculty perspective. *Journal of College Teaching and Learning*. 1(12). 23-26. (ALN)

28. Tesone, D.V. (Winter, 2005). The hospitality/tourism academic leader as catalytic agent: A model for sustainable institutional change. *International Journal of Hospitality Management*. 24(1). 137-149. (L/HRM)

27. Tesone, D.V. (Fall, 2004). Whole brain leadership development for hospitality managers. *International Journal of Contemporary Hospitality Management*. 16(6). 363-368. (L/HRM)

26. Tesone, D.V. (Fall, 2004). Development of a sustainable tourism hospitality human resources management module: A template for teaching sustainability across the curriculum. *International Journal of Hospitality Management*. 23(3). 207-237. (HRM)

25. Ricci, P.; Tesone, D.V. & Chen, P.J. (Summer, 2004). Rolling the dice on casinos in Florida: Will residents view legalized casino gaming as a cure for financial crisis? *E-Gambling: The Electronic Journal of Gambling Issues*. 11. (OT)

24. Tesone, D.V.; Platt, A & Alexakis, G. (Summer, 2004). The human capital factor: Strategies for dealing with performance challenges in business and sport management. *Journal of Applied Management and Entrepreneurship*. 9(3). 22-33. (HRM)

23. Tesone, D.V. (Spring, 2004). Fourth generation online learning for business and hospitality management schools: So Far, So Fast. *Journal of Applied Management & Entrepreneurship*. 9(2). 57-66. (ALN)

22. Gibson, J.W., Tesone, D.V. & Blackwell, C.W. (Winter, 2004). Mentoring in the Internet age. *Management in Practice: Society for Advancement of Management*. 2004 (1). 1-4. Selected for publication from the conference proceedings. (L/HRM)

21. Tesone, D.V. (Winter, 2004). Online learning communications flows: An early adopter perspective. *Journal of Teaching in Travel and Tourism*. 4(1). 1-13. (ALN)

20. Tesone, D.V. (Winter, 2004). The changing face of a constant issue: Emerging privacy issues. *Journal of Applied Management & Entrepreneurship*. 9(1). 119-124 (HRM)

Dana V. Tesone

Listing of Papers Published in Refereed Journals:

19. Tesone, D.V., Alexakis, G. & Platt, A. (Fall, 2003). Distance learning programs for non-traditional and traditional students in the business disciplines. *Online Journal of Distance Learning Administration*. 6(4). (ALN)

18. Tesone, D.V.; Platt, A. & Alexakis, G. (Fall, 2003). The five mythical habits of highly ineffective leadership: The anecdote is the antidote in the games professionals play. *Journal of Human Resources in*

Hospitality & Tourism. 2(1). 1-15. (L/HRM)

17. Gibson, J.W., Tesone, D.V. & Blackwell, C.W. (Summer, 2003). Management fads: Here yesterday, gone today? *SAM: Advanced Management Journal*. Selected for publication from the April 2003 International Conference Proceedings. 68(4) 12-19. (HRM)

16. Tesone, D.V.; Fischler, A.S. & Giannoni, D. (Summer, 2003). The force-field risk model of catalytic agency for academic leaders. *Journal of Applied Management & Entrepreneurship*. 9(3). 69-83. (S)

15. Tesone, D. V., & Ricci, P. (Summer, 2003). Doctoral programs for senior level hospitality practitioners: It's all in the delivery method. *Journal of Hospitality and Tourism Education*. 15(2). 36-41. (ALN)

14. Breiter, D.; Tesone, D.V.; Rue, V. & Van Leeuwen, D. (Summer, 2003). An analysis of hotel employees' motivation using Kovach's 10 factor model. *Journal of Human Resources in Hospitality & Tourism*. 1(4). 63-77. (HRM)

13. Tesone, D.V. (Spring, 2003). New business graduates can talk the talk: But can they walk the management walk? *Journal of Applied Management and Entrepreneurship*. 8(2) 64-73. (HRM)

12. Giannoni, D.L. & Tesone, D.V. (Spring, 2003). What Academic Administrators Should Know to Attract Senior Level Faculty Members to Online Learning Environments. *Online Journal of Distance Learning Administration*. 6(2). (ALN)

11. Tesone, D.V., (Spring, 2003). Why do some new hospitality college graduates lack management skills? *Journal of Human Resources in Hospitality & Tourism*. 1(4). 33-45. (HRM)

10. Tesone, D.V., & Ricci, P. (Winter, 2003). Distance learning programs for career-change business educators. *Journal of Applied Management and Entrepreneurship*. 8(1) 57-65. (ALN)

9. Tesone, D.V. & Alexakis, G., (Spring, 2002). Faculty qualifications and alternative higher education programs for hospitality educators. *FIU Hospitality Review*. 20(1) 51-58. (ALN)

Dana V. Tesone

Listing of Papers Published in Refereed Journals:

8. Johanson, M. & Tesone, D.V., (Summer, 2002). The impact of rising interest rates on the U.S. hospitality industry. *Praxis—The Journal of Applied Hospitality Management*. 5(1,) 20-26. (S)

7. Gibson, J.W. & Tesone, D.V. (November, 2001). Management fads over time: Emergence, evolution, and implications for Managers. *The Academy of Management Executive*. 15(4,) 122-133. (HRM)

6. Tesone, D.V. (Spring/Summer 2001). Leaders as mentors in the hospitality industry. *Praxis—The Journal of Applied Hospitality Management*. 4(1,) 39-53. (L/HRM)

5. Tesone, D.V. (Spring, 2001). Catalytic Mechanisms: Linking strategic plans with leadership practice for sustainable change in organizations. *The Journal of Applied Management & Entrepreneurship*. 6(1,) 3-15. (L/HRM)

4. Gibson, J.W.; Tesone, D.V. & Blackwell, C.W. (Winter, 2001). The journey to cyberspace: Reflections from three online business professors. *SAM Advanced Management Journal*. 66(1,) 30-34. Selected for publication from the conference proceedings. (ALN)

3. Gibson, J.W.; Tesone, D.V. & Buchalski, R.M. (Summer, 2000). The leader as mentor. *Journal of Leadership Studies*. 7(3,) 56-67. (L/HRM)

2. Tesone, D.V. (Winter, 2000). Going the distance: When and how should hospitality educators use distance learning methods? *Journal of Hospitality and Tourism Education*. 12(1,) 52-56. (ALN)

1. Tesone, D.V. (Winter, 2000). Leadership and motivating missions: A model for organizations from science literature. *Journal of Leadership Studies*. 7(1,) 60-69. (L/HRM)

•
Listing of Book Reviews Published in Refereed Journals:

Tesone, D. V. (Winter, 2002). Book Review: Loyalty rules!: How today's leaders build lasting relationships. *Journal of Leadership Studies*.

Tesone, D. V. (Summer, 2001). Book Review: The inner work of leaders: Leadership as a habit of mind. *Journal of Leadership Studies*. 8, (1) pp 131-133.

Tesone, D.V. (Winter/Spring, 2001). Book Review: The congruent life: Following the inward path to fulfilling work and inspired leadership. *Journal of Leadership Studies*. 7, (4) pp 106-108.

Tesone, D.V. (Fall, 2000). Book Review: The challenge of front-line management: Flattened organizations in the new economy. *Journal of Applied Management & Entrepreneurship*. 2001, 6, (2) pp 97-98.

Tesone, D. V. (Summer, 2000). Book Review: The stuff of heroes. *Journal of Leadership Studies*. 7, (1,) pp 131-133.

Tesone, D.V. (Winter/Spring, 1999). Book Review: An existential approach to managing organizations. *Journal of Leadership Studies*. 6, (1/2) pp 146-148.

•
Listing of Published Scholarly Books:

Tesone, D.V., (Ed). (2008). *Handbook of Hospitality Human Resource Management*. Elsevier: Oxford.

•
Listing of Published Textbooks:

Tesone, D.V. (2010). *Principles of Management for the Hospitality Industry* Elsevier.

•
Tesone, D.V. (2006). *Hospitality Information Systems & E-Commerce*. John Wiley & Sons: Hoboken. Chinese version co-published by Wiley and Scientific Publishing Co.

Tesone, D.V. & Ricci, P. (2006). *The Little Book of Cases in Hospitality Management*. Prentice Hall: Upper Saddle River. (Case book).

Tesone, D.V. (2005). *Supervision Skills for the Service Industry: How to Do It*. Prentice Hall: Upper Saddle River. (Released in April 2004)

Tesone, D.V. (2005). *Human Resource Management in the Hospitality Industry: A Practitioner's Perspective*. Prentice Hall: Upper Saddle River. (Released in July 2004)

Tesone, D.V. (2006). *Management and Leadership in the Hospitality Industry*. Pearson-Prentice Hall: Boston

Tesone, D.V. (2003). *The Leadership Cat with the Management Hat*. Pearson-Prentice Hall: Boston.

Tesone, D.V. (2003). *Human Resource Management in the Hospitality Industry: How the Practitioners Do It*. Person-Prentice Hall: Boston.

Tesone, D.V. (2002). *Management & Technology for the Hospitality Industry: Higher Tech for Higher Touch*.

Pearson-Prentice Hall: Boston.

Tesone, D.V. (2002). Tactical Strategies for Service Industry Management: How to Do It. Pearson-Prentice Hall: Boston.

Listing of Chapters in Textbooks:

Abraham Pizam and Dana Tesone. "The Utilization of Human Resources in Tourism SME's: A Comparison between Mexico and Central Florida." Accepted for publication in: Jones, E. and C. Haven, Eds., Service Quality and Destination Competitiveness: International Perspectives, London: CABI Publishing, (2005).

Refereed Conference Proceedings and Presentations:

43. Tesone, D.V. (October, 2010) The challenge of assessment and testing in the online environment. *Southern Management Association Proceedings*.

42. Fjelstul, J & Tesone, D.V. (December, 2008). Online learning for female golf professionals: A follow up study. *Business Economics Institute Proceedings*.

41. Tesone, D.V. (October, 2008). Student virtual community experiences: Assimilation and reinforcement. *Southern Management Association Proceedings*.

40. Templeton, A., Parsa, HG, & Tesone, D.V. (June, 2008). All employees are not created equal: An alternative method for assessing employee turnover. *Pennsylvania State University Hospitality Conference Proceedings*.

39. Tesone, D.V. (May, 2008). Physical science supports humanistic psychology applied to worker motivation. *Intellectbase International Consortium Proceedings*.

38. Tesone, D.V. (March, 2008). Guidelines for students to maximize the virtual learning community experience in online learning. *Southwestern Academy of Management Conference*.

37. Tesone, D.V. (November, 2006). Encouraging academic integrity in faculty research. *Southern Management Association Conference Proceedings*.

36. Tesone, D.V., Platt, A. & Alexakis, G. (November, 2005). Professional baseball versus National League football: A business model for sustainable sporting events. *International Academy of Business Disciplines Conference Proceedings*.

35. Tesone, D.V., Gibson, J.W., Mujtaba, B. & Teahen, J. (November, 2005). Assuring online success: Teaching issues in cyberspace. *Southern Management Association Conference Proceedings*.

34. Tesone, D.V., Alexakis, G. & Platt, A. (March, 2005). Appropriating biological paradigms for the organizational setting to support democratic constructs in the Workplace: Mother Nature knows best. *National Business and Economics Society Proceedings*.

33. Tesone, D.V. (November, 2004). Choosing student friendly formats in online learning environments. *Southern Management Association Conference Proceedings*.

Refereed Conference Proceedings and Presentations:

32. Tesone, D.V., Ricci, P. & Chen, P.J. (October, 2004). An assessment of high school student and guidance counselor perceptions of hospitality & tourism careers. *Frontiers in Southeast CHRIE Conference Proceedings*. 8(2). 35-39.
31. Ricci, P, Tesone, D.V. & DiPietro, R. (October, 2004). Job competency expectations for lodging managers: A comparison of college graduates. *Frontiers in Southeast CHRIE Conference Proceedings*. 8(2). 27-30.
30. Tesone, D.V. (October, 2004). Online learning environments: Faculty motivation and the protection of intellectual property. *International Business and Economics Research Conference Proceedings*.
29. Tesone, D.V., Platt, A. & Alexakis, G. (October, 2004). Human resource leadership: A whole brain development practice. *International Association on Employment Practices and Principles Proceedings*.
28. Tesone, D.V. (October, 2004). Teaching in cyberspace: The faculty perspective. *International College Teaching & Learning Conference Proceedings*.
27. Tesone, D.V. (March, 2004). Ensuring student success in online learning environments: Faculty activities for the design, development and delivery of courses. *International Applied Business Research Conference Proceedings*.
- 26. Tesone, D.V., Ricci, P. & DiPietro, R. (February, 2004). Hospitality employee privacy rights: Divided interpretations. *Research Proceedings: Southeast Council on Hotel, Restaurant and Institutional Education*.**
- 25. Chen, P.J., Tesone, D.V. & Ricci, P. (February, 2004). Work values of the future workforce in the hospitality and tourism industry. . *Research Proceedings: Southeast Council on Hotel, Restaurant and Institutional Education*.**
- 24. Tesone, D.V., DiPietro, R. & Ricci, P. (November, 2003). Hospitality student success: Could it be a matter of hope? . *Research Proceedings: Southeast Council on Hotel, Restaurant and Institutional Education*.**
- 23. Tesone, D.V. & Ricci, P. (November, 2003). Fourth generation online learning for business and hospitality management schools: So far, so fast. *Southern Management Association Conference Proceedings*.**
22. Tesone, D.V., Gibson, J.W. & Blackwell, C.W. (September, 2003). Shaping applications knowledge of online learning platforms: An early adopter training perspective. *IEEE Proceedings*. 4(02).
21. Gibson, J.W., Tesone, D.V. & Blackwell, C.W. (September, 2003). Training faculty to shape knowledge for cyberspace: Preparing for online classes. *IEEE Proceedings*. 4(02).
Refereed Conference Proceedings and Presentations:
20. Gibson, J.W., Tesone, D.V. & Blackwell, C.W. (April, 2003). Management fads: Here yesterday, gone today? *Proceedings: Society for the Advancement of Management 2003 International Conference*.
19. Ricci, P. & Tesone, D.V. (February, 2003). Escalating Enrollments in Hospitality Education: Fact or Fiction? *Proceedings: Southeast Council on Hotel, Restaurant and Institutional Education*. 6(2). 23-27.
18. Tesone, D.V., Ricci, P. & Chen, P.J. (November, 2002). Are we teaching the wrong things to the wrong people in the wrong way on a global level? *Research Proceedings: Southeast Council on Hotel, Restaurant and Institutional Education*. 6(1). 88-91.
17. Ricci, P., Tesone, D.V. & Krebs, R. (November, 2002). Distance learning: A cure for the summertime blues. *Research Proceedings: Southeast Council on Hotel, Restaurant and Institutional Education*. 6(1). 57-60.

16. TESONE, D.V., GIBSON, J.W. & BLACKWELL, C.W. (SEPTEMBER, 2002). USING MULTIMEDIA TOOLS TO ENHANCE COMMUNICATION IN THE ONLINE CLASSROOM. *IEEE PROCEEDINGS*. 4(01).

15. Gibson, J.W., Tesone, D.V. & Blackwell, C.W. (September, 2002). Managing multi-directional communication in the online classroom. *IEEE Proceedings*. 4(01).

14. Ricci, P. & Tesone, D.V. (February, 2002). National events and the economy: Hospitality students speak out. *Research Proceedings: Southeast Council on Hotel, Restaurant and Institutional Education*. 5(1).

13. Tesone, D. V. & Ricci, P. (November, 2001). Alternative doctoral programs for hospitality educators using distance learning delivery methods. *Frontiers in Southeast CHRIE Hospitality & Tourism*. 4(2,).

12. Tesone, D.V. & Gibson, J.W. (October, 2001). E-Mentoring for professional growth. *IEEE Proceedings*. 3(01) 71-77.

11. Gibson, J.W., Hodgetts, R.M., Tesone, D.V. & Blackwell, C.W. (October, 2001). The human dimension of online education: Cyberstudents speak out. *IEEE Proceedings*. 3(01) 367-378.

10. Gibson, J.W., Hodgetts, R.M., Tesone, D.V. & Blackwell, C.W. (May, 2001). Symposium—Cyberstudents speak out. *IPCC/IEEE Proceedings*.

9. Tesone, D.V.; Gibson, J.W.; Blackwell, C.W. & Hodgetts, R.M. (March, 2001). Communicating with business students online versus onground: The virtual difference. *Society for Advancement of Management Proceedings*.

Refereed Conference Proceedings and Presentations:

8. Gibson, J.W.; Tesone, D.V. & Blackwell, C.W. (March, 2001). Mentoring in the internet age. *Society for Advancement of Management Proceedings*.

7. Gibson, J.W.; Tesone, D.V.; Blackwell, C.W. & Hodgetts, R.M. (September, 2000). Cyberteaming: Developing the online education team. *IPCC/IEEE 2000 Proceedings*.

6. Tesone, D.V.; Gibson, J.W.; Blackwell, C.W.; Teahen, J. & Hodgetts, R.M. (November, 2000). Symposium—Teaching management in the 21st century: Issues and trends in online education. *The Southern Management Association Proceedings*.

5. Tesone, D.V. & Gibson, J.W. (March, 2000). In search of virtual learning communities: Distance Education programs for business schools. *Western Academy of Management Proceedings*.

4. Tesone, D.V. (April, 2000). The distant journey: Distance Education programs for tourism and business. *National Extension Tourism 2000 Conference Proceedings*.

3. Gibson, J.W.; Tesone, D.V.; Blackwell, C.W. (March, 2000). The journey to cyberspace: Reflections from three online business professors. *Society for the Advancement of Management Conference Proceedings*.

2. Gibson, J.W.; Tesone, D.V. & Blackwell, C.W. (June, 1999). Getting students involved: The key to online instructional effectiveness. *Building Bridges Through Technology and Distance Education Conference Proceedings*. Nova Southeastern University Graduate School of Education and Human Services.

1. Tesone, D.V. (April, 1999). A development project to establish a web-based distance learning program in undergraduate business. *The 1999 Professional Development Online Conference Proceedings*. Honolulu Community

College.

Other Refereed Presentations at International Conferences & Invited Presentations

8. Templeton, A., Parsa, H.G. & Tesone, D.V. (January, 2008). **All employees are not created equal: An alternative method of assessing employee turnover.** *The 13th Annual Hospitality Graduate Conference*. Orlando, FL.

7. Tesone, Dana V. (October, 2007) **Work and life balance: An evolving strategy in tourism enterprises.** *Hotel Review: The Japan Hotel Association*, Tokyo, Japan.

6. Tesone, D.V. (February, 2006). **Faculty research development and integrity.** *Association of Tertiary Institutions in the Bahamas*. (invited presenter).

5. Tesone, D.V. (November, 2003). **Faculty participation in professional associations.** *Association of Tertiary Institutions in the Bahamas*. (invited presenter along with Jane Gibson, Paul Hersey, Paula Carson, Tim McCartney, Kerry Carson).

Dana V. Tesone

Other Refereed Presentations at International Conferences & Invited Presentations

4. Tesone, D.V.; Gibson, J.W.; Greenwood, R.; Kelly, E.; Blackwell, C.W. & Johnson, D. (August, 2003). **Employee privacy then and now: The changing face of a constant issue.** *Academy of Management*. Discussant: Dan Wren.

3. Gibson, J.W., Tesone, D.V., Blackwell, C.W., Greenwood, R. & Hodgetts, R.M. (August, 2002). **The AoM presidents speak: Management issues spanning four decades.** *Academy of Management*.

2. Tesone, D.V., Gibson, J.W., Blackwell, C.W., Teahan, J. & Hodgetts, R.M. (August, 2001). **The move to cyberspace: Issues and trends in online management education.** *Academy of Management*.

1. Gibson, J.W. & Tesone, D.V. (August, 2000). **A look back at five management fads of the late twentieth century: Their roots, their evolution, and their influence on management today.** *Academy of Management*.

Grants and Awards:

Grant: 2008. Ross, M.J. (principal investigator), Robin DiPietro, Kevin Murphy, Dana Tesone (co-investigators). **Assessment study for certification programs sponsored by the National Association of Catering Executives (NACE).** Amount, \$68,000.

Award: 2006 UCF Research Incentive Award (RIA).

Award: 2006 UCF Teaching Incentive Program (TIP) Award.

Award : 2005 UCF Distinguished Researcher Award—Rosen College

Award: 2004 UCF Scholarship of Teaching & Learning (SoTL) Award.

Award: 2004 College Teaching & Learning Conference Best Paper Award.

Grant: 2003. Tesone, D.V. (principal investigator); Po-Ju Chen, Peter Ricci, Mary Jo Ross (co-investigators). **Assessment of high school students, career counselors, and industry practitioners to identify barriers to graduate entry for successful hospitality careers.** O-Force in conjunction with Orange County, Florida. Amount, \$40,000.

Grant: 2001. Tesone, D.V. (principal investigator); Daniel Spears. (co- investigator). **Learning outcomes assessment of constituencies at the School of Travel Industry Management.** Awarded on February 13, 2001 for a one-year study from the University of Hawaii Assessment Fund.

Amount, \$8,000.

Award: 2000-2001 *Outstanding Teacher of the Year*. School of Travel Industry Management at the University of Hawaii. Bestowed by students, faculty and alumni.

Award: 1993-1994 *Teaching Excellence*. School of Hospitality Management at Nova Southeastern University. Bestowed by students, faculty and alumni.

Award: 1986 *Manager of the Year*. Pier 66 Resort and Marina in Fort Lauderdale, Florida. Bestowed by the corporate executive committee.

Refereed Journal Editorial Boards:

2010-present, Editorial board member of the *Cornell Quarterly*.

2009-present, Reviewer for the *Journal of Hospitality and Tourism Research*

2008-present, Reviewer for the *Worldwide Hospitality and Tourism Themes Journal*

2007-present, Reviewer for the *International Journal of Contemporary Hospitality Management*

2006-present, Reviewer for the *Journal of Business Ethics*

2006-present, Editorial board member of the *Journal of Small Business Management*

2005-2006, Reviewer for the *Journal of Small Business Management*

2005-present, Reviewer for the *International Journal of Hospitality & Tourism Administration*

2004-present, Reviewer for the *International Journal of Hospitality Management*

2002-present; Editorial board member of the *Journal of Hospitality & Tourism Education*.

2000-present; Editorial board member of the *Journal of Applied Management & Entrepreneurship*.

Listing of Institutional Service Appointments:

University of Central Florida

Member University Master Planning Committee 2009-2012

Member University P&T Committee 2009-2011

Member University Assessment Committee (UAC) 2010-2012

Chair—University Divisional Review Committee for the Rosen College 2009-2010

Chair—University Divisional Review Committee for the Rosen College 2010-2011

Member University Assessment Committee (UAC) 2009-2010

Member University P&T Committee 2009-2010.

Chair—University Divisional Review Committee for Specialized Colleges (2008-2009)(Presidential Appointment)

Representative—University Assessment Committee Appointed by the University (Presidential Appointment) (2008-2009)

Listing of Institutional Service Appointments:

University of Central Florida

Member—Provost's Evaluation Advisory Committee (2007-2008)

(Provost Appointment)

**Chair—University Divisional Review Committee for Specialized Colleges (2007-2008)
(Presidential Appointment)**

Representative—University Assessment Committee Appointed by the University (Presidential Appointment) (2007-2008)

Alternate—Faculty Senate (2007-2008)

Member, UCF Scholarship of Teaching and Learning Awards Committee (2007-2008)

**Member—University Undergraduate Dean Search Committee (2007)
(Vice Provost Appointment)**

Representative—University Assessment Committee Appointed by the University (Presidential Appointment) (2006-2007)

**Chair—University Divisional Review Committee for Specialized Colleges (2006-2007)
(Presidential Appointment)**

Member, UCF Scholarship of Teaching and Learning Awards Committee (2006-2007)

Representative, University Assessment Committee (UAC) (Presidential Appointment) (2005-2006)

Member, UCF Academic Affairs Divisional Review Committee (2005-2006)

Member—UCF SoTL Awards Committee (2005-2006)

Liaison—Academic Affairs Strategic Planning Initiative

Member—Leadership Team for grant application to the Carnegie Academy for SoTL.

Representative—University TIP, RIA, SoTL Criteria Committee (2005-2006)

Member, UCF Scholarship of Teaching and Learning Awards Committee (2005-2006)

Representative—University Assessment Committee Appointed by the University President (2005-2006)

Alternate Representative—University Senate Personnel Committee (2005-2006)

Listing of Institutional Service Appointments:

University of Central Florida

Assessment Coordinator—University Analysis and Planning Support Unit (2005-present).

Member, UCF Scholarship of Teaching and Learning Awards Committee (2004-2005)

Member, UCF Academic Affairs Divisional Review Committee (2004-2005).

Member, UCF SoTL Promotion Committee (2004-2005).

University Representative, Rosen College of Hospitality Management, UCF Institutional Effectiveness Program (2003-present).

Grand Marshal, UCF Graduation Ceremony (Spring 2004)

Faculty Representative, UCF Graduation Ceremony (Summer 2002).

Grand Marshal, UCF Graduation Ceremony (Spring 2002).

Rosen College of Hospitality Management

Chair, Planning and Advisory Committee (2011-2012)
Chair, College Sabbatical Review Committee (2011)
Chair, College P&T Review Committee (2011-2012)
Chair, P&T Guidelines Development Committee (2011)
Member HS Department Cumulative Progress Evaluation Committee (2011)
Member HS Department Graduate Curriculum Committee (2011)
Member Outstanding Dissertation Award Nominating Committee (2011)
Member RIA Selection Committee (2011)
Chair, Planning and Advisory Committee (2010)
Chair, Planning and Advisory Committee (2009-2010)
Chair, Divisional Review Committee (DRC) 2009-2010
Chair, Cumulative Progress Evaluation (CPE) committee 2009-2010
Chair, Undergraduate Curriculum and Advisory Committee (2008-2009)
Assessment Coordinator for Academic Programs and the Dean's Office (2008-2009)
Chair, Cumulative Progress Evaluation (CPE) committee (2008-2009)
Member, Academic Appeals Committee (2008)
Chair, College Promotion and Tenure Committee (2007-2008)
Chair, Department Faculty Evaluation Advisory Committee (2007-2008)
Assessment Coordinator for Academic Programs and the Dean's Office (2007-2008)
Chair, Rosen College Strategy, Assessment and Advisory Committee (2007-2008)
Member, Department Promotion and Tenure Committee (2007-2008)
Member, Department Chair Search Committee (2006-2007)

Dana V. Tesone

Rosen College of Hospitality Management

Assessment Coordinator for the Dean's Office (2006-2007)
Member, Rosen College Strategy, Assessment and Advisory Committee (2006-2007)
Vice Chair, UCF Rosen College of Hospitality Management Faculty Assembly (elected by the college faculty) (2005-2006).
Assessment Coordinator for Academic Programs and the Dean's Office (2005-2006)

Chair, Rosen College Strategy, Assessment and Advisory Committee (2005-2006)

Chair, Department Promotion & Tenure Committee (2005-2006).

Chair, UCF Rosen College of Hospitality Management Planning and Assessment Committee (2005-2006).

Assessment Coordinator for Academic Programs and the Dean's Office (2005-2006)

Chair, Rosen College Strategy, Assessment and Advisory Committee (2005-2006)

Chair, Rosen College Faculty Search Committee (2004-2005)

Inaugural Chair, UCF Rosen College of Hospitality Management Faculty Assembly (elected by the college faculty) (2003-2004).

Assessment Coordinator for Academic Programs and the Dean's Office (2003-2004)

Chair, Rosen College Strategy, Assessment and Advisory Committee (2003-2004)

Member, Rosen School Faculty Search Committee (2003-2004)

Member, UCF Rosen School of Hospitality Management Graduate Program Committee (2003-2004).

Assessment Coordinator for Academic Programs and the Dean's Office (2002-2003)

Chair, Rosen College Strategy, Assessment and Advisory Committee (2002-2003)

Chair, UCF Rosen School of Hospitality Management Research Incentive Award Recommendation Committee (2002-2003).

Member, UCF Rosen School of Hospitality Management By laws Committee (2003).

Member, UCF Rosen School of Hospitality Management Promotion and Tenure Committee (2002-2004).

Chair, UCF Rosen School of Hospitality Management Technology Manager Search Committee (Fall, 2002).

Member, UCF Departmental Strategic Planning Committee (Fall 2002).

Member, UCF Departmental Faculty Recognition Nominating Committee (2001-2002).

Member, UCF Departmental Student Scholarship Committee (2001-2002).

Informal Mentor, UCF Rosen School of Hospitality Management for newly appointed junior faculty members (Mentored 10 Assistant Professors). (2001-present).

University of Hawaii

Faculty Senator, University of Hawaii, representing the School of Travel Industry Management (TIM). Term: 2001-2003. (Joined the faculty at UCF prior to the start of term in office)

Member, Manoa Campus-wide Distance Education Committee, (2000).

School of Travel Industry Management (TIM)

Faculty Advisor, TIM student chapter of the Club Managers Association of America, (1999- 2001).

Representative for University of Hawaii, International Hotel & Restaurant Association (IH&RA) Think Tank on Human Resource Management (Spring, 1999). Virginia Polytechnic Institute.

Chair, TIM Personnel Committee, (1999-2001).

Member, TIM Recruitment Committee, (1999-2000).

**Member, TIM Undergraduate Curriculum and Student Affairs Committee, (1999-2001).
School of Travel Industry Management (TIM)**

Chair, TIM Distance Learning Initiatives Committee, (2000).

Member, TIM Budget Review Committee, (2000).

Co-chair, Gee Learning Technology Center Advisory Board, (2000).

Courses Taught:

Graduate Hospitality Management and Business Administration

- **International Hospitality Management**
- **Human Resource Management**
- **Organizational Behavior (Business Administration)**
- **Current Trends in Hospitality Human Resource Management and Leadership**
- **Hospitality Information Systems**
- **Business Management and Administration (Business Administration)**
- **Management Information Systems (Business Administration)**
- **Computer Networks and Telecommunications (Business Administration)**

Undergraduate Hospitality Management

- **Hospitality Human Resource Management**
- **Strategic Management in Hospitality (capstone)**
- **Hospitality Information Systems**
- **Strategy and Policy in the Foodservice Industry (capstone)**
- **Hotel Operations Management**
- **Management of Service Enterprises**
- **Employment and the Law**

Undergraduate Hospitality Management

- **Hospitality Statistics**
- **Restaurant Management**
- **Written Communications for the Hospitality Industry**
- **Public Speaking for Hospitality Managers**
- **Peak Performance Management for the Hospitality Industry**
- **Hospitality Business Ethics**
- **Strategic Human Resource Management**
- **Leadership for Hospitality Managers**

Undergraduate Business Administration

- **Principles of Management**
- **Organization Theory**
- **Organizational Behavior**
- **Organizational Development & Leadership**
- **Business Strategy and Policy (capstone)**
- **Management Information Systems**
- **Human Resource Management**
- **Business Research Methods**
- **Business Communications**

- **Business Supervision**
- **Stress Management**

Listing of International Academic Assignments:

- **Panama City, Panama**
- **Nassau, Bahamas**
- **Freeport, Bahamas**
- **Ocho Rios, Jamaica**
- **Kingston, Jamaica**
- **Tel Aviv, Israel**
- **Tokyo, Japan (declined invitation due to UCF responsibilities)**

Professional Manuals for Student and Faculty Development:

Tesone, D.V., et al. 1995. Carribam hospitality, inc. A comprehensive case study for students of hospitality management. Fort Lauderdale, Nova Southeastern University (NSU).

Tesone, D.V. 1995. Evaluation of faculty performance: A manual prepared for and presented to faculty members of the Center for Hospitality Management, NSU.

Tesone, D.V. 1994. Education and adult learners: A paper presented to students and faculty.

The Altman Companies Associate Handbook. 1994.

The Ocean Reef Club, Inc. New Employee Orientation Manual. 1993.

The Ocean Reef Club, Inc. Supervisor Training Manual. 1993.

The Ocean Reef Club, Inc. Associate Handbook. 1992.

Pier 66 Resort and Marina Training Manual. 1991.

Pier 66 Resort and Marina Manager Reference Manual. 1990.

Pier 66 Resort and Marina Employee Handbook.. 1989.

Listing of Invited Presentations for Professional Organizations:

Executive Development, presentation to visiting executives from the Urashima Hotel Group of Japan at the University of Hawaii. (Fall, 1999).

Executive Development, full-day training workshops presented to hotel managers on Oahu, Maui, and Hawaii for the University of Hawaii, (Fall, 1999 and Spring, 2000)

Train the Trainer-Practical training techniques for hotel managers.

Effective Interviewing Skills-Communications skills for interview scenarios.

Supervisory Skills Training-Pre, posttest process for identifying and reinforcing proven supervisory techniques.

Counseling and Discipline-Seminar for managers to effectively interact with employees.

Performance Appraisals-Techniques for comparing actual performance to standards.

Strategic Management-Seminar for senior managers to plan, organize, evaluate and control performance in service based industries.

Management of Customer Service-Seminar for middle managers based on service based quality and mass customization.

Conflict Management-Seminar for managers to understand and resolve work place conflicts.

Leadership and Motivation-Seminar for senior managers providing comprehension of motivation models and application of leadership skills.

Listing of Professional Development Memberships

- **The Academy of Management (AoM)**
- **Council of Hotel, Restaurant and Institutional Educators (CHRIE)**
- **Institute of Noetic Sciences (IONS)**
- **Institute of Electrical and Electronics Engineers (IEEE)**
- **Society for the Advancement of Management (SAM)**
- **The Intellectbase International Consortium (IIC)**
- **Institute of Certified Professional Managers (ICPM)**
- **Southern Management Association (SMA)**
- **Western Academy of Management (WAM)**
- **AoM History Management Division Reviewer & PDW Presenter, 2001**
- **AoM Discussant for Academy-wide symposia, 2000-2002.**
- **AoM International Membership Committee Member, 2001-2002.**
- **Southern Management Association Paper Reviewer, 2003- 2006.**

Ji-Eun Lee
Assistant Professor
Rosen College of Hospitality Management
9907 Universal Blvd.
University of Central Florida
Orlando, FL 32819 USA
Phone: 407-903-8154
E-Mail: Ji-Eun.Lee@ucf.edu

Date of Employment: Aug 8, 2010

JOB DESCRIPTION

- Teaching Financial Accounting, Managerial Accounting, and Finance in the hospitality industry
- Conducting research in my expertise to disseminate through scholarly journals (top-tier journals), presentations at academic and/or professional conferences
- Serving as a graduate faculty scholar to support master and doctoral students' thesis and dissertation and to teach graduate courses.

EDUCATION

- Ph. D. (Aug 6, 2010) Purdue University, Department of Hospitality and Tourism Management, West Lafayette, IN, U.S.A.
Major: Hospitality and Tourism Management
Dissertation topic: The impact of perceived transformational leadership and organizational climate on the organizational food safety practices in foodservice establishments
Committee members: Dr. Almanza, Dr. Jang, Dr. Nelson, and Dr. Ghiselli
- M. S. (Aug 4, 2006). Purdue University, Department of Hospitality and Tourism Management, West Lafayette, IN, U.S.A.
Major: Hospitality and Tourism Management
Thesis topic: A Comparison of the traditional and current foodservice inspection systems: scores and health inspectors' opinion
Committee members: Dr. Almanza, Dr. Nelson, and Dr. Ghiselli
- M. F. M. (Dec 17, 2003). Australian National University, School of Finance and Applied Statistics, Canberra, ACT, Australia
Major: Financial Management
- Exchange Student (2001). Cornell University, School of Hotel Administration, Ithaca, NY, U.S.A.
- B. B. (Dec 17, 2001). Australian International Hotel School, School of Hotel Management, Canberra, ACT, Australia
Major: Hotel Management
- B. S. (Feb 24, 1996). Kyungpook National University, Department of Home Economics, Taegu, Korea
Major: Food Science and Nutrition

PROFESSIONAL/ORGANIZATIONAL MEMBERSHIPS

International Council on Hotel Restaurant and Institutional Education (CHRIE)

Cornell Hotel Society

Registered Dietitian in South Korea

SERVICE/ INDUSTRY WORK EXPERIENCE

SERVICE EXPERIENCE

Secretary/Treasurer (2011-2012), Florida/Caribbean Chapter in the International Council on Hotel Restaurant and Institutional Education (CHRIE)

Committee member, a PhD student in the College of Education - Counselor Education Track, University of Central Florida, Orlando, FL, U.S.A.

Committee Member, Rosen College of Hospitality Management (2010 - Current), Orlando, FL, U.S.A.

- Awards Committees
- Budget & Finance Committees
- Faculty Development Committees

Reviewer, Academic Journal/Conference Proceedings

- Reviewer of I-CHRIE Conference
- Reviewer of the Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism
- Ad Hoc Reviewer of Korea America Hospitality and Tourism Educators Association (KAHTEA) Conference

Florida Restaurant and Lodging Show. (September 8th – 10th, 2011). Orange County Convention Center. Orlando, FL, U.S.A

- Volunteering as Rosen College Representatives

Bacchus Bash 2011 (April 8, 2011), Orlando, FL. U.S.A.

- Participating in an annual charitable event produced by the Central Florida Hotel & Lodging Association to conduct a non-funded community research project for the Central Florida Hotel & Lodging Association

Fall 2010 UCF Rosen Career Knights (October 21st and 28th, 2010)

- Participating in the Fall 2010 UCF Rosen Career Knights

Research Colloquium (September 24, 2010), Orlando, FL. U.S.A.

- Presenting a research regarding “The hidden effect of intangible information on the market value of hospitality firms in the U.S.

Indiana Environmental Health Association Food Protection Committee (March 9, 2007), Indianapolis, IN, U.S.A.

- Presenting a research project for the Health Department in the State of Indiana about “Food safety knowledge of not-for-profit vendors at the Feast of the Hunter’s Moon” conducted with Dr. Almanza, Dr. Nelson, and Dr. Cai

Indiana Environmental Health Association Spring Conference (April 12, 2007), Indianapolis, IN, U.S.A.

- Presenting a research project for the Health Department in the State of Indiana about “Retail food inspections: Traditional system versus critical/non-critical system” conducted with Dr. Almanza and Dr. Nelson

HTM Graduate Student Association, Purdue University, West Lafayette, IN, U.S.A.

- Participating in fundraising

Canberra Korean School Education. (2002). Canberra, ACT, Australia

- Serving as a teacher of Korean

Science Festival. (2002). National Convention Center. Canberra, ACT, Australia

- Serving as a translator

International Cuisine Night. (2001). Australian International Hotel School. Canberra, ACT, Australia

- Participating in this event to introduce Korean traditional clothes and won the Best Dresser Award

Hotel Ezra Cornell 76. (2001). Cornell University. Ithaca, NY, U.S.A.

- Participating in guest service

Student's Association. (1994). Kyungpook National University, Taegu, Korea

- Serving as a manager

INDUSTRY WORK EXPERIENCE

Full-Time Managerial Intern. (August-December 2001) & Part-Time. (January 2002-February 2003). Crowne Plaza
Canberra, Canberra, ACT, Australia

- Serving food to the guests and communicating with them
- Learning better team work and accurate forecasting in restaurant operations
- Preparing comprehensive report on research and analysis of the workforce issues

Food and Beverage Department. (Summer 2000). Sydney 2000 Olympic Village, Sydney, NSW. Australia

- **Serving food to athletes, offering information, and directions to**

Department of Guest Service. (April-December 1999). Holiday Inn, Canberra, ACT, Australia

- Cleaning suites, inspecting rooms, monitoring inventory and storage rooms, contacting guests and developing guest relationship
- Learning relationship between housekeeping and front office department

Full-Time Rotational Intern. (August-December 1999). Hyatt Hotel Canberra, New Parliament House, Hotel Kurrajong,
Canberra, ACT, Australia

- Tracking housekeepers performance, attending management meetings, inspecting rooms
- Training in all F&B operational areas such as a fine dining, casual restaurant, bar, room service, function, served 500 guests function with prime minister.
- Performing guest registration and reservations, training in night audit and duty manager's performance

TEACHING

TEACHING EXPERIENCE

Assistant Professor, (Aug 8, 2010 to Current). Rosen College of Hospitality Management, University of Central Florida,
Orlando, FL, U.S.A.

- HFT 2401 Hospitality Industry Financial Accounting
- HFT 3431 Hospitality Industry Managerial Accounting
- HFT 4464 Hospitality Industry Finance
- IDS 7500 Seminar in Educational Research

Graduate Instructor. (2008 to 2009). Department of Tourism and Hospitality Management, Purdue University, West
Lafayette, U.S.A.

- HTM 241 Managerial Accounting and Financial Management in Hospitality Operations

Guest Lecturer, (2007, 2009, & 2010). Department of Tourism and Hospitality Management, Purdue University, West
Lafayette, U.S.A.

- HTM 141 Financial Accounting for the Service Industries regarding cash, accounts receivable and payables management (2010)
- HTM 591 Research Issues in Food Service Management regarding the importance of food safety and leading journal article discussion (2009)
- HTM 241 Managerial Accounting and Financial Management in Hospitality Operations regarding the cost-volume-profit approach to decisions (2007)
- HTM 141 Financial Accounting for the Service Industries regarding the inventory management (2007)

TEACHING EVALUATIONS (5 max.)

HTM 241 Managerial Accounting and Financial Management in Hospitality Operations at Purdue					
Item	Spring 2008 (n=45)	May 2008 (n=12)	Fall 2008 (n=27)	Spring 2009 (n=39)	May 2009 (n=7)
(Rating scale: Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1)					
The objectives of this course were clearly explained to me.	4.2	4.8	4.7	4.2	4.5
This course material is pertinent to my professional training.	4.1	4.6	4.5	4.2	4.0
My instructor seems well-prepared for class.	4.6	4.6	5.0	4.6	4.8
My instructor has an effective style of presentation.	3.6	4.0	4.5	4.0	4.5
Teaching methods used in this course are well chosen.	4.0	4.3	4.7	4.2	4.3
My instructor is actively helpful when students have problems.	4.2	4.6	4.9	4.5	4.7
Exams are fair.	4.4	4.3	4.9	4.1	4.2
When I have a question or comment I know it will be respected.	4.5	4.8	4.9	4.5	4.7
My instructor relates to me as an individual.	4.2	4.5	4.4	4.4	4.2
My instructor displays enthusiasm when teaching.	4.3	4.6	4.7	4.1	4.5
(Rating scale: Excellent=5, Good=4, Fair=3, Poor=2, Very Poor=1)					
Overall, I would rate this course as:	3.9	4.3	4.3	3.9	4.3
Overall, I would rate this instructor as:	3.9	4.1	4.5	4.0	4.3

*Since spring 2009, course evaluations have been changed to the online survey.

HFT 3431 Hospitality Industry Managerial Accounting at the University of Central Florida

Item	Fall 2010 (n=210)	Spring 2011 (n=151)	Summer 2011 (n=25)
(Rating scale: Excellent = 5, Very Good = 4, Good = 3, Fair = 2, Poor = 1)			
Feedback concerning performance	3.5	3.6	4.3
Instructor interest in student learning	3.7	3.9	4.4
Use of class time	3.4	3.6	4.1
Instructor's organization of course	3.4	3.5	4.2
Continuity between class meetings	3.5	3.7	4.4
Pace of course	3.3	3.2	4.2
Instructor's assessment of student progress	3.5	3.6	4.1
Learning materials	3.4	3.6	4.1
Description of course objectives	3.5	3.5	4.3
Communication of ideas and info	3.2	3.1	3.9

Expression of expectations of performance	3.5	3.5	4.1
Availability to assist students	3.7	3.8	4.4
Respect and concern for students	3.8	4.1	4.4
Stimulation of interest in the course	3.4	3.5	4.3
Facilitation of learning	3.4	3.7	4.4
Overall assessment of instructor	3.5	3.5	4.3

RESEARCH

REFEREED JOURNAL ARTICLES

- Lee, J., Nelson, D., & Almanza, B.** (accepted) Health inspection reports as predictors of specific training needs, *International Journal of Hospitality Management*.
- Jang, S.C., Park, K., & **Lee, J.** (2011) Estimating Cashflow-at-Risk: Demonstrating a comparables approach for restaurant firms, *Cornell Hospitality Quarterly*, 52(3).
- Lee, J., & Ghiselli, R.** (2011) The hidden effect of intangible financial information on the market value of hospitality firms in the U.S., *Journal of Foodservice Business Research*, 14(4).
- Lee, J., Almanza, B., Nelson, D., & Cai, L.** (2010). Food safety at fairs and festivals: Vendor knowledge and violations at a regional festival, *EVENT MANAGEMENT*, 14(3).
- Lee, J., Nelson, D., & Almanza, B.** (2010). The influence of individual health inspectors on the results of restaurant sanitation inspections: Empirical evidence, *The Journal of Hospitality Marketing & Management*, 19(4), 326-339.
- Lee, J., Almanza, B., Nelson, D., & Ghiselli, R.** (2009). Using health inspection scores to assess risk in foodservices, *The Journal of Environmental Health*, 71(7), 29-33.

JOURNAL PAPERS IN REVIEW

- Lee, J., Almanza, B., Jang, S.C., Nelson, D., & Ghiselli, R.** Does leadership really influence employees' attitude in the workplace? under review at *International Journal of Hospitality Management*.

CONFERENCE PROCEEDINGS

- Lee, S., & **Lee, J.** (2012). (Accepted for poster presentation) Does the deviation of transaction utility impact customers' intention to stay at a hotel? *The Seventeen Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Auburn, Alabama, January 5-7.
- Almanza, B., & **Lee, J.** (2011). (Accepted for stand-up presentation) The impact of novel approaches to improve inspection scores: A positive incentive, negative incentive and accessibility of health inspection reports to consumers as motivators to change inspection results, *The 2011 International CHRIE (Council of Hotel, Restaurant, and Institutional Educators) Conference*, Denver, Colorado, July 27-July30.
- Singh, D., Chen, P., & **Lee, J.** (2011). (Accepted for poster presentation) A study of relationships among service performance, customer satisfaction, and behavioral loyalty, *The Sixteen Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Houston, Texas, January 6-8.
- Lee, J., & Ghiselli, R.** (2010). (Accepted for stand-up presentation) The hidden effect of intangible information on the

market value of hospitality firms in the U.S., *The Fifteen Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Washington, D.C., January 7-9.

- Lee, J., Nelson, D., & Almanza, B.** (2010). (Accepted for stand-up presentation) How does the health inspector influence restaurant inspection results? *The Fifteen Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Washington, D.C., January 7-9.
- Choi, J., Lee, J., & Zhao, J.** (2009). (Accepted for stand-up presentation) A comparison of the restaurant selection preferences between residents and visitors of South Florida, *The 2009 International CHRIE (Council of Hotel, Restaurant, and Institutional Educators) Conference*, San Francisco, California, July 29-August 1.
- Lee, J., Almanza, B., Jang, S.C., & Nelson, D.** (2009). (Accepted for stand-up presentation) The influence of perceived managerial leadership and organizational climate on the organizational food safety performance: A conceptual model using the theory of planned behavior, *The Fourteenth Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Las Vegas, Nevada, January 4-6.
- Lee, J., Almanza, B., Nelson, D., & Cai, L. A.** (2009). (Accepted for stand-up presentation) Food safety at fairs and festivals: Vendor knowledge and violations at a regional festival, *The Fourteenth Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Las Vegas, Nevada, January 4-6.
- Lee, J., & Tang, C.H.** (2009). (Accepted for stand-up presentation) Is employee satisfaction more valuable in the service industry? *The Fourteenth Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Las Vegas, Nevada, January 4-6.
- Lee, J., Nelson, D., & Almanza, B.** (2008). (Accepted for stand-up presentation) Evaluation of potential food safety training needs for health inspectors and operators, *The 2008 International CHRIE (Council of Hotel, Restaurant, and Institutional Educators) Conference*, Georgia, Atlanta, July 30-August 2.
- Lee, J., Nelson, D., & Almanza, B.** (2008). (Accepted for stand-up presentation) The influence of individual health inspectors on the results of restaurant sanitation inspections: Empirical evidence, *The Thirteenth Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Orlando, Florida, January 3-5.
- Lee, J., Almanza, B., Nelson, D., & Cai, L.** (2007). (Accepted for stand-up presentation) Food safety knowledge of vendors at the Feast of the Hunter's Moon, *The Fourth International Hospitality and Tourism Virtual Conference*, March.
- Lee, J., Almanza, B., Nelson, D., & Ghiselli, R.** (2007). (Accepted for stand-up presentation) Can we determine restaurant hygiene standards? *The Twelfth Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Houston, Texas, January 4-6.
- Lee, J., Almanza, B., Nelson, D., & Ghiselli, R.** (2006). (Accepted for stand-up presentation) Health departments opinions regarding the weight and risk associated with critical vs. non-critical health code violations in restaurants, *The Third International Hospitality and Tourism Virtual Conference*, May 22-28.
- Lee, J., Almanza, B., & Nelson, D.** (2005). (Accepted for poster presentation) The Relationship between the traditional 100 point restaurant inspection system and the inspection system of critical and non-critical violations, *The Eleventh Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Seattle, Washington, January 5-7.
- Ghiselli, R., LaLopa, J., & Lee, J., Thomas, L.** (2005). (Accepted for poster presentation) Multi-generational management in hospitality: Meeting gen Y's expectations, *The 2005 International CHRIE Conference*, Las Vegas, Nevada, July 27-31.

RESEARCH IN PROGRESS

Colakoglu, O., & Lee, J. The effect of service guarantees on restaurant selection processes: A comparison of fine dining and casual restaurants in Turkey.

Lee, J. The impact of service quality on resident satisfaction, resident loyalty, and profitability in the assisted living facilities industry.

Tang, C.H., & Lee, J. The value of employee satisfaction: A comparison of the service-based and knowledge-based companies.

Lee, S., & Lee, J. Does the deviation of transaction utility impact customers' intention to stay at a hotel?

Lee, J., & Jung, H. Visualizing the hidden effect of strategic characteristics on the financial performance of hospitality firms in the U.S.

RESEARCH EXPERIENCE

Graduate Research Assistant (2007 to 2008). Purdue University, West Lafayette, U.S.A.

- Assisting food safety research in the Arthur Avery Foodservice Research Laboratory at Purdue, funded by the United States Department of Agriculture

Graduate Research Assistant (2006 to 2007). Purdue University, West Lafayette, U.S.A.

- Assisting book editing for "Equipment Purchasing and Facility Design for School Nutrition Programs", funded by the United States Department of Agriculture

Graduate Research Assistant (2005). Purdue University, West Lafayette, U.S.A.

- Analyzing data (using SAS) of food safety study and making a website to show the results of this study, funded by the United States Department of Agriculture

RESEARCH INTEREST

Accounting/Financial Management

- Linking between service management and financial management, strategic analysis of intangible assets, behavioral finance in the hospitality industry, and revenue management

Organizational Behavior/Human Resource Management

- Impact of organizational climate/culture on firm performance, and linking non-financial measures and financial performance

Food Service Management

- Food inspection interaction model development, restaurant classification development, and benefits and costs of food safety regulation, role of food at fairs and festivals

RESEARCH GRANTS

RESEARCH GRANTS RECEIVED

"The impact of service quality on resident satisfaction, resident loyalty, and profitability in the assisted living facilities industry," \$2,500, Rosen College Research Grants, 2011.

RESEARCH GRANTS PROPOSAL WRITING IN PROGRESS

"Food Safety Training Programs for the Health Inspectors," USDA.

- Role: co-PI
- Principal Investigator: Dr. Nelson, D. C.

HONORS/AWARDS/scholarships

Runner-up paper award. (2006). The third International Hospitality and Tourism Virtual Conference (Monetary awards received: \$250)

Dean's List. (Term 2, 2000). Australian International Hotel School, Canberra, ACT, Australia

Graduate Research Assistantship. (2005 to 2008). Department of Hospitality and Tourism Management, Purdue University, West Lafayette, IN, USA

Teaching Assistantship. (2008 to 2009). Department of Hospitality and Tourism Management, Purdue University, West Lafayette, IN, USA

Purdue Graduate Student Government Travel Grants (Total amount, \$1000). (2006 to 2009). Purdue Graduate Student Government, Purdue University, West Lafayette, IN, USA

CERTIFICATES

International CHRIE's Career Advancement Academy. (2009). Certification of Teaching Consortium, San Francisco, CA, U.S.A.

International CHRIE's Career Advancement Academy. (2008). Certification of Research Consortium, Atlanta, GA, U.S.A.

Purdue University. (2006). Certification of ServSafe, West Lafayette, IN, U.S.A.

Metropolitan Business College. (1998). Certificate of Business Management, Sydney, NSW, Australia

Kyungpook National University. (1997 to 1998). Certificate of Computer Course, Taegu, Korea

Iowa State University. (1996 to 1997). Certificate of Intensive English Program, Ames, IA, U.S.A.

PROFESSIONAL DEVELOPEMNT WORKSHOP

Responsible Conduct of Research Workshop. (2007). Purdue University, West Lafayette, IN, U.S.A.

Grant Writing Workshop. (2007). Purdue University, West Lafayette, IN, U.S.A.

Responsible Conduct of Research Workshop. (2007). Purdue University, West Lafayette, IN, U.S.A.

Intensive College Teaching Workshop Series. (2007). Purdue University, West Lafayette, IN, U.S.A.

College Teaching Workshop Series I and II. (2005). Purdue University, West Lafayette, IN, U.S.A.

Purdue University Institutional Review Board (IRB) Certification Workshop. (2005). Purdue University, West Lafayette, IN, U.S.A.

COMPUTER/LANGUAGE SKILLS

Online/Distance Education Courses Program

- Blackboard Vista Learning System

Statistical Software

- Statistical Package for the Social Sciences (SPSS), SAS, and AMOS

Web Design Software

- Macromedia DreamweaverMX, and FrontPage

Financial Software

- Financial Spreadsheet Techniques

Language

- Bilingual in English and Korean, basic knowledge of written and spoken Japanese

references

- Dr. Barbara A. Almanza: Professor & Director of Graduate Programs
Hospitality and Tourism Management
Purdue University, U.S.A.
Phone: +1 765 494 9847
Email: almanzab@purdue.edu
- Dr. SooCheong(Shawn) Jang: Associate Professor
Hospitality and Tourism Management
Purdue University, U.S.A.
Phone: +1 765 496 3610
Email: jang12@purdue.edu
- Dr. Douglas C. Nelson: Associate Professor & Associate Department Head
Hospitality and Tourism Management
Purdue University, U.S.A.
Phone: +1 765 496 2498
Email: nelsond@purdue.edu
- Dr. Richard F. Ghiselli: Professor & Department Head
Hospitality and Tourism Management
Purdue University, U.S.A.
Phone: +1 765 496 2636
Email: ghiselli@purdue.edu
- Dr. Fevzi Okumus: Associate Professor & Chair of Hospitality Service Department
Rosen College of Hospitality Management
University of Central Florida, U.S.A.
Phone: +1 407 903 8177
Email: Fevzi.Okumus@ucf.edu

DAVID J. KWUN

8407 Northlake Parkway, Orlando, Florida 32827
407-251-0437 (Home), 407-903-8190 (Office)
David.Kwun@ucf.edu

REFERENTIAL DATA

- University: **University of Central Florida** **Orlando, Florida**
- Department: Hospitality Services, Rosen College of Hospitality Management
- Rank: Assistant Professor (2006 – present)

EDUCATION

- Ph.D.** **Iowa State University** **Ames, Iowa**
- Major: Foodservice & Lodging Management
 - Minor: Family and Consumer Sciences Education and Studies
 - Emphasis: Hospitality Marketing and Strategy
 - Dissertation: Consumers' Evaluation of Brand Portfolios
 - Advisor: Dr. Haemoon Oh

- M.S.** **Hanyang University** **Seoul, Korea**
- Major: Tourism
 - Emphasis: Hospitality Industry & Management

- B.S.** **University of Hawai'i at Mānoa** **Honolulu, Hawai'i**
- Major: Travel Industry Management
 - Emphasis: Hotel Management

RESEARCH INTERESTS

- Service Quality, Satisfaction, & Customer Value
- Branding Strategy
- Brand Portfolio Management
- Experience, Self Image, & Variety-Seeking Behavior
- Hospitality Education

REFEREED RESEARCH JOURNALS

Kwun, D. J., Ellen, E., & Choi, Y. (In Process). Campus foodservice attributes and their effects on customer satisfaction,

image and word-of-mouth. *Journal of Foodservice Business Research* (Under 1st Review)

Kwun, D. J., Hwang, J. H., & Kim, T. (In Process). Eating-out motivations and variety-seeking behavior: An exploratory approach on customer loyalty. *Journal of Hospitality Marketing & Management*, (Under 3rd Review)

Bilgihan, A., Okumus, F., Nusair, K., & **Kwun, D. J.** (2011). Information technology applications and competitive advantage in hotel companies. *Journal of Hospitality & Tourism Technology*, 2(2), 139-153.

Kwun, D. J. (2011). The effects of campus foodservice attributes on perceived value, satisfaction, and consumer attitude: A gender difference approach. *International Journal of Hospitality Management*, 30(2), 252-261.

Walls, A., Okumus, F., Wang, Y. R., & **Kwun, D. J.** (2011). Understanding the consumer experience: An exploratory study of luxury hotels. *Journal of Hospitality Marketing & Management*, 20(2), 166-197.

Walls, A., Okumus, F., Wang, Y. R., & **Kwun, D. J.** (2011). An epistemological view of consumer experiences. *International Journal of Hospitality Management*, 30(1), 10-21.

Kwun, D. J. (2010). How extended hotel brands affect the Lodging Portfolio? *Journal of Retail & Leisure Property*, 9(3), 179-191.

Hwang, J. H., **Kwun, D. J.**, & Kim, T. (2010). Information usage and dependency patterns among restaurant customers with different consumer values. *Journal of Korean Academic Society of Hospitality Administration*, 19(5), 175-185.

Kwun, D. J., & Oh, H. (2007). Consumers' evaluation of brand portfolios. *International Journal of Hospitality Management*, 27(1), 81-97.

Tidwell, D.K., **Kwun, D.J.**, Knight, K.B., Chang, Y., Endo, S., Bomba, A.K., Wachter, K., & Oakley, C.B. (2007). Assessment of a HACCP Training Network. *The Journal of Child Nutrition & Management*. 31(1). Available at <http://docs.schoolnutrition.org/newsroom/jcnm/07spring/tidwell/index.asp>.

Kwun, D. J., & Oh, H. (2007). Past experience and self-image in fine dining intentions. *Journal of Foodservice Business Research*, 9(4), 3-23.

Kwun, J., & Oh, H. (2004). Effects of brand, price, and risk on customers' value perceptions and behavioral intentions in the restaurant industry. *Journal of Hospitality & Leisure Marketing*, 11(1), 31-49.

Cho, M. H., & **Kwun, J.** (2000). Determinants of systematic risk in the Korean hotel industry. *Journal of Tourism Sciences*, 24(1), 75-92.

REFEREED PROCEEDINGS

Kwun, D. J., Hwang, J. H., & Kim, T. (2011). Consumers' motivation and variety-seeking behavior in eating-out. 17th Asia Pacific Tourism Annual Conference, Seoul, Korea.

Hwang, J. H., **Kwun, D. J.**, & Kim, T. (2011). Information source preference among consumers shopping for eating out places with different shopping motivation. The Annual International Council on Hotel, Restaurant, and Institutional Education, Denver, CO.

Bilgihan, A., Okumus, F., Nusair, K., & Kwun, D. J. (2010). Can Information Technology Applications Help Hotels Create a Competitive Advantage? The 17th International Hospitality Information Technology Association Research Conference, Orlando, FL.

- Kwun, D. J.**, (2010). Evaluating the Effects of Quality, Value, and Satisfaction on Consumer Attitude: Managing Gender-Difference in Campus Foodservice. The Applied Business Research Conference, Orlando, FL.
- Walls, A., Okumus, F., Wang, Y. R., & **Kwun, D. J.** (2009). Experiential consumption in a hospitality context - A qualitative approach in the luxury-hotel segment. 14th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Las Vegas, NV. [*Nominated for Best Paper*]
- Astaryan, V., Slevitch, L., **Kwun, D. J.**, & Morosan, C. (2008). This is my college: An application of psychological ownership for hospitality education. The Annual International Council on Hotel, Restaurant, and Institutional Education.
- Son, E., Kim, T. H., & **Kwun, D. J.** (2008). Effects of interpersonal communication on brand loyalty in the Restaurant industry. *Advances in Hospitality and Tourism Research*, 8, 204-207.
- Kwun, D. J.**, Walter, P. W., & Oh, H. (2006). Determining future fine dining intentions. The Annual International Council on Hotel, Restaurant, and Institutional Education. 218-223.
- Kwun, D. J.** (2005). The effects of extended brands on the lodging portfolio. *Hospitality & Tourism: Driving National and International Development*, Montego Bay, Jamaica, 126-134.
- Kwun, D. J.**, & Oh, H (2004). Consumer's evaluation of brand portfolio in the hotel industry. [Abstract] The Annual International Council on Hotel, Restaurant, and Institutional Education.
- Walter, P. W., **Kwun, D. J.**, & Oh, H. (2004). Factors affecting fine dining decisions. The Annual International Council on Hotel, Restaurant, and Institutional Education.
- Kwun, J.** (2003). A moderating role of quality variance in brand portfolio evaluations. The Annual International Council on Hotel, Restaurant, and Institutional Education.
- Kwun, J.**, & Oh, H. (2003). Brand portfolio characteristics and behavioral intentions. *Advances in Hospitality and Tourism Research*, 8, 336-340.
- Kwun, J.**, & Oh, H. (2002). Effects of brand, price, and risk on customers' value perceptions and behavioral intentions in the restaurant industry. The Annual International Council on Hotel, Restaurant, and Institutional Education.
- Kwun, J.**, & Gregoire, M. (2002). A hotel feasibility study: An extended-stay market for apartment style accommodation. *Advances in Hospitality and Tourism Research*, 7, 362-371.
- Kim, B. Y., **Kwun, J.**, & Oh, H. (2002). Corporate social responsibility practices in the hospitality industry. *Advances in Hospitality and Tourism Research*, 7, 322-324.
- Kwun, J.**, & Cho, M. H. (2001). Market risk and its determinants in the hotel industry. *Advances in Hospitality and Tourism Research*, 6, 258-262.

PRESENTATIONS AT PROFESSIONAL MEETINGS

- Kwun, D. J., Hwang, J. H., & Kim, T. (2011). Consumers' motivation and variety-seeking behavior in eating-out. 17th Asia Pacific Tourism Annual Conference, Seoul, Korea.**
- Hwang, J. H., **Kwun, D. J.**, & Kim, T. (2011). Information source preference among consumers shopping for eating out places with different shopping motivation. The Annual International Council on Hotel, Restaurant, and Institutional Education, Denver, CO.
- Kwun, D. J.**, (2010). Evaluating the effects of quality, value, and satisfaction on consumer attitude: Managing gender-difference in campus foodservice. The Applied Business Research Conference, Orlando, FL.

- Bilgihan, A., Okumus, F., Nusair, K., & **Kwun, D. J.** (2010). Can Information Technology Applications Help Hotels Create a Competitive Advantage? The 17th International Hospitality Information Technology Association Research Conference, Orlando, FL
- Walls, A., Okumus, F., Wang, Y. R., & **Kwun, D. J.** (2009). Experiential consumption in a hospitality context - A qualitative approach in the luxury-hotel segment. *The Fourteenth Annual Graduate Education and Graduate Students Research Conference in Hospitality and Tourism, 14*, Las Vegas, NV. [**Nominated for Best Paper**]
- Astatryan, V., Slevitch, L., **Kwun, D. J.**, & Morosan, C. (2008). This is my college: An application of psychological ownership for hospitality education. *The Annual International Council on Hotel, Restaurant, and Institutional Education*. Atlanta, Georgia.
- Son, E., Kim, T. H., & **Kwun, D. J.** (2008). Effects of interpersonal communication on brand loyalty in the Restaurant industry. *The Thirteenth Annual Graduate Education and Graduate Students Research Conference in Hospitality and Tourism, 13*, Orlando, Florida.
- Kwun, D. J.**, Walter, P. W., & Oh, H. (2006, July). Effects of restaurant servicescapes, past experience, and self-image on dining behavior: A Fine dining perspective. *The Annual International Council on Hotel, Restaurant, and Institutional Education, Washington, D.C.*
- Kwun, D. J.** (2005, October). The effects of extended brands on the lodging portfolio. *Hospitality & Tourism: Driving National and International Development, Montego Bay, Jamaica.*
- Kwun, D. J.**, & Oh, H (2004, July). Consumer's evaluation of Brand Portfolio in the hotel industry. *The Annual International Council on Hotel, Restaurant, and Institutional Education, Philadelphia, Pennsylvania.*
- Walter, P. W., **Kwun, D. J.**, & Oh, H. (2004, July). Factors affecting fine dining decisions. *The Annual International Council on Hotel, Restaurant, and Institutional Education, Philadelphia, Pennsylvania.*
- Kwun, J.** (2003, August). A moderating role of quality variance in brand portfolio evaluations. *The Annual International Council on Hotel, Restaurant, and Institutional Education, Palm Springs, California.*
- Kwun, J.**, & Oh, H. (2003, January). Brand portfolio characteristics and behavioral intentions. *The Eighth Annual Graduate Education and Graduate Students Research Conference in Hospitality and Tourism, 8*, Las Vegas, Nevada.
- Kwun, J.**, & Oh, H. (2002, August). Effects of brand, price, and risk on customers' value perceptions and behavioral intentions in the restaurant industry. *The Annual International Council on Hotel, Restaurant, and Institutional Education, Orlando, Florida.*
- Kwun, J.**, & Gregoire, M. (2002, January). A hotel feasibility study: An extended-stay market for apartment style accommodation. *The Seventh Annual Graduate Education and Graduate Students Research Conference in Hospitality and Tourism, 7*, Houston, Texas.
- Kwun, J.**, & Cho, M. H. (2001, January). Market risk and its determinants in the hotel industry. *The Sixth Annual Graduate Education and Graduate Students Research Conference in Hospitality and Tourism, 6*, Atlanta, Georgia.

RESEARCH IN PROGRESS

- Information source preference among consumers shopping for eating out places: Manuscript in process
- College apartment and student involvement study: Collected the data
- Psychological ownership and hospitality education: Collected the data

- Merchandise mix project: Collecting the data
- Spring break destination image: Collecting the data
- Hotel guest satisfaction: Developing questionnaire
- Brand Extension in the Hospitality Industry: Literature Review

RESEARCH GRANTS

- Brand Personality (2012)
 - Investigators: **Kwun, D. J.**
 - Granting Agency: Rosen College Research
 - Amount: \$2,500

- Kissimmee Old Town Project (2012)
 - Investigators: Chen, P., Dickson, D., **Kwun, D. J.**, Nusair, K., Okumus, F., & Terry, M. (Co-Principle investigator)
 - Granting Agency: Kissimmee Old Town
 - Amount: Proposal Submitted (Not Funded)

- Merchandise Survey: Customer's point of view (2011)
 - Investigators: Dickson, D., **Kwun, D. J.**, Nusair, K. (Co-Principle investigator)
 - Granting Agency: Areas USA
 - Amount: \$20,000

- Incentive Travel: The participant's viewpoint (2010)
 - Investigators: **Kwun, D. J.** & Choi, Y. (Co-Principle investigator)
 - Granting Agency: Incentive Research Foundation
 - Amount: \$38,860 (Not Funded)

- Perception and experiences of professional meeting planners from corporations and associations (2010)
 - Investigators: Okumus, F., Severt, K., **Kwun, D. J.** & Nusair, K. (Co-Principle investigator)
 - Granting Agency: Hilton Orlando
 - Amount: \$20,000

- Florida Vacation Influencers (2007)
 - Investigators: **Kwun, D. J.**, & Wang, Y. (Co-Principle investigator)
 - Granting Agency: Visit Florida
 - Amount: \$3,000

- Evaluation of Hazard Analysis Critical Control Point (HACCP) Training Program (2006)
 - Investigators: Tidwell, D., **Kwun, D. J.**, Knight, K., Bomba, A., Wachter, K., Endo, S., & Chang, Y. (Co-Principle investigator)
 - Granting Agency: National Food Service Management Institute
 - Amount: \$70,000

OTHER RESEARCH & INVITED PRESENTATIONS

- Marketing Orientation: South Africa Project (**in Progress**)
- Hotel Guests' Behaviors in South Africa (**in Progress**)
- **Technical Report** & Presentation: Merchandise Survey: Customer's point of view AREAS USA (2011)
- Rosen Student Apartment Project & Presentation: Issues and Recommendations (2010)
- Three Pillars Café Project & Presentation: Issues and Recommendations (2009)
- PhD Program and the Candidacy Exam Presentation: Issues and Recommendations (2009)
- **Technical Report**: Florida Vacation Influencers, Visit Florida (2007)
- **Technical Report**: Evaluation of National School Foodservice Management institute (NSFMI) Hazard Analysis Critical Control Point (HACCP) Training Network, National School Foodservice Management institute (2006)
- **Kwun, D. J.** (2005). The effects of extended brands on the lodging portfolio. eRTR: E Review of Tourism Research.
http://ertr.tamu.edu/index.php?option=com_content&view=article&id=2041:the-effects-of-extended-brands-on-the-lodging-portfolio-&catid=160:2005-conference-on-hospitality-and-tourism&Itemid=64

DISSERTATION & THESES DIRECTED

University of Central Florida

[*Ph.D. Dissertation*]

- Dissertation Committee member: Anil Bilgihan (Spring 2011 – **present**)
- Dissertation Committee member: Emily Ellyn Hummel (Fall 2010 – **present**)
- Dissertation Committee member: Stephen J. Lee (Spring 2009 – **present**)
- Dissertation Committee member: Amy Gregory (graduated Summer 2011)
“Assessment of Product and Service Attributes and Consumers' Willingness to Pay in the Vacation Ownership Industry using the Kano Model and Conjoint Analysis”
- Dissertation Committee member: Andrew Walls (graduated Summer 2009)
“An Examination of Consumer Experience and Relative Effects on Consumer Values”

[*Master Theses*]

- Master Thesis member: Heidi Albus (Fall 2011 – **present**)
- Master Thesis member: Gawon Kim (Spring 2012 – **present**)

[*Undergraduate Honors-in-Major Theses*]

- Undergraduate Thesis member: Tricia Tang (Spring 2011 – **present**)
- Undergraduate Thesis member: Elizabeth Paulus (Fall 2010 – Spring 2011)

TEACHING INTERESTS

- Strategic Marketing
- Marketing Management
- Strategic Management
- Brand Management

TEACHING EXPERIENCE

University of Central Florida

- HFT 2500: Hospitality & Tourism Marketing
- HFT 4295: Hospitality Leadership & Strategic Management
- HFT 6251: The Management of Lodging Operations [*Master's level class*]
- HFT 6596: Strategic Marketing in Hospitality & Tourism [*Master's level class*]
- HFT 7258: Strategies and Tactics: Lodging [*PhD class*]
- IDS 7938: Cluster Research Seminar (Experiential Consumption) [*PhD class*]

[*Continuing Education*]

- Brand Management : **Disney Scholars Program** (Spring 2007 – Fall 2009)
 - 8 weeks per section
 - 2 - 3 sections per year

University of Mississippi

- FCS 361: Front Office Administration
- FCS 464: Hospitality Services Promotion (Advanced Hospitality Marketing)
- FCS 468: Hospitality Management Study Tour (NRA Restaurant Show)
- FCS 484: Practicum in Hospitality Management
- FCS 493: Individual / Group Study
- FCS 566: Human Resource Management in Services

Iowa State University

- HRI 352: Lodging Operations Management I
- HRI 433: Hospitality Managerial Accounting
- FCEdS 160: Foundations of Family and Consumer Sciences
- FCEdS 460: Integrative Approaches in Family and Consumer Sciences

PROFESSIONAL EXPERIENCE

Assistant Professor

University of Central Florida

Orlando, Florida

- 2006 – present
- Teach hospitality management undergraduate, master, and PhD courses
- Advise B.S., M.S., and PhD students

Assistant Professor

University of Mississippi

Oxford, Mississippi

- 2003 – 2006
- Director, Hospitality Management Program
- Taught hospitality management undergraduate courses
- Advised 50 B.S. students

Graduate Assistant

Iowa State University

Ames, Iowa

- 1999 – 2003
- Foodservice & Lodging Management / Family and Consumer Sciences Education & Studies
- Research / Teaching / Administrative Assistant
- Assisted professors in instructions, teaching, and grading for capstone Foodservice and Lodging Management and Family and Consumer Sciences Education and Studies courses
- Conducted literature review, research design, and data analysis for faculty members
- Supported Department Executive Officer in research and administrative tasks

Administrative Assistant

Hanyang University

Seoul, Korea

- 1997 – 1998
- Planned course schedules for all graduate courses in each semester

- Managed administrative works for the Department of Tourism related to Graduate College
- Recruited and assisted potential and new graduate students

Reception Desk Clerk

The Ritz-Carlton Hotel

Seoul, Korea

- 1996
- Front Office
- Managed guest relations in a luxury hotel with 445 rooms
- Trained new employees

Table Server

Akasaka Koko Marina

Honolulu, Hawai'i

- 1993 – 1994
- Managed customer related services in a upscale Japanese restaurant with 150 seats
- Trained new employees

RECOGNITIONS & AWARDS

- **Certificate of Recognition:** 2011
 - In recognition of contribution (session Moderator) to 2011 17th Asia Pacific Tourism Association Annual Conference.
- **Certificate of Presentation:** 2011
 - In recognition of contribution to 2011 17th Asia Pacific Tourism Association Annual Conference.
- **The Rosen College Awards for Excellence in Graduate Teaching:** 2010 – 2011
- **Online Course Development Certification - IDL 6543:** 2010
- Frank W. Berkman '**Best of the Best Award**' for Collegiate Chapters (2009). Hospitality Sales and Marketing Association International (HSMIAI). Central Florida Chapter
- **5th Annual Emerald/EFMD Highly Commended Doctoral Research Awards:** 2009
 - Andrew Walls
 - An examination of consumer experience and relative effects on consumer values
 - <http://www.efmd.org/index.php/research-publications-a-awards/awards/doctoral-research-awards-2009/2009-award-winners>
- Walls, A., Okumus, F., Wang, Y. R., & **Kwun, D.J.** (2009). Experiential consumption in a hospitality context - A qualitative approach in the luxury-hotel segment. 14th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Las Vegas, NV. [**Nominated for Best Paper**]
- **The Rosen College Dean's Research Award:** 2007 – 2008
- **Certificate of Appreciation:** 2007
 - For outstanding performance and volunteer contribution to the success of the 13th Graduate Education & Graduate Student Research Conference in Hospitality & Tourism.
- Midwestern Regional Scholarship, Korean American Scholarship Foundations (2002)
- Certificate: Preparing Future Faculty (PFF) Associate, Iowa State University (2002)
- McKinley Award Graduate Fund, Iowa State University (2001 - 2002)

- Catherine Maurice Carroll Scholarship, Iowa State University (2000 - 2001)
- Etha and Charles Hutchcroft Scholarship, Iowa State University (2000 - 2001)
- KTA Scholarship, Korea Tourism Association (1997)

PROFESSIONAL SERVICE

University of Central Florida

[*Service to the College & University*]

- **Program Coordinator**: Established the MOU for the Disney undergraduate program with Hanyang University, Seoul, Korea (Fall 2011 - present)
- Search committee member for faculty positions (Fall 2011 - **present**)
- Search committee member for faculty positions - Provost's Diversity Enhancement Program (Fall 2011 - **present**)
- University Bookstore Advisory Committee (Fall 2011 - **present**)
- Graduate Program Committee member (Spring 2011 - **present**)
Revised and/or developed PhD, MS, and Graduate Certificate programs
- ADL5000 **Mentor** for Dr. Bo Youn Lee and Mr. Eric Olson (Spring 2011)
- **Academic Program Review**: Met with two external reviewers as one of the three core undergraduate faculty members (Spring 2011)
- **PhD Admission Committee Chair** (Spring 2011)
- **Rosen College Faculty Assembly - Vice Chair** (Fall 2010 – Summer 2011)
- Department Chair (TEA) Candidates Interviews (Spring 2011)
- Faculty Candidates Interviews (Spring 2011)
- **Faculty Advisor**: HSMAI (Hospitality Sales and Marketing Association International) student club (Fall 2007 – **present**)
- **Faculty Advisor**: Business Professionals of America student club (Fall 2010 – **present**)
- Graduate Policy and Curriculum Committee member (Fall 2008 – **present**)
- **Course Leader**: Marketing courses (Fall 2008 – **present**)
- Assessment for the PhD Comprehensive exam (Fall 2007 – **present**)
- Hospitality Services Department Assessment Coordinator (2007 – **present**)
- Rosen College Assessment Coordinator (2006 – **present**)
- Rosen College Graduate Program Catalog photo (Summer 2010)

- Faculty Candidates Interviews (Spring 2010)
- PhD Admission Committee member (Spring 2010)
- Task Force for MS program in Hospitality and Tourism Management (Fall 2009 – Spring 2010)
- **Doctoral Rotation Committee (DRC) Chair** (Spring 2008 – Fall 2009)
 - Effectively administered the entire process of PhD Comprehensive Exam and developed systematic procedures and documents for the exam
- University Divisional Review Committee for Specialized Colleges (2006 – 2009)
- Commencement Ceremony: Faculty Marshal (Spring 2008)
- Interviewed Head of the Rosen Library candidates (Summer 2008)
- Doctoral Rotation Committee (DRC) member (Fall 2007 – Spring 2008)
- Rosen College Faculty Development Committee (2006 – 2008)
- Interviewed faculty applicants (Spring 2007)
- TEA Department Assessment Coordinator (2006 – 2007)
- Search committee member for a instructor/faculty position (Fall 2006)

[*Service to the Profession*]

- **Editorial Board Member**: Journal of Tourism and Hospitality (Fall 2011 – **present**)
<http://www.omicsgroup.org/journals/editorialboardJTH.php>
- Conference reviewer for the 17th Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism (Fall 2011)
- **Supporting letter for Dr. McDowall's tenure and promotion at the New Mexico State University (Fall 2011)**
- **Invited Panel Discussant for the 2nd Colloquium for Overseas and Domestic Korean Scholars in Hospitality and Tourism, Sejong University, South Korea (Summer 2011)**
- **Invited Session Moderator for the 17th Asia Pacific Tourism Annual Conference (Summer 2011)**
- Conference reviewer for the 2010 Annual Conference. International Society of Travel and Tourism Educators (Summer 2010)
- Conference Discussants for the Applied Business Research Conference (Spring 2010)
- Conference reviewer for the 15th Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism – Three (3) papers in Lodging Track (Fall 2009)
- Conference reviewer for the 14th Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism – Three (3) papers in Lodging Track (Fall 2008)

- Moderator for the 13th Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism (Spring 2008)
- Conference reviewer for the 13th Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism - Four (4) papers in Lodging track (Fall 2007)
- Conference reviewer for the 12th Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism – Three(3) papers in Lodging track (Fall 2006)
- Conference reviewer for the 12th Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism- Two(2) papers in Management Track (Fall 2006)

[*Journal Article Reviewer*]

- International Journal of Hospitality Management (Spring 2009, Fall 2010, Summer 2011, Fall 2011)
- Journal of Hospitality and Tourism Research (Summer 2011)
- International Journal of Contemporary Hospitality Management (Spring 2007, Fall, 2007, Fall 2010, Spring 2011, Summer 2011, **Fall 2011**)
- Journal of Hospitality Marketing and Management (Spring 2011)
- Journal of Quality Assurance in Hospitality and Tourism (Spring 2011)
- Journal of Korean Academic Society of Hospitality Administration (Fall 2010)
- Journal of Foodservice Business Research (Spring 2007)

University of Mississippi

- **Program Director**, Hospitality Management (2005 – 2006)
- Evaluate, revise, and develop hospitality curriculum for ‘Accreditation Commission for Programs in Hospitality Administration’ (2004 – 2006)
- Search committee member, four (4) faculty and department chair positions (2004 – 2006)
- Curriculum and Policy Committee member, School of Applied Sciences (2004 – 2006)
- Conference reviewer for standup refereed papers for The Annual International Council on Hotel, Restaurant, and Institutional Education (2005)
- Conference reviewer for standup refereed papers for The Annual International Council on Hotel, Restaurant, and Institutional Education (2004)
- Conference reviewer for standup refereed papers for The Annual International Council on Hotel, Restaurant, and Institutional Education (2003)
- Evaluated an international exchange program with a university in South Korea (2004)

PROFESSIONAL MEMBERSHIPS

- Hospitality Sales and Marketing Association International (HSMIAI)
- The International Council on Hotel, Restaurant, and Institutional Education (CHRIE)
- Asia Pacific Tourism Association (APTA)

Fevzi Okumus PhD and CHE

Editor-in-Chief of the International Journal of Contemporary Hospitality Management

Chair of the Hospitality Services Department

Rosen College of Hospitality Management

University of Central Florida

9907 Universal Boulevard, Orlando, Florida 32819 US

Tel: 407 903 8177 Fax: 407 903 8105

E-mail: fevzi.okumus@ucf.edu

FEVZI OKUMUS PhD & CHE SUMMARY STATEMENT

Research Highlights

- Over 140 academic publications (refereed journal articles, books, book chapters, conference presentations, book reviews, encyclopedia entries and reports).
- Have 46 articles in refereed journals, 9 of them as single author and 17 as lead author articles.
- Of the above 46 articles, 26 of them are in top tier journals, including *Annals of Tourism Research*, *Tourism Management* and *International Journal of Hospitality Management*.
- Received 402 citations (Harzing's Publish and Perish Software as of October 28, 2011).
- Published three books. One of them was the publisher's bestselling hospitality book in 2010.
- Have 49 conference presentations, 10 book chapters, and eight encyclopedia entries.
- Secured competitive research grants, contracts and scholarships totaling an amount of \$500,000.
- Received recognition for published articles from Science Direct, Emerald and Anbar.
- Received the Rosen College Distinguished Researcher Award in 2008.
- Listed among the Top 100 Tourism and Hospitality scholar's worldwide (Park et al, 2011).
- Currently seven papers under review and five papers in the process of submission.

Teaching Highlights

- Outstanding teaching evaluations from students (above 4.0 or higher on a 1-5 scale).
- University level teaching experience in the US, England, Turkey, Hong Kong and Thailand.
- Developed and taught over 20 undergraduate and graduate level courses.
- *Certified Hospitality Educator* (CHE) from the American Hotel & Lodging Association.
- Co-authored refereed articles on teaching strategic management and hospitality education.
- Co-authored a strategic management text published by Elsevier: Butterworth & Heinemann which was among the publisher's bestselling textbooks in the hospitality field in 2010.
- Won the ICHRIE Johnson & Wales Best Case Study Award in 2011.
- Chair of two PhD dissertation, three master thesis and one honor thesis committees. In addition, served on three PhD dissertation, three master thesis and one honor thesis committees.
- Teaching experience in multiple teaching modes including face to face, hybrid and fully online.
- Worked with and mentored many junior faculty, PhD students and adjuncts in teaching.

Service Highlights

- Chair, Hospitality Services Department at UCF Rosen College since its inception in 2007.
- Editor-in-Chief of the *International Journal of Contemporary Hospitality Management* (IJCHM) since 2007. IJCHM was accepted into the Thomson ISI index in 2010.
- Currently serve on editorial boards of 10 international refereed journals.
- Keynote speaker and panelist at international and national conferences.
- Established good working relationships with local hospitality organizations including Universal Orlando, Visit Orlando and Hospitality Sales and Marketing Association International.
- Served on 9 university and 10 college level committees. Chaired three college committees.
- Led the Rosen College strategic planning efforts since 2006.
- Nominated by the Rosen College for the University Service Award in 2011.

National and International Recognition

- Published in almost all top-tier journals in the tourism and hospitality field.
- Editor-in-Chief of a Thomson ISI index tier-one journal in hospitality.
- Awarded by Emerald as one of their leading editors in 2010.
- Currently serve on editorial boards of 10 international academic journals.
- Received numerous recognitions and awards for scholarly work.
- Listed among the Top 100 Tourism and Hospitality scholar's worldwide (Park et al, 2011).
- Invited keynote speaker and panelist at international and national conferences.

FEVZI OKUMUS PhD & CHE
ACADEMIC QUALIFICATIONS

Philosophy of Doctorate (PhD.) in Strategic Hotel Management (January 2000)
School of Hotel and Restaurant Management, Oxford Brookes University, Oxford, UK

Master of Science (MSc.) in International Hotel Management (1996)
School of Hotel and Restaurant Management, Oxford Brookes University, Oxford, UK

Master of Science (MSc.) in Tourism and Hospitality Management (1992)
Graduate School of Social Sciences, Erciyes University, Kayseri, Turkey

Bachelors of Science (BSc.) in Tourism and Hotel Management (1990)
Mersin School of Tourism and Hospitality Management
College (Faculty) of Economics and Business Administration
Cukurova University, Mersin, Turkey

EMPLOYMENT HISTORY

UCF Rosen College of Hospitality Management (August 2005-present)
Chair, Hospitality Services Department (August 2007-present)
Tenured Associate Professor (May 2006-present)
Assistant Professor (2005-2006)

Mugla University, Mugla, Turkey (2000-2005)
School of Tourism and Hospitality Management
Chair, Hospitality Management Department (2002-2003)
Tenured Associate Professor (2002-2005)
Assistant Professor (2000-2002)

Hong Kong Polytechnic University, Hong Kong, China (March 2003-December 2004)
Research Fellow, School of Hotel and Tourism Management
(Sabbatical leave from Mugla University, Turkey)

Oxford Brookes University, Oxford, UK (1997-2000)
School of Hotel and Restaurant Management
Graduate Teaching Assistant/Adjunct

InterContinental Hotels & Resorts and Forte Hotels (1997-1999)
Researcher/Consultant: During my PhD, I worked as a researcher/consultant for Forte Hotels and InterContinental Hotels and Resorts on the process of implementing a strategic change project in each hotel group. I had the opportunity to work and interact not only with senior executives but also with managers and frontline employees from these hotel groups.

Morrell Hall, Oxford Brookes University Oxford, UK (1996-2000)
Duty Manager: During my PhD I worked as a Duty Warden (Manager) at Morrell Hall of Resident at Oxford Brookes University. There were about 550 students in this student housing complex. This gave me an opportunity to help and deal with many students from all over the world.

Erciyes University, Turkey (1990-1993)
School of Tourism and Hospitality Management

Instructor

International Hotel, Alanya, Turkey (1990)

Hotel Manager

Club Hotel Incekum, Alanya, Turkey (Summer seasons 1987-1989)

Front Office Clerk and Front Office Supervisor

(Did not work during the first year of my undergraduate degree - 1986)

Turban Abant Hotel, Bolu, Turkey (Summer 1985)

Intern, Food and Beverage

Akbank Holiday Village, Erdek, Balikesir, Turkey (Summer 1984)

Intern, Food and Beverage and Front Office

Akcakoca Yeni Cinar Oteli, Bolu Turkey (Summer 1983)

Intern, Food and Beverage

TEACHING AREAS AND INTERESTS

- **Strategic Management**
- **Leadership Development**
- **Hospitality Management**
- **Hospitality Services Management**
- **Hotel (Lodging) Operations Management**
- **Hospitality Marketing Management**
- **International Hospitality Management**
- **Strategic Human Resource Management**
- **Entrepreneurship in the Hospitality and Tourism Industry**
- **Introduction to Hospitality and Tourism**
- **Qualitative Research**

Courses Developed and Taught

UCF Rosen College of Hospitality Management, Orlando FL, US

Graduate Level - developed and taught

- HFT 6228 Strategic Management in Hospitality and Tourism (Summer 2006, Summer 2007, Fall 2007, Fall 2008, Fall 2009, Fall 2010 and Fall 2011)
- HFT 6228 Critical Hospitality Human Resources Management Issues (Spring 2006, Spring 2007 and Spring 2008)
- HFT 6596 Strategic Marketing Management (Fall 2005)

Undergraduate Level - developed and taught

- HFT 4295 Leadership and Strategic Management (Fall 2005, Spring 2006, Summer 2006, Fall 2006, Spring 2007, Fall 2007, Spring 2008, Spring 2009, Spring 2010, Fall 2010, Spring 2011).

- HFT 1000 Introduction to Hospitality and Tourism (Fall 2009).
- Tourism Geography (Fall 2006)

School of Tourism and Hospitality Management – Mugla University, Turkey

Undergraduate Level - developed and taught

- International Hospitality Management, Spring 2005
- Lodging (hotel) Management, Spring 2005
- Introduction to Hospitality Industry, Spring 2002 and 2005
- Introduction to Tourism, Fall 2001 and 2002
- Marketing Management, Spring 2002
- Travel Management, Spring 2002
- Tourism and Environment, Spring 2002

College of Economics and Business Administration, Mugla University

Graduate Level - developed and taught

- Strategic Management, Fall 2000
- Conflict Management, Fall 2001 and 2002

Undergraduate Level - developed and taught

- Introduction to Management, Summer 2001
- Public Relations, Fall 2000 and 2001
- Research Methodology, Fall 2001
- Business English, Fall 2000, Spring 2000, 2001 and 2002
- Management of Tourism and Hospitality Organizations, Spring 2001 and 2002

School of Hotel and Restaurant Management, Oxford Brookes University, Oxford, UK

Graduate Level

- Strategic Management – Co-taught in Spring 1997, 1998, 1999 and 2000

Undergraduate Level

- Understanding Hospitality in Fall 1999

School of Tourism and Hospitality Management, Erciyes University

Undergraduate Level – developed and taught

- Tourism and Hospitality Law in Fall 1990 and 1991
- Management of Travel Agencies and Tour Operators in Fall 1990 and 1991
- Food Production in Fall 1990 and 1991
- Front Office Management in Spring 1991 and 1992
- Tourism Geography in Spring 1991 and 1992

SERVICE APPOINTMENTS

UCF University Level Committees

- Research Counsel 2011-present
- University Excellence in Teaching and Advising Committee 2010-present
- Budget and Administration Committee 2009-2011
- Strategic Planning Council Committee 2006 -present
- Founders Day Committee 2006
- Graduate Curriculum Revision Committee 2006-2007
- Faculty Fellow at the Faculty Center for Teaching and Learning 2006-2007
- Advisory Board at the Faculty Center for Teaching and Learning 2007-2008
- Division Review Committee for Specialized Colleges 2006-2007

Rosen College of Committees/Service

- College Executive Committee 2007-present
- Chair of the Search Committee for the Tourism Events and Attractions Department Chair 2010-2011
- Chair of Hospitality Services Department since August 2007
- Chair of Ad-Hoc Strategic Planning Committee since 2006
- Chair of Planning, Advisory and Assessment Committee 2006-2007
- Member of Dean's Five Year Review Committee
- Member Graduate Policy & Curriculum Committee 2006-2008
- Grand Marshal, UCF Graduation Ceremony Fall 2005 and Summer 2010
- Faculty Development Committee 2006-2007
- Search Committee member for department chair position in 2007
- Chair of Assistant Executive Education Director Search Committee in 2007

Ministry of Tourism, Turkey

- Advisor to the Ministry of Tourism, Turkey from 2001 - 2002
- Invited Trainer/Speaker for workshops on Educating Public on Tourism 2002

Mugla University, Turkey

- Member, Social Sciences Graduate School Board from October 2001 to March 2003 and again from January 2005 to August 2005

School of Tourism and Hospitality Management, Mugla University, Turkey

- Chair of Hospitality Management Department from October 2001 to March 2003
- Chair of School and Department Curriculum Revision Committee
- Chair of Department Industrial Placement Committee

EDITORIAL APPOINTMENTS/SERVICES

Editor-in-Chief of the International Journal of Contemporary Hospitality Management (IJCHM) since March 2007. IJCHM was accepted into the Social Science Citation Index (SSCI) (Thompson ISI Index) in 2010. IJCHM receives over 250 papers annually. Its current acceptance rate is around 15%.

[In 2010 Emerald recognized and awarded me as one of their Leading Editors.](#)

Editorial Board Memberships for International Journals:

1. Annals of Tourism Research (SSCI journal) since 2004

2. Leadership and Organizational Development Journal (SSCI journal) since 2007
3. Journal of Hospitality and Tourism Research (SSCI journal) since 2007
4. Journal of Hospitality Marketing and Management since 2007
5. Journal of Vacation Marketing since 2007
6. Journal of Hospitality and Tourism Technology since 2007
7. Worldwide Hospitality and Tourism Themes (WHATT) since 2008
8. China Tourism Research since 2009
9. International Journal of Tourism Sciences since 2010
10. Journal of Services Research since (2006-2010)

Invited Keynote Speaker and Panelist

- Panelist on Publishing in Top Tier Journals in the Hospitality and Tourism Field, **Annual ICHRE conference in Denver, July 26-30, 2011.**
- Panelist on Journal Development and Research Excellency and Publication, **TOSOK International Tourism Conference, July 4-6, 2011 Seoul, Korea.**
- Invited Keynote Speaker, **International Conference on Global Sustainable Tourism, November 15-19 2010, Mbombela, Nelspruit, South Africa.**
- Panelist on Publishing in International Journals, **International Conference on Global Sustainable Tourism, November 15-19, 2010, Mbombela, Nelspruit, South Africa.**
- Panelist on Training Reviewers, **Annual ICHRE conference in San Juan, Puerto Rico, July 28-31, 2010.**
- Invited Leading Scholar in the strategy field to participate in “one2five” meetings with graduate students at the **15th Graduate Conference in Tourism and Hospitality Education, January 7, 2010, Washington.**
- Panelist on Editors Panel, **the 15th Graduate Conference in Tourism and Hospitality Education, January 7 2010, Washington.**
- Panelist on Qualitative Research, **Annual ICHRE Conference July 26-28, 2009, San Francisco, California.**
- Invited Keynote Speaker, **4th International Conference on Services Management, at Oxford Brookes University U.K., May 15, 2009. Oxford, England.**
- Invited Keynote Speaker, **Culture and Event Tourism Conference, November 5-9 2008 Alanya, Turkey.**
- Panelist on Editors Panel, **EuroCHRIE2008 Conference, October 11-14 2008, Dubai.**
- Panelist on Editors Panel, **Services Conference at Penn State University, May 9-10, 2008, University Park PA.**
- Panelist on Editors Panel, **the 13th Graduate Conference in Tourism and Hospitality Education, January 3-5 2008, Orlando.**

- Invited Speaker to deliver a workshop on how to publish papers in IJCHM at the William F. Harrah College of Hotel Administration, University of Nevada Las Vegas, Nevada, November 30 2007.

PUBLICATIONS

Journal Articles under review

1. Okumus, F. Kock, G. Scantbury, M. and Okumus, B. (under review). Using Local Cuisines When Promoting Small Caribbean Island Destinations, *Journal of Travel and Tourism Marketing*.
2. Okumus, F. (under review). Do Hospitality Organizations Need More Strategic Planning or Strategic Thinking? *Journal of Hospitality Marketing and Management*.
3. Chen, P., Chen, M., & Okumus, F. (under review). The Relationship of Travel Constraints and Destination Image. *Journal of Travel Research*.
4. Hayat, A. Severt, K. Breiter, D., Nusair, K. and Okumus, F. (under review). Attributes Influencing Meeting Planners' Destination Selection: A Case of Orlando, Florida, *Journal of Event Management*.
5. Madanoglu, M. Okumus, F. & Avci, U. (under review). Revisiting Configurational Theories: Hybrid Ideal Type Strategic Orientations and Equifinality, *Journal of Business Research*.
6. Nusair, K. Bilgihan, A., & Okumus, F. (under review). The Role of Online Social Network Travel Websites in Creating Social Interaction for Gen Y Travellers. *International Journal of Tourism Research*.
7. Wang, Y. Hutchinson, J. Okumus, F., & Naipaul, S. (under review). Collaborative Marketing: A Case of Central Florida. *International Journal of Tourism Research*. Received feedback and revised and resubmitted.
8. Chathoth, P. Ungson, B. Altinay, L. Harrington, R. Okumus, F., & Chan, E. (under review), Reorienting from Co-production to Co-creation: Challenges and Constraints in the Hotel Service Context. *International Journal of Hospitality Management*. Received feedback and revised and resubmitted.
9. Nusair, K., Bilgihan, A., & Okumus, F. (under review). The Role of online social media in developing customer relationship for the travel industry, *Tourism Management*. Secpmd revision. Received feedback, revised and resubmitted.

Published Journal Articles

Research themes/areas: Strategic management (SM), Destination Marketing/Management (DM), Hospitality Marketing (HM), Tourism and Hospitality Education (THE), Human Resources Management (HRM), and Other (O)

* Indicates graduate student

1. Okumus, F. (accepted), Knowledge Management through Information Technology in Hospitality Organizations. *Journal of Hospitality and Tourism Technology*, 3 (1) 2012 (SM).
 2. Okumus, F. Avci, U. Kilic, I., & Walls, A. (accepted), Cultural Tourism in Turkey: A Missed Opportunity. *Journal of Hospitality Marketing and Management*. Scheduled to be published in 21 (6) 2012 (DM).
 3. Chen, P. Okumus, F., Nusair, K., & Hua, N. (2011). Developing Effective Communication Strategies for the Spanish and Haitian-Creole-Speaking Workforce in Hotel Companies. *Worldwide Hospitality and Tourism Theme*, 2 (4) - (HRM)
 4. Walls*, A. Okumus, F., & Wang, R. (2011). Cognition and Affect Interplay: A Framework for the Tourist Vacation Decision-Making Process. *Journal of Travel and Tourism Marketing*, 28 (5), 567-582, (Thomson ISI index -SSCI), (HM).
 5. Bilgihan*, A. Okumus, F. Nusair, K., & Kwun, D. (2011). Information Technology Applications and Competitive Advantage in Hotel Companies, *Journal of Hospitality and Tourism Technology*, 2 (2), pp. 139-153, (SM).
 6. Walls*, A., Okumus, F., & Wang, Y.C. (2011). Understanding the Consumer Experience: An Exploratory Study of Luxury Hotels. *Journal of Hospitality Marketing and Management*, 20 (2), 166-178, (HM).
 7. Walls*, A. Okumus, F. Wang, R., & Kwun, D. (2011). An Epistemological View of Consumer Experiences, *International Journal of Hospitality Management*, 30 (1), 10-21 (Thomson ISI index -SSCI), (HM).
- ScienceDirect identified this article as one of the TOP25 Hottest Articles within this journal. <http://top25.sciencedirect.com/subject/business-management-and-accounting/4/journal/international-journal-of-hospitality-management/02784319/archive/30/>
8. Avci*, U. Madanoglu, M., & Okumus, F. (2011). [Strategic orientation and performance of tourism firms: Evidence from a developing country](#), *Tourism Management*, 32 (1), 147-157- (Thomson ISI index -SSCI), (SM).
 9. Holcomb*, J. Okumus, F., & Bilgihan, A. (2010). Corporate Social Responsibility: What the Top Three Theme Parks in Orlando Reporting? *Worldwide Hospitality and Tourism Theme*, 2 (3), 316-337 - (SM).
 10. Milman, A. Okumus, F., & Dickson, D. (2010). The Contribution of Theme Parks and Attractions to the Social and Economic Sustainability of Destinations. *Worldwide Hospitality and Tourism Theme*, 2 (3), 338-345, (DM).
 11. Altinay, L. & Okumus, F. (2010). Franchising Decision Making, *Service Industries Journal*, 30 (8), pp.929-946 (Thomson ISI index -SSCI), (SM).
 12. Yasarata, M. Altinay, L., Burns, P., & Okumus, F. (2010). Politics and Sustainable Tourism Development: Can they Co-exist? Evidence from North Cyprus. *Tourism Management*, 31(1), pp. 345-356 (Thomson ISI index -SSCI), (DM).

ScienceDirect identified it as one of the TOP25 Hottest Articles within Tourism Management.

13. Okumus, F. Sariisik, M., & Naipaul, S. (2010). Understanding Why Women Work in Tourism and Their Work Related Problems, *International Journal of Hospitality and Tourism Administration*, 11 (1), 76-105, (HRM).
14. Avci*, U., Kilic*, I., & Okumus, F. (2010). An Empirical Investigation into Organizational Learning in Hotel Organizations. *Ege Academic Review*, 10 (1), 95-115, (SM).
15. Naipaul, S. Wang, R., & Okumus, F. (2009). Regional Destination Marketing: A Collaborative Approach. *Journal of Travel and Tourism Marketing*, 26 (5), 462-481, (DM).
16. Avci*, U. Okumus, F., & Kilinc*, I. (2009). Relationship among Learning Levels: A Study in Hotel Organizations. *Journal of Travel and Tourism Research*, 9 (1), 55-74, (SM).
17. Cobos*, L. Wang, R. and Okumus, F. (2009). Assessing the Web-Based Destination Marketing Activities: A Relationship Marketing Perspective. *Journal of Hospitality Marketing and Management*, 18 (4), 421-444, (DM).

This article was listed among the Most Downloaded Articles from this journal:
<http://www.tandfonline.com/action/showMostReadArticles?journalCode=whmm20>

18. Okumus, F. Wong, K., & Altinay, L. (2008). Are We Teaching Strategic Management Right? *Journal of Teaching in Travel and Tourism*, 8 (4), 329 – 350, (SM).
19. McKercher, B. Okumus, F., & Okumus, B. (2008). Food Tourism as a Viable Market Segment: It is all How You Cook the Numbers! *Journal of Travel and Tourism Marketing*, 25 (2), 137-148, (DM).
20. Tosun, C. Okumus, F., & Fayell, A. (2008). Application of Marketing Management Philosophies in a Developing Country Context. *Annals of Tourism Research*, 35 (1), 127-147 (Thomson ISI index - SSCI), (HM).
21. Holcomb*, J. Upchurch, R., & Okumus, F. (2007). Corporate Social Responsibility: What Are Top Hotel Companies Reporting? *International Journal of Contemporary Hospitality Management*. 19 (6) pp. 461-475, (SM) (This article was accepted before I took over this journal as the new editor).

This article has been among the top 20 downloaded articles from IJCHM since 2007.
Emerald listed this article among the top 20 articles published in IJCHM under their immediate impact grouping.

22. Okumus, F. Avci*, U., & Kilinc*, I. (2007). The Role of Senior Executives in Creating Learning Organizations. *Selcuk University Faculty of Economics and Management Journal*, 7 (13), 31-51, (SM).
23. Okumus, F. Altinay, L., & Roper, A. (2007). Gaining Access into Organizations for Qualitative Research. *Annals of Tourism Research*, 34 (1), 4-26, (Thomson ISI index- SSCI), (SM).

Sciadirect identified this paper as one of the TOP25 Hottest Articles within Annals of Tourism Research and also from all their business, management and accounting journals:
http://top25.sciencedirect.com/index.php?subject_area_id=23&journal_id=01607383&cat_id=11
<http://top25.sciencedirect.php5.office.webpower.nl/subject/business-management-and-accounting/4/archive/11>

24. Okumus, B. Okumus, F., & McKercher, B. (2007). Incorporating Local and International Cuisines in Marketing Tourism Destinations: The Cases of Hong Kong and Turkey. *Tourism Management*, 28 (1), 253-261. (Thomson ISI index), (DM).

Sciedirect identified this paper as one of the TOP25 Hottest Articles within Tourism Management.
http://top25.sciencedirect.com/index.php?subject_area_id=23&journal_id=02615177&cat_id=10

25. Okumus, F., & Wong, K. (2007). A Content Analysis of Strategic Management Syllabi in Tourism and Hospitality Schools/Departments. *Journal of Teaching in Travel and Tourism*, 7 (1), 77-96, (SM).

26. Okumus, F., & Yagci, O. (2006). Tourism Higher Education in Turkey, *Journal of Teaching in Travel and Tourism*, 5, (1), pp. 89-116, (Hospitality Education).

27. Okumus, F., & Karamustafa, K. (2005). Impact of an Economic Crisis: Evidence from Turkey, *Annals of Tourism Research*, 32 (4), 942-961 (Thomson ISI index), (SM).

Sciedirect identified this paper as one of the TOP25 Hottest Articles within their all Business, Management and Accounting Journals
http://top25.sciencedirect.com/index.php?cat_id=14&subject_area_id=4

Sciedirect identified this paper as one of the TOP25 Hottest Articles (Ranked second) within Annals of Tourism Research.
http://top25.sciencedirect.com/index.php?subject_area_id=4&journal_id=01607383&cat_id=14

28. Okumus, F, & Wong, K. (2005). In Pursuit of Contemporary Content for Courses on Strategic Management in Tourism and Hospitality Schools, *International Journal of Hospitality Management*, 24 (2), 259-279. (Thomson ISI index), (SM).

Sciedirect identified this paper twice as one of the TOP25 Hottest Articles within International Journal of Hospitality Management:

Please see: http://top25.sciencedirect.com/?journal_id=02784319

http://top25.sciencedirect.com/index.php?cat_id=4&subject_area_id=4&journal_id=02784319

29. Okumus, F. Altinay, M., & Arasli, H. (2005). The Impact of Turkey's Economic Crisis of February 2001 on the Tourism Industry in Northern Cyprus. *Tourism Management*, 26(1), 94-105. (Thomson ISI index - SSCI), (SM).

30. Kilic, H., & Okumus, F. (2005). Factors Influencing Productivity in Small Island Hotels: Evidence from Northern Cyprus. *International Journal of Contemporary Hospitality Management*. 17 (4), 315-331, (HRM).

31. Okumus, F. (2004). Implementation of Yield Management Practices in Service Organizations: Empirical Findings from a Major Hotel Group, *The Service Industries Journal*, 24 (6), 65-89 (Thomson ISI index - SSCI), (SM).

32. Okumus, F., & Wong, K. F. (2004). A Critical Review and Evaluation of Teaching Methods of Strategic Management in Tourism and Hospitality Schools. *Journal of Hospitality and Tourism Education*, 16 (2), 22-33, (SM).

33. Okumus, F. (2004). **Potential Challenges of Employing a Formal Environmental Scanning Approach in Hospitality Organizations.** *International Journal of Hospitality Management*, 23 (2), 123-143. (Thomson ISI index - SSCI), (SM).

Sciedirect identified this paper as one of the TOP25 Hottest Articles within International Journal of Hospitality Management: Please see:
http://top25.sciencedirect.com/index.php?cat_id=1&subject_area_id=4&journal_id=02784319

34. Okumus, F., & Kilic, H. (2004). Creating and Maintaining Competitive Advantage at Tourism Organizations and Destinations. *Journal of Travel and Hotel Management*, 1 (1), 10-17, (SM).
35. Okumus, F., & Topaloglu*, C. (2004). Product Development and Differentiation in Tourism Destinations: The Case of Dalyan, Turkey. *Journal of Travel and Tourism Research*, 4 (1), (DM).
36. Okumus, F. (2003). **A Framework to Implement Strategies in Organizations,** *Management Decision*, 41 (9), 871-883 (Thomson ISI index), (SM).
37. Okumus, F. (2003). **Crisis Management and Possible Impacts of Crises on Organizations,** *Journal of Economics and Administrative Sciences*, Ataturk University, Turkey, 17 (1), 199-212. (SM).
38. Okumus, F. (2002). **Can Hospitality Researchers Contribute to the Strategic Management Literature?** *International Journal of Hospitality Management*, 21 (2), 105-110, (SM).
39. Isfendiyaroglu*, H. & Okumus, F. (2002). **Advantages and Disadvantages of Outsourcing in Organizations,** *Journal of Economics and Administrative Sciences*, 16(3-4), 115-126, (SM).
40. Okumus, F. & Roper, A. (2001). Editorial: Strategy Implementation in Tourism and Hospitality Organizations, *International Journal of Contemporary Hospitality Management*, 13 (7), Special Issue, pp. 325-326, (SM).
41. Okumus, F. (2001). Towards a Strategy Implementation Framework, *International Journal of Contemporary Hospitality Management*. 13(7), Special Issue, 327-338. (SM).

This paper received the 'Highly Commended Award' from the Emerald Literati Club.

42. Okumus, F., & Roper A, (1999). A Review of Disparate Approaches to Strategy Implementation in Hospitality Firms. *Journal of Hospitality and Tourism Research*, 23 (1), 20-38, (SM).

This paper received a citation of excellence award from Anbar Electronic Intelligence for its outstanding contribution to the literature and body of knowledge (Research implications and originality).

43. Okumus, F., & Hemmington, N. (1998). Management of the Change Process in Hotel Companies: An investigation at Operational Level. *International Journal of Hospitality Management*, 17 (4), 363-374, (SM).

This paper received the citation of excellence award from Anbar Electronic Intelligence for its outstanding contribution to the literature and body of knowledge (Practical implications).

44. Okumus, F., & Hemmington, N. (1998). Barriers and Resistance to Change in Hotel Firms: An Investigation at Unit Level. *International Journal of Contemporary Hospitality Management*, 10 (7), 283-288. (SM).

45. Okumus, F. (1997). A New Distribution Channel in the Tourism Industry. *Tourism and Hospitality Trend*, Bilkent University, Ankara, 2 (2) - pp. 18-23, (DM).
46. Okumus, F. (1993). Improving Productivity and Quality in the Hospitality Industry, *Productivity Journal*, Special Issue, November, pp. 165-172. (Other).

Books

1. Okumus, F. Koyuncu, M. Gunlu Ebru (in press - 2011) *Strategic Management*. Seckin Publishing, Ankara, Turkey (in Turkish).
2. Okumus, F. Altinay, L., & Chathoth, P. (2010). *Strategic Management for Hospitality and Tourism*, Oxford: Elsevier: Butterworth and Heinemann.

This book was one of the best sellers among the publisher's hospitality textbooks in 2010.

3. Okumus, F., & Avci, U. (Eds.) (2008). *Contemporary Management Techniques in Tourism Organizations*, Detay Publishing, Ankara, Turkey (in Turkish). (ISBN: 978-9944-223-42-3).

Books in Preparation

- Okumus, F. *Welcome to Hospitality Experience*, Pearson Publishing. A contract has been signed and it is planned to be published in 2013/2014.

Book Chapters

1. Gunlu, E. and Okumus, F. (in press 2011), Strategy Implementation in Okumus, F. Koyuncu, M. and Gunlu, E (Eds.) *Strategic Management*, Seckin Publishing, Ankara, Turkey.
2. Nusair, K., Erdem, M., & Okumus, F. (in press, 2011) Online Social networks in Travel in Sigala, M. *Web 2.0 in Travel, Tourism and Hospitality: Theory, Practice and Cases*, Ashgate Publishing Group.
3. Gunlu, E., & Okumus, F. (2010). The Hajj: Turkish Female Pilgrims' Experience, in Jafar Jafari and Noel Scott (Eds), *Tourism in the Muslim World*, pp. 221-223, Emerald.
4. Okumus, F. (2008). Strategic Human Resources Issues in Hospitality and Tourism Organizations. Tesone, D. (Ed.). *Handbook of Human Resources Management in Hospitality*. Oxford: Elsevier.
5. Altinay, L., & Okumus, F. (2008). Factors Influencing Entrepreneurial Orientation of Ethnic Minority Small And Medium Sized Hospitality Enterprises in Olsen, M and Zhao, J. (Eds), *Handbook of Strategic Management in Hospitality*, Oxford: Elsevier.
6. Okumus, F., Avci*, U. and Kilinc*, I (2008), Hotels as Learning Organizations, in Okumus, F. and Avci, U., *Contemporary Management Techniques in Tourism Organizations* (in Turkish). (ISBN: 978-9944-223-42-3).
7. Tanrisevdi, A., & Okumus, F. (2007). Crises Management in Tourism Organizations, in Bulu, M. and Eraslan, H. *Competitive Strategies in the Tourism Industry*, Istanbul: URAK.
8. Okumus, F. and Yagci, O. (2005). Tourism Higher Education in Turkey. In Hsu, C. (Ed), *Global Tourism Higher Education: Past, Present, and Future*, New York: The Haworth Hospitality Press.

9. Okumus, F. (2003), 'Decision Making in Tourism and Hospitality Organizations', in Kusluvan, S. (Ed.) *Managing Employee Attitudes and Behaviors in the Tourism and Hospitality Industry*, pp. 631-639, New York: Nova Science Publishers Inc.
10. Okumus, F. (2002) 'Muğla İlinin Turizm Arz ve Talebinin Analizi ve Muğla Turizminin Temel Sorunları' içinde Tuna, M. (Ed.), *Marmaris Kentinde Turizm Çevre ve Toplumsal Eğilimler Araştırması*, pp. 41-51, Muğla: Marmaris Kultur, Turizm ve Tanıtma Vakfı. (in Turkish).

Book Reviews

1. Okumus, F. (2005). **Book Review – Safety and Security in Tourism: Relationships, Management and Marketing**, by C. Michael Hall, Dallen J. Timothy and David, Timothy Duval, *Current Issues in Tourism*, 8 (1), 80-83.
2. Okumus, F. (2004). **Book Review- The Globalization of Tourism and Hospitality: A Strategic Perspective**, by Tim Knowles, Dimitrios Diamantis and Joudallah Bey El-Mourhabi, *Tourism Studies* 3 (1), pp. 107-108, London: Continuum.
3. Okumus, F. (2001). **Book Review – Strategic Management in Tourism by L. Moutinho**, *Annals of Tourism Research*, 28 (4), 1082-1084.

Case Studies

1. Okumus, F. (2011). *First Quality Hotels: Hotel General Position in Dubai*, Case submitted to 2011 ICHRIE Johnson and Wales Case Study competition and won the best case study award at the ICHRIE Annual Conference in Denver July 26-30 2011. It will be published by Johnson and Wiley Publishing in forthcoming textbook in 2012.

Encyclopedia Entries

1. Okumus, F. (2005). *Decision Making in International Encyclopedia for Hospitality Management*, A. Pizam (Ed). Oxford: Butterworth-Heinemann, p. 152.
2. Okumus, F. (2005). *Game Theory in International Encyclopedia for Hospitality Management*, A. Pizam (Ed). Oxford: Butterworth-Heinemann, p. 270.
3. Okumus, F. (2005). *Management of Change in International Encyclopedia for Hospitality Management*, A. Pizam (Ed). Oxford: Butterworth-Heinemann, p. 403.
4. Okumus, F. (2005). *Renovation in International Encyclopedia for Hospitality Management*, A. Pizam (Ed). Oxford: Butterworth-Heinemann, p. 537.
5. Okumus, F. (2005). *Strategy Implementation in International Encyclopedia for Hospitality Management*, A. Pizam (Ed). Oxford: Butterworth-Heinemann, pp. 604-605.
6. Okumus, F. (2005). *Safety in International Encyclopedia for Hospitality Management*, A. Pizam (Ed). Oxford: Butterworth-Heinemann, p. 567.
7. Okumus, F. (2005). *Schools of Thought in International Encyclopedia for Hospitality Management*, A. Pizam (Ed). Oxford: Butterworth-Heinemann, p. 568-570.
8. Okumus, F. (2003). *Strategy Implementation in Encyclopedia of Leisure and Outdoor Recreation*, John Jenkins and John Pigram (Eds.) London: Routledge.

Articles in Non-Refereed Journals and Magazines

1. Okumus, F. (2008). Managing Crises in the Hospitality Industry, *Turismo em 2008*.
2. Okumus, F. (2008). Strategic Alliances in the Hotel Industry, Hotel Review by Japanese Hotel Association.
3. Okumus, F. (2008). A China Enquanto Pais Fornecedor de Turistas, *Turismo em 2008*, pp. 64-65.
4. Okumus, F. (2007). Class in Session, *Orlando Guest List*, April 2007, pp. 8-9.
5. Okumus, F. (2006). Incorporating Cross-Cultural Issues into a Leadership and Strategic Management Course at the Rosen College of Hospitality Management, *Faculty Focus*, (5), 33, August 2006, p.4.
6. Okumus, F. (1995). A Glance at the Contemporary Management Theories and Techniques Applied in Hotels, *Anatolia*, 6 (1), pp. 73-77, Ankara, Turkey.
7. Okumus, F. (1994). The Importance of Internal Sales in Hotels and Methods to Increase Them', *Anatolia*, 5 (3), 47-53. Ankara, Turkey.
8. Akoglan, M. and Okumus, F. (1991). Stajyer Öğrencilerin Sorunlari Üzerine Bir Anket Uygulaması' (A survey on interns' problems), *Anatolia*, 2 (1), pp.16-23.

Conference Papers and Presentations

1. **Okumus, F. Bas, A., & Avci, U. (2011). Impact of 2008 Financial Crisis on the Hotel Industry in Turkey, Advances in Hospitality and Tourism Marketing and Management Conference, 19-24 June 2011, Istanbul, Turkey.**
2. **Okumus, F., & Kuyucak, F. (2011). Reporting Corporate Social Responsibility Efforts: The Case of Turkish Airlines' Advances in Hospitality and Tourism Marketing and Management Conference, 19-24 June 2011, Istanbul, Turkey.**
3. **van Niekerk, M. and Okumus, F. (2011). Developing the TIME Model: A Case Study of the 2010 FIFA World Cup Nelspruit Host City, Advances in Hospitality and Tourism Marketing and Management Conference, 19-24 June 2011, Istanbul, Turkey.**
4. **Nusair, K., Bilgihan, A., and Okumus, F. (2011). The Role of Social Media in Creating Social Interactions. *iHITA Annual Conference*, June 19, 2011 Austin, TX.**
5. **Bilgihan*, A., Nusair, K., & Okumus, F. (2011). Social Networking Websites: Do Generation Y Use Them Before Making Decisions for Hotels and Restaurants? 16th Graduate Education and Graduate Student Research Conference, January 6-8, 2011, Houston, TX.**
6. **Bilgihan*, A., Okumus, F., Nusair, K., & Cobanoglu, C. (2011). Barriers to Information Technology Change Project in Hotels. 16th Graduate Education and Graduate Student Research Conference, January 6-8, 2011, Houston, TX.**
7. **Berezina*, K., Bilgihan*, A., Cobanoglu, C., & Okumus, F. (2011). The Information Technology (IT) Skills of Hospitality School Graduates as Perceived by Hospitality Professionals. Proceedings of 16th**

Annual Graduate Student Research Conference in Hospitality and Tourism, January 6-8, 2011, Houston, TX

8. Chen, P, Nusair, K. Hua, N. and Okumus, F. (2010). Developing Effective Communication Strategies for Spanish Speaking and Haitian-Creole Speaking Hospitality Employees, Hospitality Industry Diversity Institute Conference, September 16-17, 2010, University of Houston, Houston, TX.
9. Bilgihan*, A., Okumus, F., Nusair, K., & Kwun, D. (2010). Can Information Technology Applications Provide Hotels a Competitive Advantage? iHITA 17th Annual Conference, June 25, 2010, Orlando, FL.
10. Bilgihan*, A., Cobanoglu, C., Karadag, E., & Okumus, F. (2010). Biometric Technology Applications and Trends in Hotels. Proceedings of the International Council on Hotel, Restaurant, and Institutional Education Annual Convention, July 28-31, 2011, San Juan, Puerto Rico.
11. Kim*, S., Okumus, F. Ro, C., & Choi, Y. (2009). An Investigation into Hotel Employees' Perception of Green Practices, 2nd Annual Green Lodging and Hospitality Conference, December 9-11, 2009, Orlando FL.
12. Walls*, A.R., Okumus, F., Wang, Y. R. & Kwun, D. (2009). Experience Marketing in the Hospitality Context - Problems and Challenges in Defining and Measuring Experience Marketing in the Hospitality Context. Tourist Experiences: Meanings, Motivations, Behaviors Conference, Preston, UK.
13. Madanoğlu, M., Avcı U. ve Okumus F. (2009). Ready for Encore? Testing Hybrid Ideal Type Strategic Orientation and Equifinality, *2009 Academy of Management Annual Meeting*, 7–11 August 2009- Chicago, Illinois, U.S.A.
14. Walls, A.R., Okumus, F., Wang, Y. R. & Kwun, D. (2009). Experiential Consumption in a Hospitality Context - A Qualitative Approach in the Luxury-Hotel Segment. Paper presented as stand-up presentation and nominated for best paper award at the 14th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, January 4-6, 2011, Las Vegas, NV.
15. Avcı*, U. Madanoglu, M., & Okumus, F. (2008). Strategic Orientation and Firm Performance in Hospitality and Tourism in the Context of Developing Countries. Southern Management Association Meeting, October 29-November 1, St. Pete Beach,
16. Walls*, A. Wang, R. and Okumus, F. (2008), Hedonic and Cognition in Unison: A Framework for the Tourist Vacation Decision-Making Process, *13th Annual Graduate Conference*, January 2008, The University of Central Florida, Poster presentation.
17. Naipaul, S. Wang, R. and Okumus, F. (2007). Regional Destination Marketing: A Collaborative Approach, *APECCHRIE Conference, Beijing, China*. Full paper stand up paper presentation.
18. Holcomb*, J. Upchurch, R. & Okumus, F. (2007). Corporate Social Responsibility Initiatives of Leading Lodging Operators, Annual Graduate Conference, January 4-5 2007, University of Houston, Houston, TX.
19. Okumus, F. Kilinc*, I. and Avcı*, U. (2006) An Investigation into Facilitating Factors to Transform Hotels into Learning Organizations, *Turk-Kazakh International Tourism Conference*, Akdeniz University, Antalya Turkey, Full-Paper stand up presentation.

20. **Okumus, F. and Wong, K. (2006). Empirical Findings on Teaching Strategic Management Courses in Tourism and Hospitality Schools, 2006 ISTTE Annual Conference, October 12-14 2006 Las Vegas. Full- Paper Stand up Presentation.**
21. **Wang, R, Okumus, F. and Naipaul, S. (2006). Regional Destination Marketing: Towards a Collaborative Approach, 2006 ISTTE Annual Conference, October 12-14 2006 Las Vegas, Poster Presentation.**
22. **Wong, R. and Okumus, F. (2006). Forming Partnership among Destination Marketing Organizations: Opportunities and Challenge, I-CHRIE Annual Conference, Poster Presentation. July 26-29, 2006, Washington DC.**
23. **Naipaul, S. Okumus, F. and Tosun, C. (2006). Application of Marketing Management Philosophies in Hospitality Organizations, I-CHRIE Annual Conference, Poster Presentation. 26-29 July 2006. Washington DC.**
24. **Okumus, B. and McKercher, B. Okumus, F. (2005). Marketing Hong Kong as a Culinary Destination, Perspectives in Tourism Marketing. May 2005. Mugla Turkey.**
25. Okumus, F. and Wong, K. (2004). A Content Analysis of Strategic Management Syllabi: Which Teaching Methods are Used and Are They Appropriate? ISTTE Annual Conference, Hong Kong, China, 26-28 September 2004.
26. Kilic, H. and Okumus, F. (2004). An Investigation into the Competitive Advantage of the Tourism Industry in Macao. Tourism: The State of Art II Conference, University of Strathclyde, The Scottish Hotel School, 27-30 June 2004, Scotland.
27. Wong, K. and Okumus, F. (2004). A Content Analysis of Strategic Management Syllabuses in Tourism and Hospitality Schools/Departments, Tourism: The State of Art II Conference, University of Strathclyde, The Scottish Hotel School, 27-30 June 2004, Scotland.
28. Okumus, B. McKercher, B. and Okumus, F. (2004). Incorporating the Food and Beverage Experience in Marketing Tourism Destinations: The Cases of Hong Kong and Turkey, Tourism: The State of Art II Conference, University of Strathclyde, The Scottish Hotel School, 27-30 June 2004, Scotland.
29. Kilic, H. and Okumus, F. (2004). Cultural Resources and Competitive Advantage of Tourism Destinations: The Case of Macao'. Paper presented at the 2nd APacCHRIE & 6th Biennial Conference, The Hong Kong Polytechnic University, 27-29 May 2004 Phuket, Thailand.
30. Kilic, H., & Okumus, F. (2004). The Role of the Government in Sustaining Competitive Advantage of a Tourist Destination: The Case of Macao'. Paper presented at the ATLAS Annual Conference 2004, April 4-6, 2004, Naples, Italy.
31. **Okumus, F, Altinay, M., & Arasli, H. (2002). Impacts of the On-going Economic Crisis in Turkey on the Hotel Sector in TRNC: Some Empirical Findings from Hotel Organizations in TRNC'. Presented at the 1st International Tourism Congress, Challenges and Prospects for the New Millennium, East Mediterranean University, November, 20-23 2002, Famagusta, Northern Cyprus.**

32. Okumus, F., & Karamustafa, K. (2002). Impacts of the Recent Economic Crisis in Turkey on the Turkish Hotel Sector: Empirical Findings from Hotels in Mugla and Nevsehir Regions. Presented at British Academy of Management Annual Conference (BAM2002), Middlesex University, September 9-11, UK.
33. Okumus, F and Altinay, L. (2002). Facilitating and Maintaining Qualitative Research Access into International Hotel Groups'. Presented at the 11th Annual Hospitality Research Conference (CHME), Leeds Metropolitan University, 3-4 April 2002, UK.
34. Şahin, Ö. and Okumus, F. (2002). MEB-YÖK Meslek Yüksekokulları Program Geliştirme Projesi Çerçevesinde Turizm İle İlgili 'Otel İşletmeciliği' ve 'Seyahat İşletmeciliği' Programlarının Uygulanmasında Karşılaşılan Sorunlar ve Çözüm Önerileri, Turizm Eğitimi Konferans / Workshop, 11-13 Aralık 2002, Ankara. (in Turkish)
35. Okumus, F. and Topaloglu C. (2002). Product Development and Differentiation in Tourism Destinations: Dalyan Orneği, (Product Development and Differentiation in Tourism Destination: The case of Dalyan), Turkey, Dokuz Eylül University, Turkish Tourism Research Institute 3. Tourism Symposium, 7-8 November 2002. İzmir, Turkey. (in Turkish).
36. Okumus, F. (2002). Creating and Sustaining Competitive Advantage in Hospitality Organizations, II. Turizm Surası Bildirileri I. Cilt, 12-14 Nisan Ankara, pp. 359-367. (in Turkish).
37. Okumus, F ve Cicek, E. (2002). Long-term Impact of the Recent Economic Crisis in Turkey on Hotels' in Bodrum, Turkey and 'Lessons for Hoteliers from this Economic Crisis, Paper presented at the 1st Tourism Congress Of Mediterranean Countries, Akdeniz University, 17-21 April 2002 (in Turkish).
38. Okumus, F. (2001). An Investigation into the Impact of the Recent Economic Crisis in Turkey on Hotels' in Bodrum, Turkey', 2nd Annual National Turkish Tourism Conference, Dokuz Eylül University, 6-7 December 2001, pp. 234-254. Izmir, Turkey.
39. Okumus, F. (2001). Muğla İli Turizminin Arz ve Talebinin Yapısal Analizi, 2000'li Yıllarda Ege Bölgesi Turizmini Değerlendirme Toplantısı, 11 Mayıs, Türkiye Turizmini Araştırma Enstitüsü, Dokuz Eylül Üniversitesi, İzmir, Turkey. (In Turkish).
- 40. Okumus, F. (2001). Contributing to the Mainstream Literature: Is it Possible or Just a Dream? Presented at the 10th Annual Hospitality Research Conference, South Bank University, London, 19-20 April 2001.**
- 41. Okumus, F. (2000). Implementing A Relationship Marketing Strategy in a Large International Hotel Group, Working paper presented at the British Academy of Management Annual Conference (BAM2000), Edinburgh, 13-15 September, Marketing Track, Conference Proceedings CD-ROM, paper no. 164.**
- 42. Okumus, F. & Roper, A. (2000). Towards a Strategy Implementation Framework. Working Paper presented at the British Academy of Management Annual Conference (BAM2000), Edinburgh, 13-15 September, Strategic Management Track, Conference Proceedings CD-ROM, paper no. 161.**
43. Okumus, F., & Roper, A. (1999). Implementing Strategic Initiatives in International Hotel Groups: Empirical Reflections From a Case Study, Working paper presented at the British Academy of Management Annual Conference (BAM99), Nottingham, 1-3 September, pp. 1387-1388.

44. Okumus, F. & Roper, A. (1999). Implementing Strategic Decisions in International Hotel Groups: Some Empirical Findings from a Pilot Case Study, Paper presented at 8th Annual Hospitality Research Conference (CHME), Surrey, 8 April, pp. 531-550.
45. Okumus, F. & Roper, A. (1998). An Investigation into the Implementation Process of Corporate Level Strategic Decisions in International Hotel Groups: Reflections from a Pilot Study, Working paper presented at the BAM98 Conference, Nottingham, 14-16 September, pp. 121-122.
46. Okumus, F. & Roper, A. (1998). Great Strategy, Shame about the Implementation!' Paper presented at 7th Annual Hospitality Research Conference (CHME), Glasgow 14-16 April, pp. 218-236.
47. Okumus, F. (1997). Barriers and Resistance to Change in Hotel Companies' Proceedings, Paper presented at EuroCHRIE & IAHMS Autumn Conference, Sheffield Hallam University, Sheffield, 13-15 November, pp. 289-294.
48. Okumus, F. (1997). An Investigation into the Strategy Implementation Process of International Hotel Groups, Workshop Presented at Sixth Annual Hospitality Research Conference, Oxford, 2-3 April, pp. 244-245.
49. Okumus, F. (1996). Management of the Organizational Change Process in Hotel Companies, Paper presented at Fifth Annual Hospitality Research Conference' Nottingham, 10-11, April, pp. 235-251.

Reports and Other Publications

1. Chen, P. Hua, N. Nusair, K. and Okumus, F. (2011). Developing Effective Communication Strategies for the Spanish and Haitian-Creole-Speaking Workforce in Hotel Companies. A research report submitted to Hospitality Industry Diversity Institute (HIDI) Conrad N. Hilton College, University of Houston.
2. Okumus, F. Kilinc, I. and Avci, U. (2005). The Role of Senior Executives in Creating Learning Organizations. Project Report was submitted to Turkish Sciences Academy.
3. Kozak, M. ve Okumus, F. (Eds.) (2004). *Tourism and Hospitality Inventory and Tourism Planning in Mugla Province*, Mugla: Tourism Office. This report/project was a contracted by the Ministry of Tourism, Turkey. Mugla University received funding for it.
4. Okumus, F. (2000). Strategy Implementation: A Study of International Hotel Groups, Unpublished PhD thesis, Oxford Brookes University, Oxford.
5. During the final stage of my PhD, I submitted a confidential research report to InterContinental Hotels & Resorts the process of implementing a relationship-marketing project in this hotel group in 1999.
6. During the final stage of my PhD I submitted a confidential research report to Forte Hotels on the process of implementing a yield-management project in this company in 1999.
7. Okumus, F. (1995). Managing Organizational Change Process in Hotel Companies and The Role of the Hotel Manager as a Change Agent, Unpublished MSc Dissertation, Oxford Brookes University, Oxford.
8. Okumus, F. (1992). Motivation and Productivity in the Hospitality, Industry: An Empirical Investigation' Unpublished MSc Thesis, Erciyes University, Kayseri, Turkey.

RESEARCH GRANTS AND CONTRACTS

External Grants and Contracts

- **Co-Principal Investigator**, Developing Effective Communication Strategies for the Spanish-Speaking and Haitian-Creole-Speaking Hospitality Workforce, funded **\$4,000** by Hospitality Industry Diversity Institute (HIDI), 2010-2011. Successfully completed in April 2011. UCF Project ID: 1050873.
- **Principal Investigator**, Hilton Orlando: Perception and Experiences of Professional Meeting Planners from Corporations and Associations, UCF Research ID: 1051013. Funded **\$19,831**. June 2010- September 2010 by the Hilton Orlando Hotel, Orlando, FL, USA. Successfully completed in September 2010. UCF Project ID: 1051013.
- **Principal Investigator**, Florida Based Meeting Planners' Perceptions and Experience of Orlando as a Meeting Destination. Funded **\$30,581** by the Orange/ Orlando Convention and Visitors Bureau on Destination Telemarketing, Orlando, FL, May 2010-August 2010. Successfully completed in August 2010. UCF Research ID: 1050912.
- **Principal Investigator**, Professional meeting planners' perception of Orlando, and other tourism destinations. Funded **\$195,000** by Orange/Orlando Convention and Visitors Bureau on Destination Telemarketing, Orlando, FL, U.S. March 2009-April 2010. Successfully completed in April 2010. UCF Research ID: 1048792.
- **Co-Investigator**, Relationship Between Employees' Environmental Knowledge, Awareness, Concern, Ecological Behavior and Their Intention to Implement Green Practices: An Empirical Investigation in HK and US Hotels. Funded HK\$ 105,000 (**US\$11,000**) by the Hong Kong Polytechnic University in 2010. Dr. E. Chan, Dr. W. Chan and Dr. Fevzi Okumus. Project ID: Polyu 4412/10H
- **Co-Investigator**, Strategic Service Reorientation of Hotel Firms towards Co-creation: An Exploratory Study of Upscale Hotels in Hong Kong. Funded HK\$201,250 (**US\$25,000**) by the Hong Kong Polytechnic University, Hong Kong, China. 2010-2011. I spent one week in Honk Kong in June 2010 and we completed the data collection process. We have submitted one article to a journal and we are currently working on another article from the project.

Internal Grants

- **Co-Principal Investigator**, Identifying Discrepancies of Career Expectations: a Comparison between the Central Florida Hospitality Industry Recruiters and Students of Hospitality Management Programs. Funded **\$7,497** by the University of Central Florida. In-house research grant, 2010-2011. UCF Research ID: 1050912.
- **Co-Principal Investigator**, Regional Destination Marketing: Towards a Collaborative Approach. UCF 2007 In-House Research Grant funded **\$7,500**. UCF Research ID: 1045222.
- **UCF Office of International Studies Course Development Project. UCF Spring Conference 2006. With Dr. Raymond Wang and Dr. Sandra Naipaul \$3,000.**
- UCF Faculty Centre for Teaching and Learning Course Innovation Project in 2006: **\$500**.

- Co-Investigator, **Postdoctoral Research Fellowship grant from The Hong Kong Polytechnic University for March 2003 to March 2005 (Approximately US\$120,000). Worked with Dr. Kevin Wong on a research project that aims to investigate how strategic management is taught in tourism and hospitality schools programs worldwide.**
- Principal Investigator, **A research grant from the Scientific and Technical Research Council of Turkey to carry out a study on learning organizations in the hotel industry in Mugla region in Turkey (\$4,000). The project was completed in 2006.**
- Principal Investigator, **An internal grant was secured from Mugla University, Turkey to investigate the competitive advantages of the hotel industry in the Mugla region of Turkey (\$5,000).**
- Co-Investigator, **An internal grant was secured from Macou Institute of Tourism, Macou, China to Investigate Competitive Advantage of Macou as a Tourism Destination in 2003-2004 (\$3,000).**
- **Travel Grant from the Turkish Academy of Sciences in 2001: \$500.**
- **PhD Scholarship/Support, Support from InterContinental Hotels in 1997-1999 about \$3,000.**
- **PhD Scholarship/Support, Support from Forte Hotels in 1997-1999 about of \$2,000.**
- **Grant/Scholarship - After taking a centralized competitive exam in 1993, I received a grant from the Turkish Higher Education Council to pursue my Master's and PhD degrees abroad from 1994-2000 over \$150,000.**

WORKING WITH GRADUATE STUDENTS

Chairing and Serving on PhD Dissertation Committees

- **Anil Bilgihan, Dissertation Committee Chair. His PhD dissertation is about e-commitment and loyalty in hospitality companies. He is expected to finish in Summer 2012.**
- **Elizabeth Yost, Dissertation Committee Member. Her PhD dissertation is about internal control in hospitality companies. Expected to finish in Summer 2012.**
- **Judy Holcomb, Committee Member, successfully complete in September 2010. Her PhD dissertation focused on CSR activities in hotel companies. She currently works as an assistant professor at Saint Leo University.**
- **Andrew Walls, Committee Member, successfully completed in August 2009. His PhD dissertation focused on experience marketing in hotel companies. He currently works as an assistant professor at San Francisco State University. He received the "Highly Recommended Dissertation Award" from Emerald.**
- **Izzet Kilic, Committee Chair, successfully completed and defended his dissertation in 2005, Dokuz Eylul University, Turkey. His PhD dissertation focused on strategic planning practices in Turkish hotels. He currently works as an assistant professor at Duzce University, Turkey.**

Chairing and Serving on Master Thesis Committees

- **Adi Hayat, Committee Chair (2010-2011).** Her thesis looked at meeting planners' destination selection criteria. She completed and defended her thesis in the Summer 2011 semester.
- **Sivika Saentanupap, Committee Member (2010-2011).** Her thesis looked at sustainability practices in Phuket Hotels, Thailand. She completed and defended her thesis in the Spring 2011 semester.
- **Sunny Kim, Committee Chair.** Her thesis looked at employees perception of green practices in hotel companies. She completed and defended her thesis in 2010 and received the "Best Thesis" award from the Rosen College.
- **Lisa Coobs, Committee Member.** Her thesis looked at relationship marketing practices in destination marketing organizations. Successfully completed and defended her thesis in 2007. She currently works in the hospitality industry.
- **Neslihan Colak, Committee Chair.** Her thesis looked at the role of incoming travel agents in promoting hotels in Marmaris, Turkey. She completed and defended in 2004, Mugla University, Turkey. She currently works as a lecturer at Mugla University, Turkey.
- **Hulya Isfendiyaroglu, Committee Chair.** Her thesis looked at outsourcing laundries in hotels in Mugla, Turkey. Successfully completed and defended in 2003, Mugla University, Turkey. She currently works as a lecturer at Mugla University, Turkey.

Honors Theses Supervision

- **Luisa F Alvarez, Committee Member, Successfully completed and defended in 2009.**
- **Rachel Perez, Committee Chair, Successfully completed and defended in 2007.**

CONFERENCES' SCIENTIFIC COMMITTEES

- **Member of Conference Scientific Committee, Advances in Hospitality and Tourism Marketing and Management Conference, 19-24 June 2011, Istanbul, Turkey.**
- **Member of Conference Scientific Committee, International Conference on Global Sustainable Tourism, November 15-19 2010, Mbombela, Nelspruit, South Africa.**
- **Chair of Management Track Papers, 15th Annual Graduate Education and Graduate Research Conference in Hospitality and Tourism 2010, Washington.**
- **Member of Conference Scientific Committee, 3rd Advances in Tourism Marketing Conference, Bournemouth 6-9 September, 2009 England.**
- **Chair of Management Track Papers, 14th Annual Graduate Education and Graduate Research Conference in Hospitality and Tourism 2009, Las Vegas.**
- **Member of Scientific Committee and Reviewer, International Conference under the framework of Istanbul 2010 European Capital of Culture, November 19-21, 2009.**

- **Member of Scientific Committee and Reviewer, International Tourism Conference on Culture and Event Tourism, November 2008, Akdeniz University, Alanya Turkey.**
- **Member of Conference Scientific Committee, 26th EuroCHRIE 2008 Conference in Hospitality, Dubai, October 11-14 2008.**
- **Member of Conference Scientific Committee: Advances in Tourism Research 2008, International Association for the Scientific Knowledge. Portugal.**
- **Member of Conference Scientific Committee, E-Business in Travel, Tourism and Hospitality, Athens, Greece, March 14 2008.**
- **Co-Chair of Planning Committee: 13th Annual Graduate Education and Graduate Research Conference in Hospitality and Tourism 2008. Orlando.**
- **Chair of Management Track Papers: 12th Annual Graduate Education and Graduate Research Conference in Hospitality and Tourism 2007. Houston.**
- **Chair of Management Stream Papers: 11th Annual Graduate Education and Graduate Research Conference in Hospitality and Tourism 2006.**
- **Member of Conference Scientific Committee and Reviewer: International Tourism Conference, November 2006, Akdeniz University, Alanya Turkey.**
- **Member of Conference Scientific Committee and Reviewer: International Congress on Coastal and Marine Tourism, Izmir Turkey, 2005.**
- **Reviewer: Second APacCHRIE Conference, 2004 Tenth Asia Pacific Tourism Association (APTA) Conference, Thailand.**
- **Reviewer: EuroCHRIE 2004 Conference, Turkey.**
- **Reviewer: ISTTE 2004 Conference, Hong Kong.**

Guest Lectures/Visiting Professor

- **Guest Lecture: Ten days of intensive teaching of an MBA subject: Managing People and Organizations in the Hospitality Industry at the Prince of Songkla University, Phuket, Thailand, June 2005.**
- **Guest Lecture: Visiting Professor to deliver a one day seminar on International Hospitality Operations and China Dimension. Institute for Tourism Studies, Macao, China, November 2004.**
- **Guest Lecture: Ten days of intensive teaching of an MBA subject: Managing People and Organizations in the Hospitality Industry at the Prince of Songkla University, Phuket, Thailand, June 2004.**
- **Guest Lecture: Service Quality Management in the Hotel and Tourism Industry for one week and research methods at the Hong Kong Polytechnic University, Hong Kong, November and December 2003.**

- **Guest Lecture: Visiting professor to speak on strategy implementation in tourism and hospitality organizations. Institute for Tourism Studies, Macao, China, May 10 2004.**
- **Guest Lecture: Implementing Strategic Decisions in International Hotel Firms' delivered to MBA (Hospitality) Open Learning Program students and academic staff at the School of Hotel and Restaurant Management, Oxford Brookes University, Oxford, UK, Saturday, February 2000.**
- **Guest Lecture: Guest Lecture on 'Implementing Strategic Decisions in International Hotel Groups', delivered with Dr Angela Roper to undergraduate students and academic staff at the School of Tourism and Hospitality Management, Bilkent University, Ankara, Turkey, April 15, 1999:**
- **Guest Lecture An all-day lecture on 'Managing the Change Process in Hotel Firms' to master's students in Economics and Management of Tourism and academic staff at the International Centre of Studies on the Tourism Economy, University of Venice, Italy. February 1997.**

Languages

- English
- Turkish
- German (lower intermediate)

KEVIN S. MURPHY
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Windermere, FL 34786
Phone 407-903-8035
Email: ksmurphy@mail.ucf.edu

EDUCATIONAL BACKGROUND

Virginia Polytechnic Institute and State University, Blacksburg, VA.

Ph.D. Hospitality and Tourism Management, Pamplin College of Business

Doctoral Dissertation, "An exploratory study of high-performance work practices for unit-level managers in the casual segment of the U.S. restaurant industry."

Major Professor: Michael D. Olsen

***Award:** 2007 Networked Digital Library of Theses & Dissertations Awards Sponsored by Sirius & Elsevier Journals, Top Twenty Dissertations Downloaded in the World Recognition for the year 2007. A first for a Hospitality Dissertation.*

***Award:** 2008 Emerald Journals Outstanding Doctoral Research Award for the Ph.D. Dissertation, Highly Commended Award, The International Journal of Contemporary Hospitality Management.*

MS Hospitality and Tourism Management, College of Human Resources

THESIS: "AN ANALYSIS OF THE EFFECT OF COMPENSATION OFFERINGS ON THE TURNOVER INTENTIONS OF RESTAURANT MANAGING PARTNERS FOR OUTBACK STEAKHOUSE."

Major Professor: Suzanne K. Murrmann

BS Hospitality and Tourism Management, College of Human Resources

Bentley College, Boston, MA.

AOS Department of Accounting, College of Business

PROFESSIONAL CERTIFICATIONS

Certified Executive Chef (CEC)

National Restaurant Association Servsafe Sanitation Certification

Certified HACCP Manager
Certified Food Safety Manager (CPFM)

UNIVERSITY EXPERIENCE

2003-present University of Central Florida, Rosen College of Hospitality Management, Orlando, FL.

Assistant Professor in the Foodservice & Lodging Management Department

Graduate Courses Taught:

- HFT 7876 Strategies & Tactics: Foodservice Management
- FSS 6365 Management of Corporate Foodservice Operations
- HFT 6596 Strategic Marketing in Hospitality Management

Undergraduate Courses Taught:

- HFT 4894 International Gastronomy Study Abroad
- HFT 4844 Sanitation in Foodservice (**Web mode**)
- HFT 4602 Independent Study
- HFT 4453 Food, Beverage and Labor Cost Control Management
- HFT 4295 Leadership and Strategic Management (**Mixed Mode**)
- HFT 4298 Hospitality Business Consulting
- HFT 4269 Case Studies in Multi-Unit Restaurant Mgmt. (**Mixed Mode**)
- HFT 4250 Hospitality Operations Management
- HFT 4274 Vacation Ownership Resort Management
- HFT 4343 Hospitality Facilities Planning & Design
- HFT 3263 Restaurant Management (**Mixed Mode**)
- FSS 3124 Supply Procurement Management (**Mixed Mode**)
- FSS 3008 Culture & Cuisine (**Mixed Mode**)
- FSS 2221 Techniques of Food Production (**Mixed Mode**)
- HFT 1000 Introduction to Hospitality & Tourism Management

UNIVERSITY EXPERIENCE CONTINUED

2000-2003 James Madison University, College of Business, Harrisonburg, Virginia.

Instructor in the Hospitality & Tourism Management Department

Undergraduate Courses Taught:

- General Business: Decision Making In a Modern Society

- Special Events and Meeting Planning Management
- Advanced Foodservice and Production Management I & II
- Theme Dinner Management
- Food Purchasing, Production & Control Management
- Culinary Arts
- Special Studies Abroad – French Gastronomy

1999-2000 Virginia Polytechnic Institute and State University, Blacksburg, VA.

Instructor in the Hospitality & Tourism Management Department

Undergraduate Courses Taught:

- HTM 4414 Food & Beverage Management (summer 1999 & 2000)

Graduate Teaching Assistant, Hospitality & Tourism Management Dept.

Undergraduate Courses Taught:

- HTM 4414 Food and Beverage Management Lab (fall 1999, spring 2000)

1991-1996 Virginia Polytechnic Institute and State University, Blacksburg, VA.

Lecturer in the Hotel, Restaurant & Institutional Management Department

(1991-1996 half-time appointment in HRIM; half-time in Continuing Education)

Undergraduate Courses Taught:

- Catering Management
- HTM Introductory Class (guest lecture)
- Food and Beverage Management (guest lecture)
- Food Production and Purchasing Management (guest lecture)

RESEARCH AND PUBLICATIONS

RESEARCH INTERESTS

Topics related to strategic management and human resources in the restaurant and foodservice industry including: competitive methods, competitive advantage, co-alignment, resource based view, human resource high performance work practices; compensation; performance and financial performance measurements; operational design; leadership; training and development.

PEER REVIEWED PUBLICATIONS

1. Murphy, K., Semrad, K. & Yost, E. (2012). The Impact of Discounting Room Rates on In-house Restaurant Sales, *International Journal of Hospitality and Tourism*

Administration. 13 (4). In press

2. Hummel, E. & Murphy, K.S. (2011). Using Service Blueprinting to Analyze Restaurant Service Efficiency. *Cornell Hospitality Quarterly*. 52 (3), pp 265-272.
DOI: 10.1177/1938965511410687 **(SSCI journal)**
3. Murphy, K.S., DiPietro, R.B., Kock, G., & Lee, J. (2011). Does Mandatory Food Safety Training and Certification for Restaurant Employees Improve Inspection Outcomes? *International Journal of Hospitality Management*. 30 (1), pp 150-156. **(SSCI journal)**
4. Murphy, K. S., & Williams, J. A. (2010). Human Resource Management High Performance Work Practices and Contextual Setting, Does Industry Matter? A Comparison of the U.S. Restaurant Sector to the Manufacturing Industry, *Journal of Food Service Business Research* 13 (4), pp. 283-303. **(Lead Article)**
5. Murphy, K. S. (2009). Strategic Human Resource Management Performance Metrics for Unit-Level Managers: An Exploratory Study of U.S. Casual Restaurants. *FIU Hospitality Review* 27 (3) pp. 20- 41.
6. Murphy, K. S., Olsen, M.D. (2009). Dimensions of a High Performance Management System: an Exploratory Study of the U.S. Casual Restaurant Segment. *International Journal of Contemporary Hospitality Management*, 21 (7) pp. 836-853. **(SSCI journal)**
7. Murphy, K. S., Murrmann, S. (2009). The Research Design Used to Develop a High Performance Management System Construct for U.S. Restaurant Managers. *International Journal of Hospitality Management*, 28 (4) pp. 547-555. **(SSCI journal)**
8. Murphy, K. S., DiPietro, R.B., Rivera, M., Muller, C. (2009). An Exploratory Case Study of Factors That Impact the Turnover Intentions and Job Satisfaction of Multi-unit Managers in the Casual Theme Segment of the US Restaurant Industry. *Journal of Food Service Business Research*, 12 (3) pp. 200-218. **(Lead Article)**
9. Rivera, M., DiPietro, R.B., Murphy, K.S., Muller, C. (2008). Multi-Unit Managers: Training Needs and Competencies for Casual Dining Restaurants, *International Journal of Contemporary Hospitality Management*, 20 (6) pp. 616-630. **(SSCI journal)**
10. Murphy, K. S., (2008). Strategic Human Resource Management - high performance people system as core competencies. *Handbook of Strategic Hospitality Management*. London: Elsevier. Olsen, M. D., Zhao, J. L., Pizam, A., editors. pp. 267-300.
11. Murphy, K.S., DiPietro, R.B. & Murrmann, S. (2007). A Proposed Research Agenda For the Refinement of the High Performance Work System Construct in U.S. Casual Dining Restaurants. *International Journal of Hospitality and Tourism Administration*, 8 (4) pp. 99-106.
12. Murphy, K. S. (2007). A Proposed Framework for Measuring Human Resource Intangible Value in Restaurant Organizations Using Economic Value Added. *Journal of Food Service Business Research*, 10 (3) pp. 3-23. **(Lead Article)**
13. DiPietro, R.B., Murphy, K.S., Rivera, M., Muller, C. (2007). Multi-Unit Management Key Success Factors In The Casual Dining Restaurant Industry: A Case Study. *International Journal of Contemporary Hospitality Management*, 19 (7) pp. 524-536. **(SSCI journal)**

14. Murphy, K.S., & DiPietro, R.B. (2005). Management Compensation as a Value-Added Competitive Method for Casual Theme Restaurants. *FIU Hospitality Review*, 23 (2) pp. 33-42.
15. Murphy, K. S., & Williams, J. A. (2004). The Impact Of Compensation On The Turnover Intentions of Outback Steakhouse Managers. *Journal of Food Service Business Research*, 7(1), pp. 63-80.

SSCI is the Social Science Citation Index

GRANTS AND CONTRACTS

- 007 The National Association of Catering Executives Center for Certified Catering Executives Educational Foundation Grant was awarded for the development of standards for the Certified Professional Catering Executive (CPCE) exam, study guide and related test materials. Co-Investigator.
(\$65,000)
- 007 Summer Research Institute Grant. Rosen College of Hospitality Management. Grant awarded to conduct survey research for The Center for Multi-Unit Restaurant Management at the Rosen College of Hospitality Management on general manager work practices in the casual segment of the restaurant industry.
(\$2,000)
- 006 Summer Faculty Development Institute on International Studies and Internationalization. Grant awarded to develop a new international study abroad program for the Rosen College of Hospitality Management.
(\$1,000)

FUNDED PROJECTS

- 2010 The Reefs Hotel and Resort, Foodservice audit and strategic plan focusing on the food and beverage operations of a five star boutique hotel with 3 restaurants and club. Guided the ownership through the transition of management team to a new leadership team, rewrote menus and organized a new purchasing system.
(\$15,000)
- 007 Aruba Timeshare Association (ATSA), Aruba. The 2nd Forum for the Future of Tourism Think Tank. A funded project to conduct a strategic planning think-tank for the development of future-oriented competitive methods and core competencies that will take advantage of the forces driving change in Aruba that were identified in the first think-tank.
(\$11,000)
- 2006 Aruba Timeshare Association (ATSA), Aruba. The Forum for the Future of Tourism in Aruba Think Tank. A funded project to conduct a think-tank to identify the major forces driving change in the tourism industry in Aruba and to describe future trends and events that are likely to affect the Aruba tourism industry in the next five to ten years.
(\$6,200)

MANUSCRIPTS UNDER REVIEW

1. Murphy, K. (2011). An Exploratory Study of Global Issues Impacting the Future of Tourism in the Dutch Antilles of Aruba. *ARA Journal of Tourism Research*. Submitted May, 2011.

2. Karson, K. & Murphy, K. S. (2011). Attracting Local Guests to Resort Food and Beverage Operations: The Case of the Orlando Resort & Spa. *Journal of Food Service Business Research*. Submitted June, 2011.
3. Lee, Seung, Bai, B. & Murphy, K. S. (2011). An Exploratory Study Of The Role Of Demographics In Influencing Guest Involvement When Obtaining A Discount. *Journal of Hospitality Marketing & Management*. Submitted August, 2011.
4. Murphy, K. S., Bilgihan, F., Boseo, M. & Kubickova, M. (2011). There is no 'I' in recovery: Hotel Managements' perspective of Service Recovery. *Journal of Hospitality Management*. Submitted July, 2011.

AWARDS AND HONORS

- 010 Rosen College of Hospitality Management chapter of Eta Sigma Delta (ESD), international honor society
Teacher Service Excellence Award for outstanding service to student organizations at the Rosen College
- 008 Emerald Journals Outstanding Doctoral Research Award for the Ph.D. Dissertation, *Highly Commended Award*, The International Journal of Contemporary Hospitality Management
- 2007 Networked Digital Library of Theses & Dissertations Awards Sponsored by Sirius & Elsevier Journals, *Top Twenty Dissertations Downloaded* in the World Recognition for the year 2007. *A first for a Hospitality Dissertation*
- 2007 Banfi Vintners Faculty Institute.
The Banfi Foundation grant of \$11,000 to the UCF Foundation to pay all expenses (airfare, hotels, all meals, all tours, wine, and instruction) for two UCF students and one faculty member to take Banfi's Wine Educators Program in Italy.
- 2007 International CHRIE, Herman Breithaupt Award, nominated
The recipient of this award must exhibit high professionalism, demonstrate a strong commitment to hospitality education, and have a record of contributions to International CHRIE and the industry as a chef/educator.
- 004 Rosen College Student Hospitality Association - Teacher of the Year, nominated
- 2004 Darden Restaurant Faculty Summer Institute. A \$4500 grant to attend the Hospitality and Management Faculty Internship week in Orlando, FL. At the International headquarters for Red Lobster Restaurants.
- 2004 Chapter Chef of the Year, American Culinary Federation (ACF)
ACF Chefs of Blacksburg, Virginia named Chapter of the Year, by ACF Virginia Region, President Kevin Murphy, MS, CEC, for his exemplary performance within the community and to the culinary industry over the past years.
- 2003 International CHRIE, Herman Breithaupt Award, nominated
The recipient of this award must exhibit high professionalism, demonstrate a strong commitment to hospitality education, and have a record of contributions to International CHRIE and the industry as a chef/educator.

- 1997 Eta Sigma Delta (ESD), an international honor society that recognizes exceptional scholastic achievement among hospitality and tourism students.
- 1995 Chapter Chef of the Year, American Culinary Federation (ACF)
ACF Chefs of Blacksburg, Virginia named Chapter of the Year, President Kevin Murphy, CEC, for his exemplary performance within the community and to the culinary industry over the past years.

CONFERENCE PRESENTATIONS, PEER REVIEWED

1. Murphy, Kevin S. (2011). Restaurant Revenue Management with Service Blueprinting. *2011 International Council on Hotel, Restaurant and Institutional Education Conference (CHRIE)*, Denver, Colorado, USA, July 27-30, 2011.
2. Murphy, Kevin S. (2010). Global Issues Impacting The Future Of Tourism in The Dutch Antilles of Aruba. *Proceedings from the 2010 International Council on Hotel, Restaurant and Institutional Education Conference (CHRIE)*, San Juan, Puerto Rico, USA, July 28-31, 2010.
3. Murphy, K., Semrad, K., and Yost, E. (2010). The Influence of Discounting Hotel Room Rates on Food And Beverage Revenues. *Proceedings of the European Institute of Retailing and Service Studies, Istanbul, Turkey, July 2-5, 2010.*
4. Croes, R., Semrad, K., Murphy, K., and Lebruto, E. (2009). An Exploratory Sales Forecasting Analysis: A Comparison of Time Series Models in Full Service Restaurants. *Proceedings of the 29th International Symposium on Forecasting, the International Institute of Forecasters, Kowloon, Hong Kong, June 21-24, 2009.*
5. Murphy, K. S. (2008), Dimensions of a High Performance Management System: A Study of the US Casual Restaurant Segment. *Proceedings: 2008 Annual International Society of Travel & Tourism Educators Conference, Dublin, Ireland, October 2, 2008.*
6. Murphy, K.S., DiPietro, R.B., Rivera, M. (2007). An Exploratory Study of Factors That Impact the Turnover Intentions of Multi-unit Managers of the US Restaurant Industry. *Proceedings of the First Hospitality and Leisure Conference, Lausanne Switzerland, July 5, 2007.*
7. Murphy, K.S., & DiPietro, R.B. Kaufman, T. (2006). A Proposed Research Agenda For Determining Best Human Resource Practices in U.S. Casual Dining Restaurants. *Advances in Hospitality Research: Vol. XI, Proceedings of the Eleventh Annual Graduate Education and Graduate Student research Conference in Hospitality and Tourism, Las Vegas, Nevada, January 3-5, 2006.*
8. Murphy, Kevin S. (2003). A Proposal for Obtaining Human Resource Intangible Value in Restaurant Organizations Using Economic Value Added. *Proceedings from the 2003 International Council on Hotel, Restaurant and Institutional Education Conference and Exposition, Palm Springs, California, July 27-30, 2003.*

9. Murphy, Kevin S. (2003). The Impact of Compensation on the Turnover Intentions of Outback Steakhouse Managers. *Proceedings from the 2003 International Council on Hotel, Restaurant and Institutional Education Conference and Exposition, Palm Springs, California, July 27-30, 2003.*
10. Murphy, Kevin S. (2003). Generating Economic Value Added (EVA) Through The Use Of Human Resource Intangibles in Foodservice. *Proceedings from the 2003 International Council on Hotel, Restaurant and Institutional Education Conference and Exposition, Palm Springs, California, July 27-30, 2003.*
11. Murphy, Kevin S. (2003). A Proposed Framework for Deriving Human Resource Intangible Value in Hospitality Firms Using Economic Value Added (EVA). *Advances in Hospitality Research: Vol. XIII, Proceedings of the Eighth Annual Graduate Education and Graduate Student research Conference in Hospitality and Tourism, Las Vegas, Nevada, January 3-5, 2003.*
12. Murphy, Kevin S. (2003). The Impact of Compensation on Management Turnover. *Advances in Hospitality Research: Vol. VIII, Proceedings of the Eighth Annual Graduate Education and Graduate Student research Conference in Hospitality and Tourism, Las Vegas, Nevada, January 3-5, 2003.*
13. MURPHY, KEVIN S.(2002). AN ANALYSIS OF THE EFFECT OF COMPENSATION OFFERINGS ON THE TURNOVER INTENTIONS OF RESTAURANT MANAGING PARTNERS FOR OUTBACK STEAKHOUSE. ADVANCES IN HOSPITALITYRESEARCH: VOL. VII, PROCEEDINGS OF THE SEVENTH ANNUAL GRADUATE EDUCATION AND GRADUATE STUDENT RESEARCH CONFERENCE IN HOSPITALITY AND TOURISM, HOUSTON, TEXAS, JANUARY 5-7, 2002.

NON-REFEREED PUBLICATIONS

1. Murphy, K. S. (2009). The Outlook of Tourism in Aruba. Dick Pope Institute (DPI), Orlando, Florida. http://hospitality.ucf.edu/dick_pope.html
2. Murphy, K. S. & Ashley, R. A. (2009). *Quantity Food Production Management 3rd ed.* Hoboken, NJ., John Wiley & Sons Inc. ISBN 0-470-09884-8.
3. Murphy, K. S. (2008). A Framework for the Future of Tourism in Aruba. Aruba Time Share Association (ATSA), Oranjestad, Aruba.
4. Murphy, K. S. (2007). Visioning the Future of Tourism in Aruba White Paper. Aruba Time Share Association (ATSA), Oranjestad, Aruba.
5. Murphy, K. S. & Ashley, R. A. (2006). *Quantity Food Production Management 2nd ed.* Hoboken, NJ., John Wiley & Sons Inc. ISBN 0-470-09884-8.
6. Murphy, K. S. & Ashley, R. A. (2004). *Quantity Food Production Management.* Hoboken, NJ., John Wiley & Sons Inc. ISBN 0-470-03843-8.

INVITED PRESENTATIONS

Orlando Home and Leisure Magazine, *Silver Spoon Awards* 2010, guest panelist.

“Re-Invent, Re-Think, Re-Tool”, panel member for the Food Service Consultants International (FSCI) and NAFEM Show, on February 4, 2009, Orlando, FL.

“Visioning the Future of Tourism in Aruba”, The presentation of the results of the white paper from the first two think-tanks on the Aruban hospitality and tourism industry to the Aruba Timeshare Association held on December 12, 2008 in Palm Beach, Aruba.

“A Framework for the Future of Tourism in Aruba”, The 2nd think-tank workshop on the Tourism Industry in Aruba. Sponsored by the Aruba Timeshare Association held on November 23 & 24, 2007 in Palm Beach, Aruba.

“Engaging the Millennium Generation” Presented a seminar on engaging the new generation of employees. Navy Lodge Seminar at Annual Worldwide Conference, April 23, 2007

Grand Hospitality Gala at Sea World for the Dick pope Institute fund raiser. Worked with student on the event that raised over \$100,000 for the DPI on April 28, 2007.

“Visioning the Future of Tourism in Aruba”, A think-tank workshop on the Hospitality and Tourism Industry in Aruba. Sponsored by the Aruba Timeshare Association held on November 14, 2006 in Oranjestad, Aruba.

“Increasing Menu Sales Through Suggestive selling”. Educational seminar delivered to The Dutch Association of Restaurateurs, November 30, 2006, Palm Beach, Aruba.

“Menu Development and Enhancement”. Educational seminar delivered to The Aruba Gastronomic Association, November 24, 2006, Palm Beach, Aruba.

“Seminar on Strategic Direction of Museum Foodservice”, presented at the Virginia Museum of Fine Arts on April 23, 2002, Richmond, VA.

“Menu Development and Enhancement”. Educational seminar delivered to Virginia 4-H Center. January 24, 2000, Roanoke Virginia.

EDITORIAL BOARD AD-HOC REVIEWER

2009 - present *International Journal of Hospitality Management*

2009 - present *Cornell Hospitality Quarterly*

2009- present *Journal of Hospitality and Tourism Research*

2006- present *International Journal of Contemporary Hospitality Management*

2010- present *Journal of Quality Assurance in Hospitality and Tourism*

2010- present *International Council of Hotel, Restaurant, Institutional (CHRIE),
Educators Conference*

2009- present *International Society of Travel and Tourism Educators (ISTTE) Conference*

2009- present *Annual Graduate Education and Graduate Student Research in Hospitality*

DOCTOR OF PHILOSOPHY COMMITTEE MEMBERSHIP AT ROSEN COLLEGE

- Monica Carpenter , Department of Hospitality Services, Rosen College
- Marcelino Kock, Department of Foodservice Lodging management, Rosen College
- Edwin Nester (withdrawn), Department of Foodservice Lodging management, Rosen College

MASTER OF SCIENCE COMMITTEE MEMBERSHIP AT ROSEN COLLEGE

- Gary Deel (2010), Rosen College of Management

HONORS IN THE MAJOR, ROSEN COLLEGE OF MANAGEMENT

- Megan Watson (2006) Rosen College of Management

SERVICE AND ADMINISTRATIVE DUTIES

ACADEMIC STANDING COMMITTEES

2010-12 University Faculty Senate

2008-present University Course Review Committee (UCRC)

2008-09 College Faculty Assembly, Chair

2008-09 College Executive Committee

2008-09 University Policy & Curriculum Committee (UPCC)

2008-present College Graduate Policy and Curriculum Committee

2007-08 College Faculty Assemble, Vice Chair

2006-present Undergraduate Policy and Curriculum College Committee

2003-present College International Committee

2010-present Doctoral Rotation Committee

AD-HOC COMMITTEES

- 009-10 College Master's in Science curriculum review committee. Five year curriculum review and proposals
- 009-10 Foodservice Lodging Management undergraduate curriculum degree review committee. Five year curriculum review and changes planned, executed and carried through the college and university committees.
- 009-10 Foodservice Lodging Management annual evaluation research review committee.
- 008-09 Graduate Policy and Curriculum Committee review of Ph.D. degree program and revision recommendations for 2012.

COURSE DEVELOPEMENT

- 011 FSS 3008, Culture and Cuisine (6 credit). Developed a four week study abroad to Italy, including Rome, Florence, Tuscany, Pisa, Venice, Siena, Luca and the Italian Riviera for sixteen students on the topics of culture and cuisine, wine and food.
- 010 HFT 4894, International Gastronomy Summer Study Abroad (6 credit). Developed and led a five week study abroad to Italy, including Sicily, Rome, Florence, Tuscany, Pisa, Venice, Siena and Luca for fourteen students on the topics of culture and cuisine, wine and food.
- 009 HFT 4844 Sanitation in Foodservice. Developed a web based mode of this course on Webcourses. Including a national certification test for student certification.
- 009 HFT 3263 Restaurant Management. Developed a web based mode of Restaurant Management course on Webcourses.
- 009 HFT 4894, International Gastronomy Summer Study Abroad (6 credit). Developed and led a four week study abroad to Italy for twenty-three students on the topics of culture, cuisine, wine and food.
- 008 FSS 3008 Culture & Cuisine. Developed a mixed mode web base version of this course on Webcourses.
- 008 HFT 4269 Case Studies in Multi-Unit Restaurant Management. Developed a mixed mode web base version of this course on Webcourses.
- 007 IDL 6543 Faculty Development Certificate Program. Earned authorization to develop web based courses for the Rosen College of Hospitality Management through the completion of 70 hours of training. (\$2,000)
- 007 HFT 4894, International Gastronomy Summer Study Abroad (6 credit). Developed and led a three week study abroad to France and Italy for fourteen students on the topics of culture, cuisine, wine and food.
- 006 HFT 4295 Leadership and Strategic Management. Developed a mixed mode web base version of this course on Web CT.
- 006 HFT 4894, International Gastronomy Spring Study Abroad (3 credit). Developed and led a one week

study abroad to Paris and Lyon, France for twenty-four students on the topics of culture, cuisine, wine and food

005 HFT 4894, International Gastronomy Spring Study Abroad (3 credit). developed and led a one week study abroad to Paris and Avignon, France for thirty-six students on the topics of culture, cuisine, wine and food.

002 Special Topic, Spring Study Abroad (3 credit). Developed and led a one week study abroad to Paris and Beaune, France for twenty-two students on the topics of culture and cuisine, wine and food.

STUDENT ACTIVIES

010 National Restaurant Association (NRA), Michael E. Hurst, Salute to Excellence, Faculty Advisor. Travel to the NRA annual show in Chicago with two outstanding students to attend the Salute to Excellence forum, workshops and Gala.

009 Pappas Work Preview Event, Escorted three students to the Papaps Restaurant Group's headquarters in Dallas, TX on April, 17- 19, for a weekend long interview and work preview

004- 2008 National Restaurant Association (NRA), Michael E. Hurst, Salute to Excellence, Faculty Advisor. Travel to the NRA annual show in Chicago with two outstanding students to attend the Salute to Excellence forum, workshops and Gala.

006 "Dessert" a presentation and demonstration of patisserie for UCF student housing on April 23, 2006.

003-present Eta Sigma Delta Honor Society (ESD), Rosen College of Hospitality Management, University of Central Florida, Faculty Advisor to the largest chapter of ESD in the world.

001- 2003 Eta Sigma Delta Honor Society (ESD), James Madison University, Showker College of Business, Hospitality Management Department Founding Faculty Advisor.

PROFESSIONAL MEMBERSHIPS

2000-present Council on Hotel Restaurant Institutional Education (CHRIE)

1992-present National Restaurant Association, employer affiliation.

1989- 2005 American Culinary Federation (ACF)

1989- 2005 World Association of Cooks

MANAGEMENT EXPERIENCE

1996-1999 L & R Inc. T/A THE FARMHOUSE RESTAURANT, Christiansburg, VA.

Vice President and General Manager

Responsible for the overall operation of a 650-seat restaurant with banquet facilities for 250, a 110-seat lounge, and off-property catering business. Duties include the management of: employees engaged in sales and marketing, an in-house accounting office, compilation of financial statements, banquet and catering, dining room and lounge staff, operation of kitchen and the renovation and

maintenance of a 4.5 acre complex.

1991-1996 VIRGINIA TECH DONALDSON CONFERENCE CENTER, Blacksburg, VA.

Associate Director (Oct. 1994 - Jan. 1996)

Managed the overall facility and personnel of the lodging office, sales and catering, and food and beverage departments. Hospitality and Tourism Management Department faculty member (half-time appointment) instructing catering management course and responsible for overall performance of Fine Dining restaurant lab courses.

Food and Beverage Director (Oct 1991 – Oct. 1994)

Managed all food and beverage operations and sales office. Provided budget projections for food and beverage operation. Revived failing food and beverage operation. Planned complete renovation and implementation of new dining room and instructional kitchen.

1990-1991 RAMADA AIRPORT HOTEL, Boston, MA

Executive Chef

Managed the overall operation of all food outlets, employees, ordering, and inventory cost controls for a 350-room unionized hotel with banquet facilities for 550 and two restaurants.

1989-1991 AT EASE CUISINE, Boston, MA

Owner

Started and operated catering company that catered social and business events in metropolitan Boston for a variety of business and social clientele.

1988-1989 WORLD TRADE CENTER, Boston, MA

Executive Sous Chef

Responsible for the daily operation of banquet facilities (feeding from two to 4,000), and the management of two restaurants for a multi-use state-of-the-art conference facility.

1986-1988 J. BILDNER AND SON, Boston, MA

Executive Chef

Responsible for the operational management of the main commissary and catering kitchen for a ten unit restaurant and retail chain. Prepared catered events for an upscale business and social clientele in the greater Boston area.

1980-1986 SHERATON BOSTON HOTEL, Boston, MA

Sous Chef

Seven years of high volume experience at The Sheraton International Corporation's flagship hotel. 1650 rooms, seven food outlets, banquet facilities for up to 5,000. Worked and managed all areas of hotel kitchen. Completed four years of quality apprenticeship in the Corporate Sous Chef Apprentice Program.

1976-1980 Wellesley Country Club, Wellesley, MA.

Assistant Chef

JAMES P. HOGG

804 Royalton Road Orlando Florida 32825
407-230-1983 · jhogg@mail.ucf.edu

EDUCATION

Ph.D.	Education in Instructional Technology	University of Central Florida	Orlando, FL	May 2010
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Dissertation : Designing and Experiential Web-Based Learning Model to Deliver the Acquisition and Application of Knowledge to Hospitality Event Management Students' Using Role-Play Simulations

MHRT.	Masters of Hotel Restaurant and Tourism Management	University of South Carolina	Columbia, SC	1994
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B.S.	Hotel, Restaurant and Tourism Administration	University of South Carolina	Columbia, SC	1992
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HIGHER EDUCATION EXPERIENCE

Lecturer Rosen College of Hospitality Management University of Central Florida	2010 - Present
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Adjunct Faculty Rosen College of Hospitality Management University of Central Florida	2007 - 2010
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Graduate Research Assistant Institutional Effectiveness Registrar's Office University of Central Florida	2005 - 2007
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GRANTS

Rosen College Research Grant: The Impact of an Incentive Travel Program on Organizational Commitment, Job Satisfaction and Intentions to Stay

PUBLICATIONS

Scholarly Articles Accepted by Editors

Hogg, J. (2009) Technology Forecast: The Rebirth of Our Industry. *PCMA Convene*, December 2009

Hogg, J. (2008) Technology Issue: The Virtual Secretary. *Plan Your Meetings Magazine*, November 2008

Other Articles

Burks, M. (July, 2008) School Virtually: Higher Education Gets a Second Life, *San Diego City Beat*, Interviewed in Article

Book Chapters

Silvers, J.R (2004) Professional Event Management, Hoboken, NJ: John Wiley & Sons. (In Progress: Technology Content to Every Chapter)

Manuscript and Proposal Reviewer

International Journal of Contemporary Hospitality Management

International Journal of Hospitality Management

Refereed Conference Proceedings

MPI PEC-NA National Conference: Houston, TX February 2008: Virtual Meetings: An Overview of Second Life for Meeting Professionals (Podcasted)

MPI PEC-NA National Conference: Houston, TX February 2008: Emergent Technologies for Meeting Professionals (Podcasted)

AECT International Conference: Anaheim, CA October 2007: Teaching within the Kaleidoscope: Factors Affecting Faculty Adoption of Podcasting within Higher Education

AECT International Conference: Anaheim, CA October 2007: Collaboration: How to Make a Virtual Team Effective

STC Conference: Atlanta, GA March 2006: Connecting New Technologies and Educational Goals: Analyzing Game Engines for “Serious Game” Development

STC Conference: Atlanta, GA March 2006: Storytelling in Knowledge Management: An Effective Tool for Uncovering Tacit Knowledge

AECT International Conference: Dallas, TX October 2006: Storytelling in Knowledge Management: An

Effective Tool for Uncovering Tacit Knowledge (Podcasted)

Sloan-C Asynchronous Learning Conference: Orlando FL November 2005. Analysis of Game Engines for “Serious” Game Development

Presentations Presented at International Refereed Conferences

MPI WEC International Conference: Salt Lake City, UT May 2009: Emergent Technologies of the Next Millennium.

MPI WEC International Conference: Salt Lake City, UT May 2009: Mobile Devices and Wireless Communications

MPI WEC International Conference: Salt Lake City, UT May 2009: Platforms and Technology for Conducting Meetings Online

MPI PEC-NA National Conference: Houston, TX February 2008: Virtual Meetings: An Overview of Second Life for Meeting Professionals

MPI PEC-NA National Conference: Houston, TX February 2008: Emergent Technologies for Meeting Professionals

AECT International Conference: Anaheim, CA October 2007: Collaboration: How to Make a Virtual Team Effective

MPI SEC Regional Conference: Orlando, FL October 2007: A Second Life for Meetings Professionals

AECT International Conference: Dallas, TX October 2006 : Connecting New Technologies and Educational Goals: Analyzing Game Engines for “Serious Game” Development

AECT International Conference: Dallas, TX October 2006 : Storytelling in Knowledge Management: An Effective Tool for Uncovering Tacit Knowledge

STC Conference: Atlanta, GA March 2006: Storytelling in Knowledge Management: An Effective Tool for Uncovering Tacit Knowledge

Sloan-C Asynchronous Learning Conference: Orlando FL November 2005. Analysis of Game Engines for “Serious” Game Development

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- National Plastics Association
- Transtech National Transportation Association
- National Association of Pet Sitters
- International Associations
- Executive Development Retreats
- Destination Management Companies
- Individual Resorts

Speaking topic areas.

Technology's Wild Ride: Using Technology Tools for Branding, Increasing Sales and Enhancing Organizational Objectives

Digital Marketing: Social Media, Emerging Media and New Technology Applications for Business Professionals

Techno-Organizational Development: Using Technology to Enhance Organizational Objectives and Effectiveness While Supporting the Organization Vision and Mission

Critical Mass: New Meeting Platforms and Technologies for Associations to Conduct Meetings Online

Service on a molecular level: Nanotechnology and Biotechnology applied into the Hospitality Industry.

Meet me on the Web: Web-based Platforms, Environments, and Software Applied to the Hospitality Industry

Digital Personas: Virtual Meetings, and Social Media Applications for Hospitality Professionals

On the Move: Mobile Applications for the Hospitality Professional

Emergent Technologies and Social Media for Meeting Professionals

Technologies of the Next Millennium Part 1 and Part 2 for Hospitality Professionals

ACADEMIC CERTIFICATIONS

Phi Kappa Phi Honors Society 2007 - Present
University of Central Florida

ADL 5000 2009
Teaching Mixed Mode and Online Classes

ACADEMIC SERVICE

UCF Undergraduate Research Committee 2010 - Present

Undergraduate Curriculum and Design Committee 2010 - Present

Continuing Education Committee 2010 - Present

Faculty Advisor 2009 - Present
MPI Knight Student Group
University of Central Florida

UCF Central Florida Theme Park Advisory Board 2009 - Present
(Member)

UCF Event Management Degree Advisory Board 2009 - Present
(Board Member)

UCF Faculty Marshall 2007 - Present
University of Central Florida

ACADEMIC AWARDS

Phi Kappa Phi Honors Society University of Central Florida	2007 - Present
Presidents List University of South Carolina	1991
National Deans List University of South Carolina	1991- 1994

CLASSES TAUGHT

- Event Technology
- Event Management II
- Event Design, Production, and Technology
- Hospitality Event Risk Management
- Convention Sales and Services
- Hospitality Information Systems
- Leadership and Strategic Management in Hospitality
- Theme park and Attractions Management
- Product Development in Theme Parks and Attractions
- Hospitality Communications
- Tourism Geography
- International Travel and Tourism
- Hospitality Branding
- FERPA

PROFESSIONAL

ORGANIZATIONS

International Council on Hotel, Restaurant and Institutional Education (ICHRIE)	2007 - Present
Florida Chapter of CHRIE	2007 - Present
Phi Kappa Phi (International Education Honors Society)	2007 - Present
Meeting Professionals International (MPI)	2007 - Present
Themed Entertainment Association (TEA)	2006 - Present
Association for Education, Communications and Technology (AECT)	2005 - Present

PROFESSIONAL ADVISORY BOARDS

Event Management Advisory Board	2009 - Present
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(Board Member)

International Association of Conference Centers (IACC) 2009 - Present
(Board Member)

Plan Your Meetings Magazine Advisory Board 2008 - Present
(Board Member)

HOSPITALITY MANAGEMENT EXPERIENCE

President 2003 - 2005
GU Consulting Group

General Manager / Corporate Trouble Shooter 2001 - 2003
Advantica Restaurant Group
Denny's Inc.

Engineering Administration 1999 - 2001
The Walt Disney Company
Disney's Yacht and Beach Club Resort
MAXIMO Task Force and Deployment Team
Opening Team Disney's Animal Kingdom

Restaurant Guest Service Manager / Duty Manager 1996 - 1999
The Walt Disney Company
Epcot
QSR, Fine Dining, Outdoor Foods

Training and Development 1995 - 1996
Opening Team California Grill
The Walt Disney Company
Contemporary Resort

Restaurant Lead 1992 - 1995
Grand Floridian Cafe
The Walt Disney Company
Grand Floridian Beach Resort

Restaurant Trainer, Server, and Bartender 1992 - 1994
Harper's Restaurant
Columbia, SC

Restaurant Supervisor / Assistant Manager 1988 - 1992
Embassy Suites Hotels
Columbia, SC

VITAE

Khaldoon “Khal” Nusair, PhD

University of Central Florida
Rosen College of Hospitality Management
9907 Universal BLVD
Orlando, FL 32819
407-903-8170
Khaldoon.Nusair@ucf.edu

EDUCATION

- Ph.D. Hospitality Management, GPA 3.83/4.00 2007
Concentration: Information Systems, Marketing, & Research Methodology
The Ohio State University, Columbus, OH
- M.S. Management Information Systems, GPA 4.0/4.0 2003
College of Business-State University of New York at Stony Brook, New York
- New York State Advanced Certificate in Information Systems 2003
- M.S. Industrial Management, GPA 3.7/4.0 1996
College of Engineering-State University of New York at Stony Brook, New York
- B.S. Administrative Sciences, GPA 3.2/4.0 1992
College of Economics & Administrative Sciences-Yarmouk University, Jordan

COMPUTER SKILLS

- Operating Systems* – Sun Solaris, HP-UX, Windows
Programming Languages – C++, Java, Visual Basic for Applications (VBA), UNIX
Shell Programming, HTML, XML, BASIC, COBOL
Statistical Software - SPSS, AMOS, SAS, LISREL

HONORS and AWARDS

- **Best Paper Award**, Journal of Hospitality and Tourism Technology, The 16th Graduate Conference (2011), Houston, TX.
- **Best Paper Award**, International Hospitality Information Technology Association Conference, University of Central Florida, June, 2010
- **Best Paper Award**, International Conference on Services Management, Penn State University, May 2008
- **Excellence in Research Award**, The Ohio State University, Spring 2007
- **Nominated for the Bradford Best Paper Award** – ICHRIE- 09
- Nominated for **Excellence in Teaching Award**, The Ohio State University – Spring 2006.
- Graduated **Summa Cum Laude** with a **4.0/4.0 GPA** from the State University of New York at Stony Brook (*M.S. degree in Management Information Systems*).
- Graduated **Magna Cum Laude** with a **3.7/4.0 GPA** from the State University of New York at Stony Brook (*M.S. degree in Technological Systems Management*).

TEACHING EXPERIENCE

Assistant Professor, Rosen College of Hospitality Management, University of Central Florida 2007-Present:

Taught the following undergraduate courses

- Hospitality Information Systems (HFT3444): Fall 07, 08, 09, 10, & 11; Spring 08, 09, 10, & 11; Summer 08, 09, 10, & 11
- Event Technology (HFT3443): Fall 07, 08, & 09
- Hospitality Managerial Accounting (HFT 3431): Fall 08 & 09; Spring 08 & 09; Summer 08, 09, & 10.
- Independent Study (HFT 4906): Spring 10
- Directed Independent Research (HFT 4912): Summer 09

Taught the following graduate course:

- Information Technology in Hospitality & Tourism (HFT 6446): Fall 10 & 11; Spring 11
- Advanced Research Methodology (HFT 7859): Spring 12

Disney Scholars Program: Taught the following courses

- Hospitality Information Systems Fall 07, Spring 07, Fall 08 & 09

Instructor, Hospitality Management, The Ohio State University

2005-2007

Taught the following courses:

- Lodging Systems and Operations (HM 560)
- Hospitality Managerial Accounting (HM 460)

RESEARCH INTERESTS

- *Primary:* E-commerce, Information Systems, & Consumer Behavior
- *Secondary:* Marketing & Pricing Strategies

RESEARCH PUBLICATIONS

Books

Nusair, K. (2009). "Business-To-Customer Relationship Marketing for Travel Industry: The Role of Commitment." VDM Publishing House Ltd.

Refereed Journal Articles

Hua, N. & **Nusair, K.**, & Upneja, A. "Financial characteristics and outperformance: Evidence from the lodging industry." *International Journal of Contemporary Hospitality Management* (**Accepted**)

Cobanoglu, C., Ayoun, B., Connolly, D., & **Nusair, K.** (2013). "The effect of information technology steering committees on perceived IT management sophistication in hotels." *International Journal of Hospitality & Tourism Administration*, 14

Nusair, K. (2011). "Examining the relationship among service recovery, affective commitment, calculative commitment, and trust for e-travel retailers." *Journal of Information Technology and Tourism*, 12, 317-330.

Nusair, K., & Parsa, H.G., Cobanoglu, C. (2011). "Building a model of commitment for generation Y: An empirical study on e-travel retailers." *Tourism Management*, 32(4),

- Nusair, K.,** & Parsa, H.G. (2011). "Introducing flow theory to explain interactive online shopping experience in a travel context." *International Journal of Hospitality & Tourism Administration*, 12(1).
- Cobanoglu, C., Bilgihan, A., **Nusair, K.,** & Berezina, K. (2011). "The impact of Wi-Fi service in restaurants on customers' likelihood of return to a restaurant." *Journal of Foodservice Business Research*. 15(3)
- Chen, P., Okumus, F, **Nusair, K.,** & Hua, N. (2011). "Developing effective communication strategies for the Spanish and Haitian-Creole-Speaking workforce in hotel companies." *Worldwide Hospitality and Tourism Themes (WHATT)*, 3/4
- Bilgihan, A., Okumus, F., **Nusair, K.,** & Kwun, D. (2011). "Information technology and competitive advantage in hotel companies." *Journal of Hospitality and Tourism Technology*, 2(2), 139-154.
- Nusair, K.,** Hua, N., & Li, X. (2010). "A Conceptual framework of relationship commitment: E-travel agencies". *Journal of Hospitality and Tourism Technology*, 1(2).
- Kasavana, M., **Nusair, K.,** & Teodosic. (2010). "Online social networking: redefining the Human Web." *Journal of Hospitality and Tourism Technology*, 1(1). **Most Downloaded Article in 2011**
- Nusair, K.,** Yoon, H., Naipaul, S., & Parsa, HG. (2010). "Effects of price discount frames and price discount levels on consumers' perceptions." *International Journal of Contemporary Hospitality Management*, 22(10).
- Nusair, K.,** & Nan, H. (2010). "Comparative assessment of structural equation modeling and multiple regression research methodologies: E-commerce study." *Tourism Management*, 31, 314-324.
- Yoon, H., **Nusair, K.,** Parsa, H.G., & Naipaul, S. (2010). "Price formats, discounts and consumers' perceptions: A comparison between hospitality and non-hospitality industries." *Journal of Foodservice Business Research*. 13(1).
- Beldona, S., **Nusair, K.,** & DeMicco, F. (2009). "Online travel purchase behavior of generational cohorts: A longitudinal study." *Journal of Hospitality Marketing and Management*, 18(4), 406-420.
- Dickson, D., & **Nusair, K.** (2009). "The global hunt for talent in the digital age: The role of CV/resume scanning systems." *Worldwide Hospitality and Tourism Themes (WHATT)*.
- Nusair, K.,** Yoon, H., & Parsa, H.G. (2008). "Effect of utilitarian and hedonic motivations on consumer satisfaction with travel websites." *Journal of Information Technology and Tourism*, 10(1). **Nominated for the Bradford Best Paper Award – ICHRIE- 09**
- Nusair, K.,** & Kandampully, J. (2008). "The antecedents of customer satisfaction with online travel services: A conceptual model." *European Business Review*, 20(1), 4-19.

Nusair, K., & Parsa, H.G. (2007). "Critical factors in implementing HRIS (Human Resource Information Systems) in restaurant chains: A case study analysis." *Advances in Hospitality and Tourism*, 1(3).

Nusair, K., & Parsa, H.G. (2006). "Contributions of the white castle and Ingram family to the quick service restaurant industry: A case study." *Journal of Hospitality & Tourism Education*, 18(2), 5-11.

Manaktola, K. , Parsa, H.G., & **Nusair, K.** (2005). "Examining the crucial factors that contribute to the decision to implement a HRIS in the hospitality industry." *Journal of Tourism*, VII, 1-12.

Non-refereed Publications

Hua, N., **Nusair, K.** & Upneja, A. (2011). "Outperformance and Financial Characteristics: Signals to Watch in the Lodging industry." *Journal of Hospitality Financial Management*, 19(1).

Book Chapters

Nusair, K., Erdem, M., Okumus, F., & Bilgihan, A. "Online Social Networks in Travel." *Ashgate Publishing Group (Accepted)*.

Industry Reports

Cobanoglu, C., Erdem, M., **Nusair, K.,** & Berezina, K . (2011). "Restaurants IT trends for 2010." *Hospitality Technology*. " (In Press)

Erdem, M., **Nusair, K.,** & Schrier, T. (2011). "Hotel IT trends for 2011." *Hospitality Technology*.

Cobanoglu, C., Erdem, M., & **Nusair, K.** (2010). "Restaurants IT trends for 2010." *Hospitality Technology*.

Papers Under Review

Nusair, K. "Examining the Antecedents of eWOM Communication: The Moderating Role of Customer Value." *Journal of Travel Research*

Nusair, K., Bilgihan, A., & Okumus, F. "The Role of Online Social Network Travel Websites in Creating Social Interaction for Gen Y Travelers." *International Journal of Tourism Research*

Nusair, K., Bilgihan, A., & Okumus, F. "The Role of perceived risk, perceived utility, trust, and relational commitment in developing loyalty in online social network: generation y travellers." *Tourism Management*

Moufakkir, O., & **Nusair, K.** "Tourism and Goodwill." *Journal of Peace Research*

Research in Progress

Nusair, K. "Social media as a strategic E-marketing tool in the travel industry." Targeted for *Journal of Hospitality & Tourism Research*, Dec 11

Nusair, K., Barreda, A., & Okumus, F. "Developing brand image for social network." *Tourism Management*, Feb, 12

Nusair, K. "Mental accounting: Its effects on consumers evaluation of price discount frames and discount levels." Targeted for *International Journal of Hospitality Management*, March 12

Okumus, F., Nusair, K., & Bilgihan, A. "IT project implementation stages and the barriers associated with implementation in the lodging industry." May, 12

Book Review

Sigala, M. "Web 2.0 use in travel, tourism, and hospitality." Springer Publisher, New York.

Research Grants

- **Nusair, K.**, & Okumus, F. "Hospitality ABC Portal", Law Offices of Charles Hoff **\$245,000**. Pending Contract
- Wang, Y., **Nusair, K.**, Xiang, Z., & Fesenmaier, D. "2011 Mobile Marketing Toolkit", Destination Marketing Association International (DMAI) **\$82,705**. Under review
- **Nusair, K.** (2011). "The Pivotal Role of Social Media as a Medium for Social Interactions", Rosen College Grant **\$2,500**
- **Nusair, K.** (2010). "The Obstacles Facing Lodging Enterprises: To Comply with Payment Card Industry Data Security Standards (PCI DSS)", Rosen College Grant **\$2,000**
- Dickson, D., **Nusair, K.**, Kwun, D. (2010). "Customer Service Evaluation at Areas USA", Areas USA **\$20,000** (Project ID # 1051942)
- Chen, P., Okumus, F., **Nusair, K.**, & Hua, N. (2010). "Developing effective communication strategies for the Spanish-speaking and Haitian-Creole-speaking hospitality workforce", Hospitality Industry Diversity Institute (HIDI), University of Houston **\$4,000** (Project ID # 1050873)
- Okumus, F., Severt, K., **Nusair, K.**, & Kwun, D (2010). "Hilton Orlando Market Research Project", Hilton Orlando **\$19,831** (Project ID # 1051013)
- Okumus, F., **Nusair, K.**, & Severt, K. (2010). "Orlando Convention & Visitors Bureau (CVB) Market Research Project", Orlando Convention & Visitors Bureau (CVB) **\$30,581** (Project ID # 1050912)
- Haley, M., Cobanoglu, C., Connolly, D., & **Nusair, K.** (2009). "Payment card industry data security standards compliance phase II", American Hotel & Lodging Association **\$19,000**
- Hua, N., **Nusair, K.**, Chen, P. & Okumus, F. (2009). "Identifying Discrepancies of Career Expectations: a Comparison between the Central Florida Hospitality Industry Recruiters and Students of Hospitality Management Programs." **\$7,497** (Project ID # 1050671)

Refereed Conference Proceedings

Bilgihan, A., **Nusair, K.**, & Okumus, F. "The Role of Demographics in Predicting E-loyalty in Social Network Websites." *The 17th Graduate Students Research conference* (2012),

Auburn, AL

Bilgihan, A., **Nusair, K.**, & Okumus, F. "The Role of Commitment Dimensions in Creating Online Brand Image and e-Loyalty: The Case of Online Hotel Booking Websites." *The 17th Graduate Students Research conference (2012)*, Auburn, AL

Nusair, K., Bilgihan, A., and Okumus, F. "The Role of Social Media in Creating Social Interactions." *iHITA (2011)*, Austin, TX

Erdem, M., **Nusair, K.**, and Schrier, T. "Uncovering Applied Research Topics in Lodging Technology by identifying trends." *iHITA (2011)*, Austin, TX

Bilghan, A., **Nusair, K.**, & Okumus, F. (2011). "Social Networking Websites: Do generation Y use them before making decisions for hotels and restaurants." *The 16th Graduate Students Research Conference (2011)*, Houston, TX.

Bilgihan, A., Okumus, F., **Nusair, K.** and Cobanoglu C. (2011). "Barriers to Information Technology Change Project in Hotels." *The 16th Graduate Students Research Conference (2011)*, Houston, TX.

Hua, N., **Nusair, K.**, & Upneja, A. "Outperformance in the lodging industry! Five financial signals to watch." *The 23rd Annual Association of Hospitality Financial Management Educators (AHFME) Research Symposium*, New York

Nusair, K. "Examining the Causal Relationship Among Service Recovery, Affective Commitment, Calculative Commitment, and Trust for e-Travel Retailers." *iHITA (2010)*, **UCF Best Paper Award**

Bilgihan, A., Okumus, F., **Nusair, K.** & Kwun, D. "Can Information Technology Applications Help Hotels Create a Competitive Advantage?" *iHITA (2010)*, **UCF**

Nusair, K. "Developing A Model of Commitment for Online Travel Agents." *EUROCHRIE Conference (2008)*, Dubai.

Dickson, D., & **Nusair, K.** "The Global Hunt for Talent in the Digital Age: The Role of CV/Resume Scanning Systems." *EUROCHRIE Conference (2008)*, Dubai

Nusair, K. "A Comparative Assessment of Structural Equation Modeling (SEM) and Multiple Regression in Testing A Model of Commitment in B-to-C Travel Context." *International Conference on Services Management (2008)*, Penn State University

Yoon, H., **Nusair, K.**, Parsa, H.G., & Naipaul, S. "Pricing Discounts and Consumers' Perceptions: A Comparison Between Hospitality and Non-Hospitality Industries." *International Conference on Services Management (2008)*, **Best Paper Award**

Nusair, K., & Parsa, HG. "A Model of Commitment in B-To-C Travel Context: A Structural Equation Modeling." *I-CHRIE Conference (2008)*.

Nusair, K., Yoon, H., & Parsa, H.G. (2007) "Web Quality Dimensions that

Affect Satisfaction toward a Travel Web Site.” *Hospitality Graduate Conference*, Houston, TX. January.

Beldona, S., and **Nusair, K.**, & DeMicco, F. (2006). ”Longitudinal Analysis of Online Travel Purchase Behavior: 2000-2004.” *ICHRIE conference*, Washington DC.

Member, Graduate Thesis and Dissertation Committees

- Ms. Adi Hyatt’s Master Thesis Committee – Defense, June 2011
 - THESIS TITLE: ATTRIBUTES INFLUENCING MEETING PLANNERS’ DESTINATION SELECTION: A CASE OF ORLANDO, FL.
- Ms. Amy Gregory’s Dissertation Committee – Defense, May 2011
 - DISSERTATION TITLE: ASSESSMENT OF PRODUCT AND SERVICE ATTRIBUTES AND CONSUMERS’ WILLINGNESS TO PAY IN THE VACATION OWNERSHIP INDUSTRY USING THE KANO MODEL AND CONJOINT ANALYSIS
- Mr. Scott Smith’s Dissertation Committee
- Mr. Anil Bilgihan’s Dissertation Committee – Co-Chair
- Ms. Xu Li’s Dissertation Committee
- Ms. Marketa Kubickova’s Dissertation Committee

Professional Presentations

Nusair, K. Now that you scared me – what steps do I need to take to reduce PCI risks?
Hospitality Lawyer Conference, Feb 10

Nusair, K. What steps do I need to take to reduce PCI risks? *Research Colloquium*, Jan 09

Nusair, K. Effect of utilitarian & hedonic shopping motivations on consumer satisfaction.
Research Colloquium-UCF, Jan 09

Nusair, K. Understanding commitment in B-to-C travel context using structural equation modeling. *Research Colloquium-UCF*, Jan 08

Invited Conference Track Host

- Host for the Information Protection and Privacy track, *Hospitality Lawyer Conference*, Feb 3, 10
- Host for the Information Protection and Privacy track, *Hospitality Lawyer Conference*, Feb 4, 10

SERVICES AND PROFESSIONAL MEMBERSHIPS

- Currently serve as the Vice President of International Hospitality Information Technology Association (iHITA)
- Co-Chaired The 17th International Hospitality Information Technology Association *iHITA (June 2010)*
- Co-Chaired The 18th International Hospitality Information Technology Association *iHITA (June 2011)*, Houston - TX
- Serve on 4 Doctoral Dissertation Committees and one Master’s Thesis.
- Member of the following professional organizations: International Hospitality Information Technology Association (iHITA), Hospitality Finance and Technology Professional (HFTP).

- Serve(d) on the following committees: Finance Committee- *Chair*, Graduate Admissions Committee, Graduate Program Committee, International Relations, Doctoral Rotation Committee (DRC), Faculty Search Committee, and Department Curriculum Committee.
- Serve(d) on the following University committees: Strategic planning committee, & IT Advisory Committee
- Serves on the Editorial Advisory Board of the Journal of Hospitality and Tourism Technology (JHTT), International Journal of Hospitality & Tourism Administration (IJHTA), International Journal of Contemporary Hospitality Management (IJCHM), Journal of Tourism & Hospitality, and Journal of Multidisciplinary Research.
- Serve as a reviewer for the following journals: Cornell Quarterly, Journal of Quality Assurance in Hospitality & Tourism, International Journal of Hospitality Management, and Journal of Hospitality Marketing & Management.
- Serve as a reviewer for the following conferences: Graduate Conference, EuroCHRIE, & I-CHRIE
- Served as a faculty Marshal – Summer 10 graduation.
- Assisted with the review of RFPs for ICHRIE’s new website

INDUSTRY EXPERIENCE

ADECCO, CORPORATION, MELVILLE, NEW YORK

1998-2004

Autosys System Administrator (UNIX – Solaris Environment)

- Tested AutoSys batch jobs and migrating to a production environment
- Used AutoSys GUI or JIL to define a command job, a file watcher job, and a dependent command job
- Used VI macro programming for creating AutoSys .jil files
- Configured and troubleshoot the internal AutoSys environment
- Wrote Shell scripts to automated processing and AutoSys maintenance
- Configured AutoSys file and modified the tunable parameters in the file to control the behavior of AutoSys
- Administered the EDM system: checking media, verifying backup completion, reading the Daily Message File, running procedures automatically via Cron, and deleting existing entries in the crontab file
- Configured daily, monthly, and yearly backups on EMC Data Manager for offsite storage
- Wrote Shell scripts to restoring backups

Bank of Jordan, Jordan

1992-1995

Loan Processing Officer

- Analyzed incoming loan package documentation to determine necessary requirements for underwriting of loans
- Ordered and reviewed credit and appraisal reports to establish subject property suitability and to determine credit eligibility
- Verified all assets and employment to show stable savings and career history
- Examined initial Loan Analysis Worksheets to determine borrower’s qualification according to applicable guidelines
- Reviewed all matters pertaining to the borrowers in order to explain any inconsistencies found

GRADUATE COURSES COMPLETED

The following graduate level courses were taken at the Ohio State University and the SUNY-Stony Brook, NY:

Management Information Systems Courses

- Management Information Systems
- Systems Analysis & Design
- Systems Approach Human-machine Interaction
- Database Management
- Telecommunication Networks
- Decision Support Systems
- Management of Corporate Data Resources

Business Courses

- E-Commerce Technologies
- Operations Management
- Marketing Strategies
- Consumer Behavior
- Investment Analysis
- Financial Management
- Corporate Finance
- Quality Management
- Entrepreneurship
- Decision Making Techniques
- Pricing Strategies and tactics
- Marketing Research
- Marketing
- Quantitative Methods in Business

Doctoral Seminars

- Pricing Strategies
- Services Marketing
- Consumer Behavior I
- Consumer Behavior II
- Organization Behavior
- Leadership

Statistics & Research Methods Courses

- Res. Methods I - ANOVA
- Res. Methods II – ANOVA
- Res. Methods III – MANOVA, Multiple Regression, Principle Component Analysis
- Structural Equation Models I
- Structural Equation Models II
- Market Research
- Qualitative Research

NOTE: AVERAGE STUDENTS' PERCEPTION OF INSTRUCTOR (SPI): 4.1 OUT OF 5

ROBERTICO R. CROES, Ph.D

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FIELDS OF INTEREST

Econometrics Applications in Tourism and Hospitality, Tourism Demand Analysis and Forecasting, Tourism Economic Impact, Project Feasibility Analysis, Competitive and Sustainable Tourism in Tourism Development Analysis, Tourism Development Concepts and Methodology, Tourism Development Applied to Poverty Alleviation, Tourism Development in Small Islands and developing countries.

EDUCATION

Ph.D in Applied Economics, 2000, University of Twente, Enschede, the Netherlands.
M.A. International Political Decision-making, 1985, University of Southern California at Los Angeles, California, USA.
Law degree in Public International Law, 1980, Universidad de Bogota, Colombia.

EMPLOYMENT

- Associate Professor (2002 – present): Rosen College of Hospitality Management, University of Central Florida.
- Interim Chair Department of Tourism, Events and Attractions.
- Associate Director of the Dick Pope Sr. Institute for Tourism Studies.
- Affiliate Faculty member of the Latin American, Caribbean and Latino Studies Institute at UCF.
- Visiting International Faculty (2003 – present) of the Master and PhD programs in Tourism and Environmental Economics at the University of the Balearic Islands, Spain.
- Minister of Finance of Aruba (1998–2001).
- Minister of Economic Affairs and Tourism of Aruba (1994–1998).
- Vice-president of the Caribbean Tourism Organization (CTO) (1995-1998).
- Member of Parliament of Aruba and Member of the Latin American Parliament (Parlatino) (1989-1994).
- Deputy Secretary-General of the Christian Democratic Organization for the Americas (ODCA) (1992-2001).
- Director of the Department of Foreign Affairs of Aruba (1986-1989).
- Chairman of the Dutch-Aruban Cultural Commission (1987-1988).
- Staff member in the division of international organizations at the Department of Foreign Affairs of the Netherlands Antilles (1980-1982).

GRANTS AND CONTRACTS AT UCF

- A study on tourism economic impact of eight market segments in Osceola County 2011 (\$90,000)-PI.
- The Curacao North Sea Jazz Festival, 2011 (\$7,500) - Co-PI.
- The strategic tourism plan for the island of Aruba, Aruba Tourism Authority, 2011 (\$121,540.00) _PI.
- The economic and tourism potentials of the Soul Beach Music Festival, Aruba Tourism Authority, 2011 (\$24,483.00)- PI.

- Economic Impact Study for the Curacao Tourism Board, 2010 (\$24,780.00) – PI.
- Data Management Project for the Curacao Tourism Board, 2010 (\$30,545.00) –PI.
- Tourism Master Plan for the Province of Guayas, Ecuador, proposal prepared for the Government of Guayas (accepted \$130,400.00) – PI.
- Evaluation of the Sports markets Impact Model (\$12,500.00) – PI.
- Estimating the tourism economic impact in Osceola county in 2006, proposal prepared for the Kissimmee CVB (accepted \$35,000.00)- PI.
- The Significance of Tourism to the Economy of Osceola County in 2004, Report prepared for the Kissimmee-St.Cloud Convention and Visitors Bureau, April 2005 (\$ 15,000.00) –PI.
- Secured a non-degree educational contract
- t with the the Intercontinental University of the Caribbean (ICUC) of Curacao, representing on average more than \$100,000 per year in UCF revenues.
- Secured a non-degree educational contract with the University of Aruba which represents about US\$657,000 per year for a total of more than US\$2,600,000.00 for its duration. It is the single largest program managed by the RCHM at this moment.

RESEARCH OUTPUT

Book:

Croes, R. (2011). The Small Island Paradox. Tourism Specialization as a Potential Solution , Lambert Academic Publishing: Saarbrucken, Germany.

Croes, R. (2010). Anatomy of Demand in International Tourism: The Case of Aruba, Lambert Academic Publishing: Saarbrucken, Germany.

Refereed journal publications:

Croes, R. and Semrad, K. (2011). Does Discounting Work in the Lodging Industry. Journal of Travel Research (accepted).

Croes, R. (2011). Assessing tourism development from Sen's capability approach. Journal of Travel Research (accepted).

Croes, R. and Semrad, K. (2011). Discounting works. Tourism Economics (in press).

Croes, R. (2011). Measuring and explaining competitiveness in the context of small island destinations. Journal of Travel Research 50(4), 431-442.

Rivera, M. and Croes, R (2010). Ecotourists' loyalty: will they tell about the destination or will they return? Journal of Ecotourism, 9(2), 85-103.

Croes, R. and Rivera, M. (2010). Testing the impact of tourism on competitiveness: the case of Puerto Rico, Tourism Economics, 16(1), 217-234.

Croes, R., Shani, A., and Walls, A. (2010). The value of destination loyalty: myth or reality? Journal of Hospitality Marketing and Management, 19(2), 115-136.

Shani, A., Croes, R. and Reichel, A. (2010). Evaluation of Segment Attractiveness by Risk-Adjusted Market Potential: First Time vs Repeat Visitors. Journal of Travel Research, first published on January 20, 2011 as doi:10.1177/0047287510396100.

- Croes, R. and Vanegas, M. (2008). Tourism and poverty alleviation: a co-integration analysis, Journal of Travel Research, 47(1), 94-103.
- Croes, R., and Wang, Y.C. (2007). A comparison of two destination performance measurement models: case investigation of Orlando and Las Vegas. Tourism Tribune, 22(7), 19-22.
- Pizam, A. and Croes, R. (2007). Tourism through times: from Agrarian societies to innovation-based economies, Asian Journal of Tourism and Hospitality Research 1(1), 3-24.
- Croes, R. and Severt, D. (2007). Evaluating short-term tourism economic effects in confined economies: conceptual and empirical considerations. Tourism Economics 13(2), 289- 307.
- Croes, R. and Tesone, D. (2007). The indexed minimum wage and hotel compensation Strategies. Journal of Human Resources in Hospitality and Tourism, 6(1), 109-124.
- Croes, R. and Schmidt, P. (2007). Promoting tourism as U.S. foreign aid: building on the promise of the Caribbean basin initiative. Journal of Multidisciplinary Research, 1(1), 1- 15.
- Croes, R. (2006). A paradigm shift to a new strategy for small island economies: embracing demand side economics for value enhancement and long term economic stability. Tourism Management, 27(3), 453-465.
- Croes, R. and Vanegas, M. (2005). An econometric study of tourist arrivals in Aruba and its Implications. Tourism Management, 26(6), 879-890.
- Croes, R. (2005). Value as a measure of tourism performance in the era of globalization conceptual considerations and empirical findings. Tourism Analysis, 9(4), 255-267.
- Croes, R. and Tesone, D. (2004). Small firms embracing technology and tourism development: evidence from two nations in Central America. International Journal of Hospitality Management, 23(1), 557-564.
- Croes, R. and Vanegas, M. (2003), Growth, Development and Tourism in a Small Economy: Evidence from Aruba, International Journal of Tourism Research. 5, 315-330.
- Vanegas, M. and Croes, R. (2000), Evaluation of Demand: U.S. Tourists to Aruba, Annals of Tourism Research, 27(4), 946-963.

Invited publications:

- Croes, R. (2011). Tourism and the Quality of Life in Developing Countries. In Uysal, M., Perdue, R. and Singy, J. Tourism and the Quality of Life, Springer Publishers (forthcoming).
- Croes, R., Semrad, K. & Yost, E. (2010). Explaining the Pricing Decision-making Process in the Hotel Industry. In Berge, P. and Eliassen, S. Hospitality and Tourism Management, Nova Science Publishers Inc., New York.
- Croes, R. (2010). A New Metrics to Capture a Destination's Competitiveness Potential. In Cappello, M. and Rizzo, C. Central Banking and Globalization, Nova Science Publishers Inc., New York.
- Croes, R.(2010). The Dance of the Sun, Sand, and Sea (SSS) Tourism Model with Sustainability. In Walker, J., Tourism, Concepts and Practices. Prentice Hall. New Jersey.
- Croes, R. (2007), Turismo y Reduccion de Pobreza en Latino America. In Keller A. (ed.). Perspectivas Latinoamericanas en el Siglo 21, Caracas.

Croes, R. and Vanegas, M.(2007), Tourism, Economic Expansion and Poverty in Nicaragua: Investigating Cointegration and Causal Relations. Staff paper P 07-10. Staff Paper Series Department of Applied Economics, University of Minnesota, June 2007.

Croes, R. (2006), The Economics of Constitutionalism, in A.van Romondt, L. Gomez, dr J.de Haan, L. Milliard, R.Sint Jago, and A.van Vliet. Het gedenkboek 50 jaar Statuut voor het Koninkrijk der Nederlanden. Amsterdam: Librii Antilliani Foundation.

Croes, R. (2003), Dancing with Paradise: Tourism and the Caribbean. The need for empirical analyses and policy perspectives”, In Mol, Nico, Nico Groenendijk and Piet de Vries , Promoti Boek voor Boorsma, Enschede, The Netherlands: Universtiteit Twente.

Croes, R. (2002), Turismo, Dario y la Oportunidad para erradicar la Pobreza en Nicaragua, In Miguel Romero, Imagen y Promocion en Nicaragua, Proceedings II Congreso Nacional de Turismo, Managua, Nicaragua.

Croes, R. (1992), Referendum and Democracy”, in Referendum, Willemstad, Curaçao: University of the Netherlands Antilles.

Croes, R. and Moenir Alam (1990), L., De-colonization of Aruba within the Netherlands Antilles, In Betty Sedoc-Dahlberg (ed.) The Dutch Caribbean: Prospects for Democracy, New York: Gordon and Breach.

Croes, R. (1990), The Caribbean: The Dutch Caribbean Islands”, In Gamarra. E. (ed.), Latin American and Caribbean Contemporary Record, 1987-1988, Vol. VII, B415-B432, New York: Holmes and Meier, Publishers, Inc.

Croes, R. (1988), The Caribbean: The Dutch Caribbean Islands, In Lowenthal, A., Latin American and Caribbean Contemporary Record, 1985-1986, Vol. V, pp. B525-B533, New York: Holmes and Meier, Publishers, Inc.

Croes, R. (1986), Posibilidadnan y obstaculonan di independencia politico pa paisnan chikito bou di condicion di inseguridad”, In Grupo Aruba, Sembra Awe Pa Cosecha Mañan, Groningen, The Netherlands: Grupo Aruba.

Journal and Conference Reviewer:

Annals of Tourism Research

Journal of Travel Research

Tourism Management

Journal of Hospitality and Tourism Research

Journal of Sustainable Tourism

Growth and Change

International Journal of Hospitality Management

International Journal of Contemporary Hospitality Management

Scientific Journal International

International Journal of Tourism Research

Asia Pacific Journal of Tourism Research

Transportmetrica

Tourismos

Paper reviewer for conferences, such as 2009 and 2010 ISTTE, and 2010 and 2011 TTRA Conferences.

CONFERENCE ACTIVITIES

Refereed Presentations:

Zhong, J., Rivera, M. and Croes, R. (2012). Developing Mobile Tourism Services for a Destination: the Case of Aruba. The 17th Annual Graduate Student Research Conference in Hospitality and Tourism. Auburn, Alabama, January 5-7 2012.

Croes, R. (2011). Una Exploracion de la Potencial del Turismo en la Lucha contra la Pobreza en America Latina. Simposio "Turismo, Desarrollo y Desigualdad Social". Sede del Pacifico de la Universidad de Costa Rica, del 21 al 23 de noviembre, 2011.

Murphy, K., Croes, R. and Chen, P. (2011). Agricultural y Turismo Internacional: El Modelo de *Slow Food* para Promover la Agricultura Local y Expandir Oportunidades para los Pobres en America Latina. Simposio "Turismo, Desarrollo y Desigualdad Social". Sede del Pacifico de la Universidad de Costa Rica, del 21 al 23 de noviembre, 2011.

Croes, R. and Kubickova (2011). Tourism Competitiveness Index: the case of Central America. Thee International Society of Tourism and Travel Educator's Annual Conference, Miami, FL., October 2011.

Croes, R., Olson, E. and Lee, S. (2011). The quest for authentic experiences in a small island destination. The International Society of Tourism and Travel Educator's Annual Conference, Miami, FL., October 2011.

Croes, R., Semrad, K. & Rivera, M. (2010). Profiling the Cultural Tourist in a SID. Proceedings International Conference on Global Sustainable Tourism, Mbombela, Nelspruit, South Africa, November 15-19.

Croes, R., Semrad, K. & Rivera, M. (2010). Valuing Cultural Tourism in a SID. International Conference on Global Sustainable Tourism, Mbombela, Nelspruit, South Africa, November 15-1.

Shani, A. & Croes, R. (2010). Evaluation of Segment Attractiveness: First Time VS Repeat Visitors to Kissimmee-St. Cloud, Florida. nternational CHRIE 2010 Conference, San Juan, Puerto Rico.

Croes, R. & Semrad, K. (2009). Why Discounting Does Work (and When). The 29th Annual International Symposium on Forecasting, the International Institute of Forecasters, Hong Kong, June 21-24, 2009.

Croes, R., Semrad, K., Murphy, K., and Lebruto, E. (2009). An Exploratory Sales Forecasting Analysis: A Comparison of Time Series Models in Full Service Restaurants. The 29th Annual International Symposium on Forecasting, the International Institute of Forecasters, Hong Kong, June 21-24, 2009.

Croes, R., Shani, A, and Walls, A. (2008). The Value of Destination Loyalty: Myth or Reality? The Case of Visitors to Kissimmee/St.Cloud, Florida.The International Society of Tourism and Travel Educator's Annual Conference, Dublin, Ireland, 2008.

Croes, R., Allison, P., and Curtis, C. (2008). Creative Destruction in the Central Florida Theme Park Industry: Walt Disney World. The International Society of Tourism and Travel Educator's Annual Conference, Dublin, Ireland, 2008.

Croes, R., LeBruto, E., and Semrad, K.(2008). Discounting as a Function of Hotel Financial Performance.The International Society of Tourism and Travel Educator's Annual Conference, Dublin, Ireland, 2008.

Rivera, M., Hara, T., and Croes, R. (2008). "The Distributional Effects of Tourism: Applying A

SAM Model". The 13th Graduate Students Research Conference for Hospitality and Tourism, Orlando FL, January 3-5, 2008.

Rivera, M., Hara, T. & Croes, R. (2007). Tourism and Income Distribution: The Case of Nicaragua. The 2007 North American Regional Science Association Conference (NARSC), Savannah, GA, November 8-10.

Croes, R. and Rivera, M. (2007). Demystifying Tourism Competitiveness: the Age of Quality of Life. The 2007 Annual ISTTE Conference, Charlestown, SA.

Pizam, A. and Croes, R. (2007). Innovation in the Hospitality & tourism Industry. International Conference on Knowledge-Based Economy & Global Management, Southern Taiwan University of Technology, Tainan, Taiwan, December 6.

Croes, R. and Wang, R. (2006). Which Way Are We Going: Growth Rates Metrics or Value Metrics? The 2006 ISTTE Conference, Las Vegas, October 2006.

Croes, R. and Vanegas, M. (2006). Tourism and Poverty Alleviation: Real Promise or False Promise", Second International Conference on Tourism Economics, Department of Applied Economics, University of the Balearic Islands, Palma de Mallorca, Spain, May, 2006.

Croes, R. (2006). Cross Country Tourism Productivity Differentials in the Caribbean: Can Visitation levels help Achieve Sustainability? Paper Presentation at the Caribbean Studies Association 2006 Conference Port of Spain, Trinidad, May 29-June 2, 2006.

Croes, R. and Wang, R. (2006). Towards a New Performance Metrics for Destinations, Paper Presentation at the 2006 TTRA Annual Conference, Dublin (Ireland), June 18-20, 2006.

Croes, R. (2002). Turismo, Dario y la Oportunidad para Erradicar la Pobreza en Nicaragua. II Congreso Nacional de Turismo, Imagen y Promocion de Nicaragua, Managua, Diciembre 2002.

Croes, R. (1986). Aruba within the Dutch Kingdom: Issues and Challenges. The 11th Annual Conference Caribbean Studies Association, Caracas, May.

Proceedings:

Croes, R. and Kubickova (2011). Tourism Competitiveness Index: the case of Central America. Proceedings of the International Society of Tourism and Travel Educator's Annual Conference, Miami, FL., 2011.

Croes, R., Olson, E. and Lee, S. (2011). The quest for authentic experiences in a small island destination. Proceedings of the International Society of Tourism and Travel Educator's Annual Conference, Miami, FL., 2011.

Shani, A. & Croes, R. (2010). Evaluation of Segment Attractiveness: First Time VS Repeat Visitors to Kissimmee-St. Cloud, Florida. Proceedings International CHRIE 2010 Conference.

Croes, R. & Semrad, K. (2009). Why Discounting Does Work (and When). Proceedings of the 29th Annual International Symposium on Forecasting, the International Institute of Forecasters, Hong Kong, June 21-24, 2009.

Croes, R., Semrad, K., Murphy, K., and Lebruto, E. (2009). An Exploratory Sales Forecasting Analysis: A Comparison of Time Series Models in Full Service Restaurants. Proceedings of the 29th Annual International Symposium on Forecasting, the International Institute of

Forecasters, Hong Kong, June 21-24, 2009.

Croes, R., Shani, A, and Walls, A. (2008). The Value of Destination Loyalty: Myth or Reality? The Case of Visitors to Kissimmee/St.Cloud, Florida. Proceedings of the International Society of Tourism and Travel Educator's Annual Conference, Dublin, Ireland, 2008.

Croes, R., Allison, P., and Curtis, C. (2008). Creative Destruction in the Central Florida Theme Park Industry: Walt Disney World. Proceedings of the International Society of Tourism and Travel Educator's Annual Conference, Dublin, Ireland, 2008.

Croes, R., LeBruto, E., and Semrad, K.(2008). Discounting as a Function of Hotel Financial Performance. Proceedings of the International Society of Tourism and Travel Educator's Annual Conference, Dublin, Ireland, 2008.

Rivera, M., Hara, T., and Croes, R. (2008). The Distributional Effects of Tourism: Applying A SAM Model. Proceedings of 13th Graduate Students Research Conference for Hospitality and Tourism, Orlando FL, January 3-5, 2008.

Rivera, M., Hara, T. & Croes, R. (2007).Tourism and Income Distribution: The Case of Nicaragua. Proceedings of the 2007 North American Regional Science Association Conference (NARSC), Savannah, GA, November 8-10.

Croes, R. and Rivera, M. (2007). Demystifying Tourism Competitiveness: the Age of Quality of Life. Proceedings of the 2007 Annual ISTTE Conference, Charlestown, SA.

Croes, R. and Wang, Y. (2006). Which way are we going: Growth rates metrics or Value metrics. Proceedings of the International Society of Tourism and Travel Educator's Annual Conference, Las Vegas, E-Review of Tourism Research.

Croes, R. (2006). Cross Country Tourism Productivity Differentials in the Caribbean: Can Visitation levels help Achieve Sustainability? Proceedings of the Caribbean Studies Association 2006 Conference Port of Spain, Trinidad, May 29-June 2, 2006.

Croes, R. and Vanegas, M. (2006). Tourism and Poverty Alleviation: Real Promise or False Premise. Proceedings Second International Conference on Tourism Economics, Department of Applied Economics, University of the Balearic Islands, Palma de Mallorca, Spain, May, 2006.

Croes, R. (2002). Turismo, Dario y la Oportunidad para Erradicar la Pobreza en Nicaragua. Proceedings of the II Congreso Nacional de Turismo, Imagen y Promocion de Nicaragua, Managua, Diciembre 2002.

Croes, R. (1986). Aruba within the Dutch Kingdom. Proceedings of the Caribbean Studies Association 1986 Conference, Caracas, May 25-28.

Phearson, P. and Croes, R. (1985). "The Grenadian Experience: Aberration or harbinger in the Eastern Caribbean", San Juan, Pto. Rico: CISCLA.

OTHER PAPERS

Croes, R. (2010). Turismo, Reduccion de Pobreza y Desigualdad en el Mundo. Ponencia "Simposio Turismo y Desarrollo", CAPTUR, Guayaquil, Ecuador, 3 de octubre 2011.

Croes, R. (2010). Small Island Tourism Competitiveness: Expanding your Destination's Slice of Paradise, Paper presented at the occasion of the *Dies Natalis* of the University of the Netherlands

Antilles, Curacao, January 12, 2010.

Croes, R. (2009). Investigating the Economic Footprint of Cultural Tourism in Aruba. DPI White Paper, 09-03.

Croes, R. and Semrad, K. (2009). Discounting Works: A Structural Approach to Understanding Why. DPI White Paper, 09-01.

Croes, R. (2001). Determinants of International Tourism for Aruba: An Econometric Evaluation. Paper presented at the Symposium Aruba and Curaçao: Tourism and Finance”, University of the Netherlands Antilles: Faculty of Social and Economic Studies, 1-3 March 2001.

Croes, R. (2001). Aruba Policy Frameworks in Historical Perspective: A New Path Toward Fiscal Consolidation. Paper presented at the Symposium Aruba and Curaçao: Tourism and Finance. University of the Netherlands Antilles: Faculty of Social and Economic Studies, 1-3 March 2001.

Croes, R. (2000). Terug naar de Toekomst Aruba 2010. Invited paper at Genootschap Nederland -Aruba, Crowne Plaza Hotel, The Hague, The Netherlands, March 14, 2000.

Croes, R. (1998). Beyond the Fiscal Covenant in Latin America and the Caribbean. Invited paper presented as inaugural address to the Twenty-seventh session of the Economic Commission for Latin America and the Caribbean, 11 May 1998, Oranjestad, Aruba.

Croes, R. (1998). El Desarrollo Economico de Aruba: Orientaciones Estrategicas para el nuevo Milenio. Invited paper at the Seminario Annual del Grupo JIRIHARA, Hotel Barquisimeto Hilton Internacional, April 30-May 2, 1998, Barquisimeto, Venezuela.

Croes, R. (1998). Reflections on the Economic Development of Aruba. Invited paper presented on the occasion of the 10th anniversary of the Dutch Stichting ABC-Advies, March 17, 1998, Oranjestad, Aruba.

Croes, R. (1997). The Good Society: Achieving Economic Success with a Humane Agenda. Third Economic Summit of Aruba, Linking Social and Economic Sectors in Aruba: Improving the Quality of Life, May 22, 1997, Third Annual Economic Summit, Oranjestad, Aruba.

Croes, R. (1997). Tourism Development and Investment in Aruba: Achieving Growth in the 21st Century. Invited paper to the First Caribbean Hotel and Tourism Investment Conference, Atlantis Resort and Casino, Paradise Island, The Bahamas, April 1997.

Croes, R. (1992). Referendum y Democracia. Na occasion di e Congreso Annual 1992 di Kamara Sindical di Corsow, January 31, 1992, Willemstad, Curacao.

Croes, R. (1987). Amenasa o Oportunidad: E Proceso di decolonisacion di Aruba y Antianan Hulandes. Simposio Dekolinisashon di Antias, January 23-24, 1987, Willemstad, Curaçao.

OTHER PRESENTATIONS

Croes, R. (2011). Happiness in the Work Place: Quality of Work life. Aruba Tourism Summit “Winning the Future”, Oranjestad, December 8-9, 2011.

Croes, R. and Rivera, M. (2011). Winning the Future: a Tourism Strategic Plan for Aruba of how to. Aruba Tourism

Summit “Winning the Future”, Oranjestad, December 8-9, 2011.

Croes, R. and Rivera, M. (2011). Product Development and Innovation: the Restaurant Sector. Aruba Tourism Summit “Winning the Future”, Oranjestad, December 8-9, 2011.

Croes, R. and Rivera, M. (2011). The Curacao North Sea Jazz Festival, the Signature Event in Curacao: A Source of Brand Equity and Economic Significance. Presentation for the Chamber of Commerce of Curacao, Willemstad, Curacao, November 11.

Croes, R., Rivera, M. and Semrad, K. (2011). Uncovering the potential of a new more affluent and loyal market: the Curacao North Sea Jazz Festival, Chamber of Commerce and Industry, Willemstad, Curacao, January 6.

Croes, R.(2010). Research design and empirical modeling, Central Bank Aruba, Oranjestad, Aruba, September 9, 2010.

Croes, R. and Rivera, M.(2010). Visitor Exit Survey and the economic impact of tourism in Curacao, Curacao Hospitality and Tourism Association (CHATA), Willemstad, Curacao, September 1, 2010.

Croes, R. (2010). The economic impact of tourism, Osceola County Board of County Commissioners, July 19, 2010.

Croes, R. (2010). The race to tourism competitiveness in the Caribbean: Can Curacao finish first? Presentation for the Curacao Tourist Board Conference, Willemstad, Curacao, March 18, 2010.

Croes, R. (2010). Challenges to the Lodging Industry. Presentation at the occasion of the NSM Insurance Group Advisory Council Meeting, Hotel Portofino, Orlando, February 23, 2010.

Croes, R. (2010). Small Island Tourism Competitiveness: Expanding your destination’s slice of paradise. Main Lecture at the Occasion of the Dies Natalis of the University of the Netherlands Antilles, Curacao, January 12, 2010.

Croes, R. (2008). Fidelidad de Marca del Eco-turista, with Manuel Rivera. Primer Encuentro de Comunicacion y Marketing para turismo, Santiago de Guayaquil, 27-28 Octubre-2008.

Croes, R.(2008). El Valor de la Lealtad hacia un Destino: Mito o Realidad? With Shani, A. and Walls, A. Primer Encuentro de Comunicacion y Marketing para turismo, Santiago de Guayaquil, 27-28 Octubre-2008.

Croes, R. (2008). Tourism, Poverty Alleviation and Competitiveness: Do they Mesh to Serve Pro Poor Objectives in Developing Countries? Presentation at the School of Community Resources & Development, Arizona State University, April 28, 2008.

Croes, R. (2007). El Poder del Turismo: Guayas primer Destino de Sur América”, Presentación para la Cámara de Turismo del Guayas, Guayaquil, 11 de noviembre del 2007.

Croes, R. (2007). Building an Econometric Nexus between Tourism Development and Poverty in Nicaragua, II Congreso Internacional de Turismo, *Turismo, Crecimiento Economico y Combate a la Pobreza en Nicaragua*, Managua, Nicaragua, September 23-25, 2007 (with Manuel Vanegas).

Croes, R. (2007). Turismo y Distribucion del Ingreso: El caso de Nicaragua, II Congreso

Internacional de Turismo, *Turismo, Crecimiento Economico y Combate a la Pobreza en Nicaragua*, Managua, Nicaragua, September 23-25, 2007 (with Manuel Rivera and Tad Hara).

Croes, R. (2007). Como Superar la Paradoja Turistica: Hacia una Ingenieria Turistica del Gran Guayas, Presentation at the Special Mayors Conference in Guayas, Guayaquil, April 25, 2007.

Croes, R. (2007). Tourism and Poverty Reduction: Real Promise or False Premise. Fourth RCHM Research Colloquium Spring 2007, April 20.

Croes, R. (2007). Reduccion de Turismo y Turismo: Un Nexo Prometedor o Premisa Falsa. Papel presentado en Conferencia sobre Perspectivas Latino Americanas, CINCO, Guayaquil, 9-2 de marzo de 2007.

Croes, R. (2005). Tourism Specialization and Investment Opportunities: Crafting the Road Ahead, AIB (Aruba Investment Bank), Miami, November 2005.

Croes, R. (2005). Does Tourism Specialization Make Sense?, Second RCHM Research Colloquium, Rosen Campus, October, 2005.

Croes, R. (2003). La Ingenieria de la Conciencia Turistica: el caso de Aruba. Guest speaker the I Convencion Nacional de Turismo, 'Nicaragua hacia una nueva conciencia turistica', Managua, Nicaragua, March 31 – April 2, 2003.

Croes, R. (2002). Turismo, Dario y la oportunidad para erradicar la pobreza en Nicaragua”, guest speaker at II Congreso Nacional de Turismo Imagen y Promoción de Nicaragua, Nicaragua, November 18 and 19, 2002.

Croes, R. (1997). A Perspective on Economic Transition in Aruba: The determinants of Economic Success. Keynote address to the opening of the Maduro and Curiel Bank, Willemstad, Curaçao, August 22, 1997.

PROFESSIONAL SOCIETY MEMBERSHIPS & ACTIVITIES

- Centre International de Recherches et d'Etudes Touristiques (CIRET)
- Travel and Tourism Research Association (TTRA)
- Caribbean Studies Association (CSA).
- International Society of Travel and Tourism Educators (ISTTE).

CONSULTING ACTIVITIES

Croes, R., Rivera, M., Olson, E. & Lee, S. (2011). The Curacao North Sea Jazz Festival, The Signature Event in Curacao: A Source of Brand Equity and Economic Significance. Fundashon Bon Intenshon.

Croes, R., Rivera, M. & Olson, E. (2011), The economic and tourism potentials of the Soul Beach Music Festival, Aruba Tourism Authority.

Croes, R., Rivera, M. & Semrad, K. (2010), Uncovering the Potential of a new more affluent and loyal market: the Curacao North Sea Jazz Festival, Fundashon Bon Intenshon, Curacao.

Croes, R., Rivera, M. & Semrad, K. (2010), Economic Impact Study, Curacao Tourist Board.

Croes, R., Rivera, M. & Semrad, K. (2010), Data Management Project, Curacao Tourist Board.

Croes, R. (2009). Investigating the Economic Footprint of Cultural Tourism in Aruba. Report to Fundacion Editorial Charuba.

Croes, R. (2008), Economic Impact Analysis of the Tourism Industry in Osceola County during 2007, Report prepared for the Kissimmee Convention and Visitors Bureau, May.

Croes, R. (2008), Tourism Master Plan for Guayas, Ecuador. Cámara Provincial de Turismo del Guayas, Ecuador, March 31.

Croes, R., Hara, T., and Wang, Y.C. (2007). *The Economic Contribution of the Vacation Home Segment to the Kissimmee Area*, Report prepared for the Kissimmee Convention and Visitors Bureau, October.

Croes, R. and Hara, T. (2007). *The Economic Contribution of the SMERF Segment to the Kissimmee Area*, Report prepared for the Kissimmee Convention and Visitors Bureau, September.

Croes, R. and Hara, T. (2007). *Evaluation of the Sports Market Impact Model*, Report prepared for the Kissimmee Convention and Visitors Bureau, July.

Croes, R. and Hara, T. (2007). *Economic Impact Analysis of the Tourism Industry in Osceola County during 2006*, Report prepared for the Kissimmee Convention and Visitors Bureau, June.

Croes, R., Hara, T., and Rivera, M. (2007). *Tourism and Income Distribution: The Case of Nicaragua*, Executive Summary for Working Paper: MARO52307, Rosen College of Hospitality Management at UCF, June.

Croes, R., (2006). *Which Flag to Raise on the Azul Project in Bonaire?* Report Prepared for the CDR Group, Oranjestad, Aruba, August.

Croes, R. (2005). *The Potential Effects of the Mandated Minimum Wage Adjustment on the Hospitality Industry in Central Florida*, Preliminary Report prepared for the Hospitality Industry Council, April.

Croes, R. (2005), *The Significance of Tourism to the Economy of Osceola County in 2004*, Report prepared for the Kissimmee-St.Cloud Convention and Visitors Bureau, April.

Croes, R. and Wayne, Scott (2004). *Impacts of Investment Climate Constraints on the Accommodation Sector in Nicaragua*, Report prepared for the Finance, Private Sector and Infrastructure, Latin America and the Caribbean Region, World Bank, September.

Croes, R. and Wayne, Scott, (2004). *Impacts of Investment Climate Constraints on Accommodation Sector in Nicaragua*, Report prepared for the Finance, Private Sector and Infrastructure, Latin America and the Caribbean Region, World Bank, December.

Wayne, S. and Croes, R. (2004) *A Comparative Analysis and Strategy for Tourism Market and Investment Promotion in Nicaragua*, Report Prepared for the Government of Nicaragua, September.

Vanegas, M. and Croes, R. (2004). *Turismo Como Instrumento de Expansion Economica y Reduccion de Pobreza*. Policy discusión paper, presented at the Office of the President of Nicaragua (SECEP), and Nicaragua Institute of Tourism (INTUR), Managua, July and October.

Croes, R. (2003). *Small Business and Capacity Building in Costa Rica and Nicaragua* (USAID/CARANA), August.

CITATIONS IN JOURNALS AND OTHER SOURCES

My scholarly work has been cited 171 times in multiple journal articles, according to a Google scholar search.

TEACHING EXPERIENCE

Developed lectures, syllabi, home assignments, exams, PhD comprehensive exams, and taught the following courses at UCF (some of the courses were taught several times, with many modifications introduced every time - 2002-2007). Prepared and administered questions of the first PhD Comprehensive Exam.

Introduction to Hospitality and Tourism (HTF 1000)

This course is an introduction to the field of hospitality and tourism. It provides students with the necessary familiarity to comprehend the history, nature, composition, structure, principles, operating procedures and key issues in the industry. I taught this course once.

Tourism Management (HFT3700)

This is an undergraduate course that provides a broad base of tourism and travel knowledge to hospitality students. It covers the Tourism system, Tourism components, Tourism product design and development, Tourism competitiveness and sustainability, tourism marketing, tourism impact and tourism development strategies. I taught this course 14 times.

Hospitality Guest lectures series (HFT 3933)

This course is an undergraduate level course on hospitality management. It examines a broad range of current topics and issues in the field of hospitality and tourism. The lectures are delivered by invited guests who are prominent experts in their field. I taught this course once.

Hospitality Strategic Management (HFT 4295)

This is a capstone course intended to incorporate the entire core and content program courses in to managerial and leadership practice within the hospitality and tourism industry. The course consolidates; therefore, what the student has learnt in the preceding years of his/her degree and applies their knowledge at a strategic level to hospitality and tourism contexts. I taught this course twice.

Research Methodology in Hospitality and Tourism (HFT 6586)

This is a graduate course that provides master's students with an in-depth knowledge of methodologies aspects and issues related to the hospitality and tourism field. This course covers research types, research tools, research process and outcomes. The discussion on research types will focus on the goals, fundamentals, nature and outcomes of theoretical research and applied research. The discussion also will examine the three tools, namely quantitative, qualitative and mixed approaches to research, as well as research design, planning and communication of the research findings. I taught this course twice so far.

Travel and Tourism Economics (HFT 6707)

This course is a graduate level course on tourism economics. It examines the basic economic principles and concepts pertaining to the tourism environment in areas, such as resource use, equilibrium in tourism markets, output growth, market structures, externalities and public good, in a domestic and international context. It emphasizes the potential of economics to explain and predict tourism phenomena. I taught this course five times.

Tourism Industry Analysis (HFT 6738)

This graduate course teaches students how to construct and verify regression analysis and economic impact models, both from theoretical and practical points of view. The focus of the course is on learning the essentials of these two tools through practical applications aimed at analyzing data. Research design based on experiential learning will be the basis for modeling analysis, while students practice the methods of tourism regression estimation and input-output account tables. Examples from the Central Florida area will be used to illustrate these techniques throughout the course. Students will be acquainted with basic concepts and methods of regression analysis (model specification) and economic impacts, such as I-O and SAM.

Strategies and Tactics: Travel and Tourism (HFT 7715)

This is a doctoral level course, and it addresses strategies and tactics in travel and tourism. It is a course about the application of *strategic thinking*. Strategic thinking is the process of why managers choose a certain strategy to gain and sustain competitive advantage over their rivals. The focus of the course is therefore to investigate with the students the impact of competition on the level of benefits (profits), the reaction of the entity towards its rivals, and the sustainability of these advantages over a long a period of time. I taught this course only once.

Foundations in Hospitality and Tourism (HFT 7587)

This doctoral course facilitates the introduction of hospitality and tourism research across a broad expanse of industry sectors including but not limited to attractions, events, leisure, food service and lodging. It will help students identify key hospitality and tourism concepts, discern the nature of relationship among these concepts and come up with its implications for the hospitality industry and tourism sector. The focus of the course is assignments centered at problem solving and what students are able to do through building foundational knowledge.

SUPERVISION OF GRADUATE STUDENTS

Manuel Rivera: PhD Dissertation completed in 2011 (Advisor).

Kelly Semrad: PhD Dissertation completed in 2010 (Advisor).

Marketa Kubickova: PhD Dissertation in process (Advisor).

Jenna Seung Hyun Lee: PhD Dissertation in process (Advisor)

Jorge Ridderstaat: PhD Dissertation in Process Free University Amsterdam, The Netherlands (Co-Advisor).

Earney Lasten: PhD Dissertation completed in 2010 (PhD Committee member)

Koren Bedeau (Member Master's Thesis committee at UCF)

Marcelino Kock (PhD independent study)

Natasha Furness (undergraduate thesis, University of Bristol, UK).

Esther Iglesias (Chair undergraduate thesis Dutch university)

ERIC OLSON (PhD independent study).

REGCONITION

AWARDS

Best Paper Award Conference Theme: Cultural Heritage, International Conference: Global Sustainable Tourism 15-19 November 2010, Mbombela, Nelspruit, South Africa.

2010 CHRIE Conference Best paper Award, July 2010, Puerto Rico.

2010 Delta Alpha Pi Honor Society Recognition for Outstanding Support and Encouragement to Students

2009-2010 UCF Research Incentive Award

9th International Symposium on Forecasting Awards, June, 2009, Hong Kong.

UCF 2009 Distinguished Researcher Award

2008 Rosen College of Hospitality Management Dean's Research Award

Award for Second Best Paper at the ISTTE 2006 Conference in Las Vegas, Nevada.
Distinguished Award from the Dutch Caribbean Students Association for Outstanding Work.

TV APPEARANCE

I appeared on local and regional television discussing the impact of gasoline prices on travel behavior.

NEWS

Appeared multiple times in newspapers, radio and TV in Nicaragua, Costa Rica, Ecuador, Curacao, Aruba and in Central Florida.

RECENT SPECIAL INVITATIONS

- I was invited by UCF News and Information (and I accepted) to be the tourism expert for interviews in Spanish regarding topics related to hurricanes in Central Florida.
- I was included in a list of experts from around the country available only to CNN reporters in Spanish.
- I was invited together with two former presidents, three former Ministers, one former President of the Central Bank, and seven other experts of Latin American countries to participate in a conference in Guayaquil about the future of Latin American countries, Ecuador March 9-12, 2007.
- I was invited as an expert by the national geographic society for sustainable destinations to participate as a panelist in the project of destination stewardship survey focusing on small and medium-sized islands.
- I was invited by the Governor of the Province of Guayas (Ecuador) to pay a work visit in order to assess the Province tourism potential and its impact on poverty reduction (April 22- 28, 2007).
- I was invited by the Tourism Commissioner of Curacao to assess the tourism industry on the island (February, 2010).
- I was invited by the Minister of Tourism of Aruba to visit the island to discuss Aruba's positioning as a tourist destination and its future in a global world, November 2010.
- I have been invited by the President of the Tourism Chamber of Tourism of the Province of Guayas, Ecuador to be the keynote speaker at the annual conference of the Fiesta de Duran.

UCF COMMITTEE SERVICE

- UCF Faculty Senator.
- Member of the University Graduate Appeals Committee.
- Member of the University Honors Committee of the Burnett Honors College at the University of Central Florida.
- Member UCF SACS reaccreditation Committee.
- Chair of the College Doctoral Rotation Committee
- Former Chair of the College Graduate Policy and Curriculum Committee
- Member of the College Graduate Policy and Curriculum Committee
- Member of the College International Relations Committee.
- Chair of the Research Colloquium at the RCHM. Has played a leading role in developing the Research Colloquium, which started in March 2004.
- Founding member and principal advisor Rosen Research E-newsletter "Facts and Findings" of the Rosen College.
- Faculty advisor for the Dutch Caribbean Student Association.
- Member of The College Promotion and Tenure Committee and former member of the Ad hoc Faculty Grant Committee.

- Former Chair of the Ad Hoc Faculty Search Committee 2005-2006.
- Former member of the University Honors College Search Committee for an Associate Dean.
- Member of multiple College Ad-Hoc committees.

Tammie J. Kaufman, Ph.D.

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University of Central Florida
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9907 Universal Boulevard
Orlando, FL 32819-8701

E-mail: tjkaufma@mail.ucf.edu
Office: 407-903-8033
Fax: 407-903-8105

ACADEMIC POSITIONS

2009-Present Associate Professor, Department of Food Service and Lodging Management, Rosen College of Hospitality Management, University of Central Florida

2003-2009 Assistant Professor, Department of Food Service and Lodging Management, Rosen College of Hospitality Management, University of Central Florida

1998-2003 Assistant Professor, Department of Health, Exercise Science, and Recreation Management, College of Applied Sciences, University of Mississippi

EDUCATION

1999 Ph.D., Department of Hospitality and Tourism Management, Virginia Tech
Doctoral Dissertation: *A Study of the Motivations Behind Heritage Site Selection in the United States.*

1994 M.S., Department of Hotel, Restaurant, and Institutional Management, Virginia Tech
Master's Thesis: *Bed and Breakfast Operations in Virginia: Identification of Success Factors*

1991 B.S., Department of Parks, Recreation, and Tourism Management, Clemson University

GRANTS, APPOINTMENTS, NOMINATIONS

2009 Best Paper Nomination
Kim, P., **Kaufman, T.**, and McCleary, K. "The new generation in the industry:

Hospitality/Tourism students' career preferences, sources of influence and career choice factors". 14th Annual Conference on Graduate Education and Graduate Student Research in Hospitality and Tourism, Las Vegas, Nevada.

- 2007 **Kaufman, T.** Marriott Vacation Club International Faculty Internship Grant. Amount awarded \$1,500.
- 2006 **Kaufman, T.** and Hara, T. American Resort Development Association State of the Industry Rental Study Grant. Amount awarded \$40,337.85.
- 2006 **Kaufman, T.** and Scantlebury, M. Heritage and Cultural Orlando Tourism Impact and Interest Research. Rosen College of Hospitality Management Summer Research Grant. Amount awarded \$2,000.00.
- 2004 **Kaufman, T.** Westgate Resorts Faculty Internship Appointment. Compensation awarded \$1,500.

PUBLICATIONS

Refereed Journal Articles

- 2010 **Kaufman, T.** and Scantlebury, M. "Determining the timeshare owner-heritage/cultural tourist connection". *Journal of Retail & Leisure Property*, 9: 65-73.
- 2010 Kim, B., McCleary, K., and Kaufman, T. "The new generation in the industry: hospitality/tourism students' career preferences, sources of information and career choice factors". *Journal of Hospitality & Tourism Education*, 22(3): 5-11.
- 2008 **Kaufman, T.**, Weaver, P. and Upchurch, R. "The heritage tourist: A gender perspective". *Journal of Tourism*, 9(1): 69-88.
- 2007 Ricci, P. and Kaufman, T. "Managerial expectations for new hires: similarities between vacation ownership and traditional lodging". *Journal of Teaching in Travel and Tourism*, 7(2): 35-49.**
- 2007 **Kaufman, T.** and Scantlebury, M. "Cultural tourism and the vacation ownership industry". *Journal of Leisure and Retail Property Management*, 6(3): 213-220.
- 2007 **Kaufman, T.** and Upchurch, R. (2007). "Vacation ownership: gender positioning". *Journal of Leisure and Retail Property Management*, 6(1): 8-14.
- 2006 **Kaufman, T.** and Weaver, P. (2006). "Heritage Tourism: The Question of Age". *The Asia Pacific Journal of Tourism Research*, 11(2): 135-146.
- 2006 **Kaufman, T.**, Severt, D., and Upchurch, R. (2006). "The Relationship between Customer Satisfaction and Customer Awareness: The Case of the Vacation Ownership Industry". *Tourism Analysis*, 10(4): 405-409.

- 2006 **Kaufman, T.**, Upchurch, R., and Severt, D. (2006). "Vacation Ownership: Understanding the Senior Market". *Journal of Leisure and Retail Property Management.*, 5(2): 95-103.
- 2006 **Kaufman, T.** and Severt, D. "Heritage Tourism: Historic Preservationist Attitude and the Heritage Site". *Tourism Review International*, 10(3): 181-188.
- 2003 Taylor, W., Gilbert, J., **Kaufman, T.**, Coates, T., Carter, T., Kott, P., & Messerer, J. "The benefits of collegiate outdoor pursuits for freshmen participants selected Texas and southern universities". *Journal of the Texas Association of Physical Education, Recreation, & Dance* Electronic journal. at *Health,*
- 2003 Ruffin, N., Gilbert, J., Chitwood, L. and **Kaufman, T.** "A study of Mississippi municipal park and recreation sport and activity programs for females aged and older". *Mississippi Journal of Health, Physical Education, Recreation, and Dance* Electronic journal. eighteen
- 2002 Weaver, P., **Kaufman, T.**, & Yoon, Y. "A Market Segmentation Study Based on Benefits Sought by Visitors at Heritage Sites". *Tourism Analysis*, 6(3/4): 213-222.
- 1998 **Kaufman, T.** and Weaver, P. "Marketing efforts of bed and breakfast operations: do they influence success?". *Journal of Travel and Tourism Marketing*, 7(4): 61-78.
- 1997 Weaver, P., Choi, J., and **Kaufman, T.** "Question wording and response bias: student's perceptions of ethical issues in the hospitality and tourism industry". *Journal of Hospitality and Tourism Education*, 9(2): 21-26.
- 1996 **Kaufman, T.**, Weaver, P., and Poynter, J. (1996). "Success attributes of B & B operators". *Cornell Hotel and Restaurant Administration Quarterly*, 37(4): 29-33.

Textbook

- 2009 **Kaufman, T.**, Lashley, C., and Schreier, L. *Timeshare Management: An Introduction to Vacation Ownership*. Butterworth-Heinemann Publishing.

Chapter in Edited Volume

- 2010 **Kaufman, T.** "The State of the Timeshare Industry". *Encyclopedia of Hospitality Management*, 2nd edition, ed. Abraham Pizam.
- 2005 **Kaufman, T.** "The State of the Timeshare Industry". *Encyclopedia of Hospitality Management*, ed. Abraham Pizam.

Articles in Industry Publications

- 2006 **Kaufman, T.** "Student's Impression of the Timeshare Industry". *Developments(American Resort Development Association publication) , 48.*
- 2005 **Kaufman, T.** "Exploring the World of Timeshare". *Developments(American Resort Development Association publication), 44.*

Certifications

- 2006 UCF Internal Review Board Collaborative IRB Training Initiative (CITI).

Refereed Conference Papers in Proceedings

International

- 2011 **Kaufman, T.** "Analysis of listening preferences of hospitality management preferences". International Conference on College Teaching and Learning conference, Ponte Vedra Beach, Florida. annual
- 2007 **Kaufman, T.** and Bodley, L. "Realities of employment in vacation ownership management" International Society of Travel and Tourism Educators annual conference, Charleston, S.C.
- 2006 **Kaufman, T.** and Scantlebury, M. "Heritage tourism and the timeshare industry". International Society of Travel and Tourism Educators annual conference, Vegas, Nevada. Las
- 2006 **Kaufman, T.,** Iskat, W., and Chen, P. "Professional module development: Year two". International Society of Travel and Tourism Educators annual conference, Vegas, Nevada. Las
- 2006 Kaufman, T. and Upchurch, R. "Vacation Ownership: Gender positioning". 15th Annual Conference for Hospitality Management Education: Research in Hospitality, Leisure, and Tourism, Nottingham, United Kingdom.**
- 2005 **Kaufman, T.** and Ricci, P. "Professional Module Development". International Society of Travel and Tourism Educators annual conference, Chicago, Illinois.
- 2005 Ricci, P. and **Kaufman, T.** "Job Competency Expectations For New Hires: Is There A Difference Between Vacation Ownership and Their Hotel Counterparts?". International Society of Travel and Tourism Educators annual conference, Chicago, Illinois.
- 2005 Weaver, P. and **Kaufman, T.** "Heritage Tourism: A Comparison of the Senior and the Non-Senior Market". 12th Biennial World Marketing Congress, Munster, Germany.
- 2004 **KAUFMAN, T. AND SEVERT, D. "HERITAGE TOURISM: HISTORIC PRESERVATIONIST ATTITUDE AND THE HERITAGE SITE". ANNUAL COUNCIL ON HOTEL, RESTAURANT, AND INSTITUTIONAL EDUCATION CONFERENCE,**

PHILADELPHIA, PA.

- 2003 Taylor, W., Gilbert, J., & **Kaufman, T.** "The perceived effects of campus recreation's outdoor pursuits programs on the retention of college freshmen in universities in the United States". International Conference on Outdoor Recreation, Idaho.
- 2002 **Kaufman, T.** & Weaver, P. "Heritage tourism: comparison of the senior and non-senior market". International Society of Travel and Tourism Educators conference, Salt Lake City, Utah.
- 2002 Taylor, W., Gilbert, J., **Kaufman, T.**, and Coates, T. "Collegiate outdoor recreation facilities: what did students at eight universities prefer?". 16th Annual International Conference on Outdoor Recreation & Education, Charleston, SC.
- 2000 Weaver, P. and **Kaufman, T.** "Heritage Tourism: Sharing research". 4th Biennial Conference on Tourism in Southeast Asia and Indo-China, Chiang Mai, Thailand.
- 1995 **Kaufman, T.**, Weaver, P., and Poynter, J. "Bed and breakfast operations in Virginia: identification of success factors". Council on Hotel, Restaurant, and Institutional Education Conference, Nashville, TN.
- 1994 Gustin, M., **Kaufman, T.**, Horn, G., and Weaver, P. "An exploratory study regarding environmentally oriented lodging services". Council on Hotel, Restaurant, and Institutional Education Conference, Palm Springs, CA.
- 1994 **Kaufman, T.** and Weaver, P. "Virginia's bed and breakfast inn industry". Professional Association of Innkeepers International Conference, Reston, VA.

National

- 2009 Kim, P., **Kaufman, T.**, and McCleary, K. "The new generation in the industry: Hospitality/Tourism students' career preferences, sources of influence and career choice factors". 14th Annual Conference on Graduate Education and Graduate Student Research in Hospitality and Tourism, Las Vegas, Nevada.
- 2000 **Kaufman, T.** and Weaver, P. "A study of the motivations behind heritage site selection in the United States", 5th Annual Conference on Graduate Education and Graduate Student Research in Hospitality and Tourism, Houston, TX.
- 1998 **Kaufman, T.** and Weaver, P. "A study behind heritage site selection in the United States", 3rd Annual Conference on Graduate Education and Graduate Student Research in Hospitality and Tourism, Houston, TX.
- 1997 **Kaufman, T.**, Poynter, J., and Dodd, T. "Successful supply characteristics of rural tourism", 2nd Annual Conference on Graduate Education and Graduate Student Research in Hospitality and Tourism, Houston, TX.

Regional

- 2004 Severt, D., and **Kaufman, T.** "The Power of Behavioral Intentions in Member-based Organizations". SE CHRIE Spring conference, Atlanta, GA.
- 2003 **Kaufman, T.** & Weaver, P. "Heritage tourism: comparison of the senior and non-senior market". SE CHRIE Fall conference, Wilmington, NC.
- 2001 **Kaufman, T.** "Market analysis of Rowan Oak visitors". Annual Mississippi Recreation and Parks Association Conference, Laurel, Mississippi.
- 1999 **Kaufman, T.** "Heritage tourism: where are we today?" Annual Mississippi Recreation and Parks Association Conference, Natchez, Mississippi.
- 1998 **Kaufman, T.** and Weaver, P. "A study behind heritage site selection in the United States". Annual South East Recreation Research Conference, Charleston, SC.

Refereed Conference Poster Presentations

International

- 2007 **Chen, P.** and Kaufman, T. "Comparison of hospitality practitioners and student work values". International Society of Travel and Tourism Educators annual conference, Charleston, S.C.

National

- 2009 Adams, K., **Kaufman, T.**, and Severt, K. "Hospitality students' self perception of professionalism: a cross-cultural study". 14th Annual Conference on Graduate Education and Graduate Student Research in Hospitality and Tourism, Las Vegas, Nevada.
- 2006 Carpenter, M. and **Kaufman, T.** "Vacation ownership: an exploratory study in consumer education". 11th Annual Conference on Graduate Education and Graduate Student Research in Hospitality and Tourism, Seattle, Washington.
- 2006 Murphy, K., DiPietro, R., and **Kaufman, T.** "A Proposed Research Agenda for Determining Best Human Resource Practices in U.S. Casual Dining Restaurants". Annual Conference on Graduate Education and Graduate Student Research and Tourism, Seattle, Washington. 11th in Hospitality

TEACHING

Teaching Grants and Enhancements Awards

- 2010 UCF Faculty Center for Teaching and Learning Faculty Development Conference, Faculty Center Track summer grant recipient, Amount awarded \$800.
Analysis of listening styles of faculty and students.

- 2009 UCF Faculty Center for Teaching and Learning Faculty Development Conference, Faculty Center Track summer grant recipient, Amount awarded \$800.
Creating a learning centered teaching environment.
- 2008 UCF Faculty Center for Teaching and Learning Faculty Development Conference, Faculty Center Track summer grant recipient, Amount awarded \$800.
TestingComprehension of audio and video use in face-to-face and on-line teaching.
- 2007 UCF Course Development and Web Service ADL (Assisted Distributive Learning) Training (for online course development and delivery).
- 2006 UCF Faculty Center for Teaching and Learning Faculty Development Conference, Scholarship of Teaching and Learning Track summer grant recipient, Amount awarded \$1,000. Professional module development year two.
- 2005 UCF Faculty Center for Teaching and Learning Faculty Development Conference, Scholarship of Teaching and Learning Track summer grant recipient, Amount awarded \$1,000. Developing a professionalism module for hospitality management teaching and learning.
- 2005 UCF Faculty Teaching and Learning Center, Course Innovation Project, Amount awarded \$500.
- 2004 UCF Faculty Center for Teaching and Learning Faculty Development Conference, Diversity Initiatives Track summer grant recipient, Amount awarded \$1,000.

Invited Newsletter Articles

- 2009 **Kaufman, T.** “To click or not to click”. *Faculty Focus newsletter*, University of Central Florida Faculty Teaching and Learning Center publication, 8(2): 5.
- 2005 **Kaufman, T.** “The alchemy of teaching and research”. *Faculty Focus newsletter*, University of Central Florida Faculty Teaching and Learning Center publication, 4(5): 5.

Faculty Teaching and Learning Center Book Club

- 2011 Outliers: The Story of Success. Malcolm Gladwell
- 2010 The Art of Happiness. **Dalai Lama and Howard C. Cutler**
- 2010 College of the Overwhelmed. Richard Kadison and Theresa Foy DiGeronimo
- 2009 Save the World on Your Own Time. Stanley Fish

2009 Why Don't Students Like School? Daniel Willingham

Doctoral Dissertation

Committee Member

2001 Taylor, Wayne. "The perceived effects of campus recreation's outdoor pursuits programs on the retention of college freshmen in selected universities in the United States".

Graduate Thesis

Chair

2001 Pertzborn, Matthew. "Motivational factors of college students to participate in outdoor pursuit activities".

Committee Member

2006 Cobos, Liza, "A study of the effectiveness of web-marketing practices of leading tourism organizations".

2002 Garcia, Juan. "Latin American baseball players and the process of acculturation in the United States".

2001 Ruffin, Natalie. "A study of Mississippi municipal park and recreation sport and activity programs for females aged eighteen and older".

2000 Hatchett, Andrew. "The effects of motivation, personality, and self-efficacy on exercise adherence".

Undergraduate Honors Thesis

Chair

2009 Rash, C. "Success Attributes of Bed and Breakfasts in Florida".

Class Research Projects

2007 Vacation Ownership Resort Development (undergraduate), Orlando vacation ownership amenities study, survey created and data collected as a class project.

2005 Guest Services Management (graduate), Vacation ownership: an exploratory study in consumer education, survey created and focus groups administered to vacation owners at an international branded vacation ownership company as a class project.

Courses Taught (University of Central Florida)

Graduate

Guest Services Management

Undergraduate

Introduction to Hospitality and Tourism Management

Lodging Operations

Principles in Resort Timesharing

Timeshare Resort Sales Tactics and Strategies

Vacation Ownership Resort Management

Vacation Ownership Resort Development

Courses Taught (University of Mississippi)

Graduate

Leisure Services Administration

Park and Recreation Program Development and Promotion

Principles and Practices of Leisure and Recreation

Undergraduate

Administration of Park and Recreation Programs

Current Issues in Travel and Tourism Management

Outdoor Recreation

Park and Recreation Programs Leadership

Professional Development

2007 Advanced Distributed Learning (ADL), Web-based training for online teaching.

Courses converted to Mixed Mode classes

Principles in Resort Timesharing

Timeshare Resort Sales Tactics and Strategies

Vacation Ownership Resort Management

Vacation Ownership Resort Development

SERVICE

Professional Service

Organization Offices and Contributions

National Organizations

2007-2009 Member, University Relations Committee, American Resort Development Association, Washington, D.C.

2006-2009 Member, Research Committee, American Resort Development Association, Washington, D.C.

2004-2009 Member, Professional Development Committee, American Resort Development Association, Washington, D.C.

International Company

Fall 2004-
Fall 2008 Volunteer Supervisor, Interval International Timeshare Investment Conference, Orlando, FL.

Grant Reviewer, Manuscript Reviewer, Textbook Reviewer, Editor, Textbook Endorsement

International

Summer 2011 Reviewer, Cornell Hospitality Quarterly

Summer 2011 Reviewer, Sage Publications

Fall 2010 Reviewer, Cornell Hospitality Quarterly

Spring 2010 Reviewer, Tourism Management

Spring 2010 Reviewer, Wiley and Sons Text Book

Winter 2010 Reviewer, International Journal of Contemporary Hospitality Management

Summer 2009 Reviewer, Cornell Hospitality Quarterly

Summer 2009 Reviewer, EuroCHRIE international conference

Winter 2009 Reviewer, International CHRIE conference

Fall 2008 Reviewer, ARDA International Foundation, Vacation Timeshare Owners Study grant

Fall 2008 Reviewer, New Heritage Tourism Conference

Fall 2008 Reviewer, Cornell Hospitality Quarterly

Winter 2008 Reviewer, Current Issues in Tourism

Spring 2008 Reviewer, Cornell Hospitality Quarterly

Summer 2007 Reviewer, International Journal of Contemporary Hospitality Management

Spring 2007 Reviewer, International Journal of Hospitality Management

Fall 2006 Reviewer, International Journal of Hospitality Management

Fall 2005 Reviewer, Conference on Graduate Education and Graduate Student Research in Hospitality and Tourism

Fall 2005 Textbook Endorsement, Elsevier Publishing

Spring 2005 Editor, ARDA Timeshare Resource Manual

Spring 2005 Reviewer, Prentice Hall Text Book

Fall 2004 Reviewer, Prentice Hall Text Book

University

University Service

Spring 2010 Reviewer, UCF Faculty Advisor award

Winter 2009 Reviewer, UCF Faculty Mentoring grant

Spring 2009 Reviewer, UCF service grant

2009-Present Member, University Personnel committee

2008-Present Member, UFF-UCF union

2009-Present Chair, UFF-UCF membership committee

2008-2010 Member, Faculty Senate

2008-Present Member, Faculty Senate Steering committee

2008-Present Member, Faculty Senate Committee on Committees

2008-2009 Liaison, Faculty Teaching and Learning Center

2007-2008 Member, Who's Who University Selection Committee

2005-Present Member, Undergraduate Common Program Oversight Committee

2006 Member, Graduate Curriculum Committee

College Service

2010 Member, Search committee

2010 Graduation, Faculty Representative

2007-Present Member, Faculty Development committee

2007-2010 Member, Faculty Research committee

2007-2008 Supervising editor, Rosen College Faculty Research Newsletter

2004-2008 Member, Graduate Curriculum Committee

2004-2007 Member, Coop/Internship Committee

2008 Facilitator and Creator, ARDA-UCF Conference scholarships, Five Rosen College Students received full conference scholarships (air, travel, lodging, conference registration) to the 2008 American Resort and Development Association conference and Association conference

2006-2008 Chair, American Resort Development Association International Foundation UCF Advisory Board

2003-2009 Member, American Resort Development Association International Foundation UCF Advisory Board

2007-2009 Advisor and Founder, Futures in Vacation Ownership student organization

2005 Presenter, University of Central Florida Open House

2004 Grand Marshall, University of Central Florida graduation

2004 Presenter, University of Central Florida Open House

Department Service

2010 Member, Lodging curriculum committee

2009 Chair, Annual Evaluation-Research committee

2008 Member, Curriculum development committee

2006 Member, Search Committee

2004-2005 Member, Search Committee

Community Service

2011 Volunteer, D23 Great Disney Scavenger Hunt

13172 Heather Moss Dr #102
Orlando, FL 32837

Phone 702-885-8166
E-mail toni.repetti@ucf.edu

Toni Repetti, Ph.D., MBA, CHE

Education	University of Nevada, Las Vegas Ph. D. in Hotel Administration	Las Vegas, NV
	Colorado State University Masters of Business Administration	Fort Collins, CO
	University of Nevada, Las Vegas Bachelor of Science in Business Administration <ul style="list-style-type: none">▪ Majoring in Managerial Finance	Las Vegas, NV

Teaching Experience

Assistant Professor

August 2011 – Current	University of Central Florida
▪ HFT 2401 – Hospitality Industry Financial Accounting	
▪ HFT 3431 – Hospitality Industry Managerial Accounting	
▪ HFT 4464 – Hospitality Industry Finance	

Instructor

June 2009 – Current	International Gaming Institute
▪ Casino Auditing I (Online)	
▪ Gaming Cash Flow, Title 31 and SAR, Casino Auditing and Gaming Analysis seminars	
Jan 2008 – July 2011	University of Nevada, Las Vegas
▪ TCA 221 – Hospitality Accounting I – Financial Accounting	
▪ TCA 321 – Hospitality Accounting II – Managerial Accounting	
▪ TCA 420 – Hospitality Financial Management	
▪ GAM 426 – Accounting for the Gaming Industry (Online and In person)	
Jan 2006 – May 2006	University of Phoenix
▪ Masters of Business Administration (FIN) 540 – Managerial Accounting and Finance Foundation (Online)	

Published Refereed Research

Repetti, T. (2011). Recent research trends in the gaming industry: A focus on casino profits. *UNLV Gaming Research & Review Journal*. (accepted in Oct issue)

Dalbor, M. C., Oak, S. & Rowe, T. (2010) How closely is CEO compensation tied to performance? An examination of the U.S. restaurant industry. *Journal of Hospitality Financial Management*, 18(2), Article 2.

Rowe, T., & Kim, J. (2010). Analyzing the relationship between systematic risk and financial variables in the casino industry. *UNLV Gaming Research & Review Journal*, 14(2), 47-57.

Upneja, A., Dalbor, M., Hua, N. & Repetti, T. (2010). Increased interest expense and management's expense preference behaviour

of publicly-traded restaurant firms. *Journal of Services Research*, 10, 69-84.

Papers in Review

Repetti, T., & Roe, S. J. (2011). The impact of the 2007-2009 recession on jobs and wages in the accommodations and food services sector. *International Journal of Hospitality & Tourism Administration*. (in 1st review)

Research in Progress

Roe, S., & Repetti, T. Consumer perceptions of resort fees and their impact on hotel selection.

Repetti, T. Do promotional allowances actually increase profits for casinos?

Repetti, T., Roe, S. J., & Philander, K. Impact of complimentary food and beverage on gratuity percentage.

Refereed Conference Proceedings

Roe, S. J. & Repetti, T. (2011). The impact of the 2007-2009 recession on employment and wages on the accommodations and food services industry. Poster presented at the 2011 ICHRIE Annual Conference and Marketplace (Denver, CO).

Repetti, T. Do promotional allowances actually increase profits for casinos? (2011). Poster presented at 16th Annual Graduate Student Research Conference in Hospitality & Tourism (Houston, TX).

Repetti, T., Roe, S. J., & Philander, K. (2010). Impact of complimentary food and beverage on gratuity percentage. Poster presented at the 2010 ICHRIE Annual Conference and Marketplace (San Juan, PR).

Ahlgren, M. & Repetti, T. (2010). Identifying and examining the intransigency of the public's negative perceptions concerning the commercial gaming industry. Poster presented at the 2010 ICHRIE Annual Conference and Marketplace (San Juan, PR).

Repetti, T., & Kim, J. (2010). Analyzing the relationship between systematic risk and financial variables in the casino industry. Paper presented at the 15th Annual Graduate Student Research Conference in Hospitality & Tourism (Chantilly, VA).

Repetti, T. (2010). Understanding a slot customer's preference in choosing slot machines. Poster presented at the 15th Annual Graduate Student Research Conference in Hospitality & Tourism (Chantilly, VA).

Kim, J. & Repetti, T. (2009). Profitability, liquidity, and solvency ratio adjustments during economic downturn (2006-2008): Strategies by the top-three high-end and international U.S. gaming companies. Paper presented at the 19th Annual Conference of National Association of Gambling Studies (Canberra, Australia).

Upneja, A., Dalbor, M., Hua, N. & Repetti, T. (2009). Increased interest expense and management's expense preference behavior of publicly traded restaurant firms. Paper presented at the 2009 ICHRIE Annual Conference and Marketplace (San Francisco, CA).

Invited Papers and Conferences

Monaghan, S., Abarbanel, B., Repetti, T., Kalina, A., & Bernhard, B. (2009). Review of the 14th International Conference on Gambling & Risk Taking. *UNLV Gaming Research & Review Journal* 13(2), 63-65.

Lucas, A., Repetti, T. and Abarbanel, B. (2009). Empirical Casino Operations Management Research. Presentation for the 14th Annual International Conference on Gambling & Risk Taking (Lake Tahoe, NV).

Grants Funded

Roe, S., & Repetti, T. (2011). Consumer perceptions of resort fees and their impact on hotel selection. 2011 Hilton Foundation Summer Grant.

Grants Not Funded

Hua, N., Dalbor, M. C., & Repetti, T. (2009). Exploring the profitability of and return-on-investment on revenue centers of resort casinos: A meta-analysis and an annual report analysis. Submitted to Harrah Hospitality Research Center.

Awards

2nd place for poster presentation at the 2011 UNLV Graduate and Professional Student Research Forum.

1st place for presentation at the 2010 UNLV Graduate and Professional Student Research Forum.

Service

Global Gaming Expo (2010). Las Vegas, NV. International Gaming Institute Representative

Reviewer

- *International Gambling Studies* - 2010
- CHRIE – 2010 I-CHRIE Conference

Industry Experience

Manager of Strategic Planning

Aug 2010 – Oct 2010 Cosmopolitan of Las Vegas Las Vegas, NV

- Responsible for all pre-opening and operating budgets
- Lead on labor forecast and key performance indicators and tracking
- Consulting on implementing new budgeting system

Manager of Financial Analysis & Planning

Aug 2007 – Aug 2008 Ameristar Casinos, Inc. Las Vegas, NV

- Responsible for financial analysis for all new developments and renovations
- Project Corporate Cash Flow Budgets by month for 3 years
- Reviewed budgets and analysis done by all properties
- Consolidated and standardized policies and procedures for 6 properties
- Performed financial analysis for all properties plus Corporate

- Involved in decision making for all strategic planning activities

Project Manager and Product Lead

Nov 2005 – Feb 2007 Infor Seattle, WA

- Successfully manage (on time and within budget) \$50,000 to \$1,000,000 projects
- Professional Services Product Lead and Business Analyst for Talent Management System
- Assist in writing user manuals and documentation for new product
- High customer satisfaction. Individuals I work with personally request me at their new companies

Corporate Director of Finance

Feb 2001 – Nov 2005 Skagit Valley Casino Resort & Semiahmoo Resort Company LLC Bow, WA

- Successfully run all accounting and finance functions for a casino, 2 hotels, 2 golf courses, over 10 restaurants, including Banquets, 4 retail shops, spa, gas station and convenience store, espresso stand, and a construction company
- Responsible for internal and external financial reporting, financial analysis, accounting policies and controls, and bank agreements
- Maintain a profit margin of over 40% by careful analysis and cost reductions
- Project Cash Flow Budgets for all 4 companies for up to 10 years
- Analysis of all new construction projects, ROI, etc. New development projects consisted of a convenience store, gas station, new 41 room boutique hotel, and indoor water park

Certifications

Certified Managerial Accountant (CMA)

Certified Hospitality Educator (CHE)

HEEJUNG (Cheyenne) RO

Assistant Professor • Rosen College of Hospitality Management • University of Central Florida
9907 Universal BLVD. Orlando, FL 32819 • Tel: (407) 903-8075 • E-mail: HeeJung.Ro@ucf.edu

EDUCATION

Ph.D. in Hotel, Restaurant, and Institutional Management, 2007

School of Hospitality Management, The Pennsylvania State University, PA

Master of Applied Statistics, 2007

Department of Statistics, The Pennsylvania State University, PA

Master of Science in Hotel Administration, 2003

William F. Harrah College of Hotel Administration, University of Nevada, Las Vegas, NV

Bachelor of Science in Geography, 1999

Kyung Hee University, Seoul, Korea

ACADEMIC POSITION

University of Central Florida, Rosen College of Hospitality Management, 2007-Present

Assistant Professor, Hospitality Services Department

Courses taught:

- Managing Hospitality & Guest Service Organizations (HFT6245)
- Research Methods in Hospitality and Tourism (HFT 6586)
- Guest Service Management (HFT 3540)
- Hospitality & Tourism Marketing (HFT 2500)

RESEARCH

Refereed Journal Articles

Ro, Heejung. Moderator and Mediator Effects in Hospitality Research, *International Journal of Hospitality Management* [In Press]

Ro, Heejung and Wong, June (2012). Customer Opportunistic Complaints Management: A Critical Incident Approach, *International Journal of Hospitality Management* [In Press]

Ro, Heejung and Choi, Youngsoo (2011). Student Team Project: Gender Difference in Team Project Experience and Attitude toward Team-based Work. *Journal of Teaching in Travel and Tourism*. 11(2), 149-163

Ro, Heejung and Chen, Po-Ju (2011). Empowerment in Hospitality Organizations: Customer Orientation and Organizational Support. *International Journal of Hospitality Management*. 30, 422-428

Mattila, Anna S., Cho, Wonae, and **Ro, Heejung**. (2011). The Role of Self-Service Technology in Restoring Justice. *Journal of Business Research*. 64 (4), 348-355

Mattila, Anna S., Cho, Wonae, and **Ro, Heejung**. (2009). The Joint Effects of Service Failure Mode, Recovery Effort and Gender on Customers' Post-recovery Satisfaction, *The Journal of Travel and Tourism Marketing*, 26, 120-128.

Mattila, Anna S., and **Ro, Heejung**. (2008). Discrete Negative Emotions and Customer Dissatisfaction Responses in a Casual Dining Setting, *Journal of Hospitality & Tourism Research* 32 (1), 89-107

Book Chapters

Ro, Heejung, and Mattila, Anna S. (2008). Affective Issue: A Cognitive Appraisal Model of Emotions and Complaining Behavior, In *Tourist Satisfaction and Complaining Behaviors: Measurement and Management Issues in the*

Tourism and Hospitality Industry, Edited by Yuksel, Atila. Nova Science Publishers, Inc. Page 271-282.
Mattila, Anna S., and **Ro, Heejung**. (2008). Customer Satisfaction, Service Failure, and Service Recovery, In *Handbook of Hospitality and Tourism Marketing*, Edited by Oh, Haemoun. Elsevier Publication. Page 296-323.

Statistical Consulting Projects/Reports

- Ro, Heejung**, and Boomer, KB. *Evaluation of the 2006 Pennsylvania Governor's Institute for Life Science Educator: Institution Report*, prepared for the Pennsylvania Department of Education, October, 2006.
- Ro, Heejung**, and Boomer, KB. *Science-In-Motion program evaluation*, Prepared for the Juniata College, 2006
- Ro, Heejung**, Saad, Fadhil M., Vongseng, Pailin, and Boomer, KB. *Evaluation of the 2005 Pennsylvania Governor's Institute for Personal Finance and Entrepreneurship: Institution Report*, prepared for the Pennsylvania Department of Education, April, 2006.

Research Under Review/Revision

- Ro, Heejung**, Choi, Youngsoo, and Olson, Eric. Service Recovery Evaluations: GLBTQ Customers versus Hetero Customers, *Journal of Hospitality and Tourism Research* [Under Review]
- Ro, Heejung**, Lee, Suna, and Mattila, Anna. Affective image positioning of Las Vegas Hotels, *International Journal of Contemporary Hospitality Management* [Under Review]
- Jang, Yeajin, **Ro, Heejung**, and Kim, Tae-hee. Social-Servicescape: The Impact of Social Environment Factors on Restaurant Image and Return Intentions, *International Journal of Hospitality Management* [Under Revision]
- Choi, Youngsoo and **Ro, Heejung**. Student Team Project Perception: Instructional Considerations, *Journal of Management Education* [Under Review]

Grants and Funds

- Ro, Heejung** (PI): Gay customers' Service Evaluations: The Effect of Distributive, Procedural, and Interactive Justice on Service Recovery Evaluation. 2011 Rosen College In-House Research Grant (\$2,500), [**Awarded**]
- Choi, Youngsoo (PI) and **Ro, Heejung** (Co-I): A study of GLBTQ tourist market: An analysis of psychographic factors and destination image, 2011 UCF In-House Grant (\$7,500), [**Submitted; Pending**]
- Ro, Heejung** (PI): Gay and lesbian customers' service failure experience – Gender bias and stigma consciousness, 2011 Joan Heller-Dian Bernard Fellowship in Lesbian and Gay Studies (\$6,250), [**Submitted; Pending**]

Refereed Conference Proceedings Articles/Abstracts

- Lee, Seung Hyun and **Ro, Heejung**. Are you still on hold? : Impact of Inbound call center waiting on service satisfaction. *International Society of Travel and Tourism Educators (ISTTE)*, Miami, Florida October 20-22, 2011 (Poster)
- Lee, Jumyung, **Ro, Heejung**, and Choi, Youngsoo. Convention Destination Image and the Determining Attributes by Multi-Dimensional Scaling (MDS) and Factor Analysis. *The 2011 TOSOK International Tourism Conference*, Seoul, Korea, July 4-6, 2011. (Presentation)
- Ro, Heejung** and Wong, June. Customer Opportunistic Complaints Management: From Employees' Perspective. *The 20th Annual Frontiers in Services Conference*, Columbus, Ohio, June 30~July 3, 2011 (Abstract; Presentation)
- Ro, Heejung** and Zhong, YunYing. Can Technology turn a new server into an "old" friend? Technology-assisted interactions from the service relationship perspective. *iHITA (International Hospitality Information Technology Association) 18th Annual Research Conference*, June 19, 2011, Austin, Texas (Presentation)
- Ro, Heejung** and Choi, Youngsoo. Student Team Project Perception: Instructional Considerations *South East CHRIE Meeting*, Atlanta, Georgia, February 25, 2011 (Presentation)
- Zhong, Yun Ying, Hara, Tadayuki, **Ro, Heejung** and Dickson, Duncan. Quantifying the Impact of the 2007 Economic Crisis on a Local Tourism Industry and Economy. *The 16th Annual Hospitality and Tourism Graduate Student Education and Research Conference*, Houston, Texas, January 6-8, 2011 (Presentation)
- Kubickova, Marketa, **Ro, Heejung**. Are students "real people"? The use of student subjects in hospitality research. *The 16th Annual Hospitality and Tourism Graduate Student Education and Research Conference*, Houston, Texas, January 6-8, 2011 (Poster)
- Kim, Sun-Hwa, Okumus, Fevzi, **Ro, Heejung**, and Choi, Youngsoo. An Investigation into Hotel Employees' Perception

- of Green Practice. *The 2nd Annual Green Lodging and Hospitality Conference*, Orlando, Florida, Dec. 9-11, 2009 (Poster)
- Kim, Sun-Hwa, **Ro, Heejung**, and Choi, Youngsoo. Organizational Green Orientation. *The 14th Annual Hospitality and Tourism Graduate Student Education and Research Conference*, Las Vegas, Nevada, January 4-6, 2009 (Poster)
- Noland, Katie and **Ro, Heejung**. The Impact of Matching and Conflicting Verbal and Nonverbal Communication on Guest Perception of Service Encounter. *I-CHRIE Conference*, Atlanta, Georgia, July30-August 2, 2008 (Poster)
- Sun, Yu-Hua Christine, Jones, David L, **Ro, Heejung**, and Chen, Yu-Tien. Service Failure and Recovery of Chain Restaurants in Taiwan: A Critical Incident Technique Approach, *The 5th APac-CHIRE Conference*, Beijing, China, May 24-27, 2007 (Presentation)
- Ro, Heejung** and Mattila, Anna S. The Structure and Nature of Customer Dissatisfaction Responses, *The 12th Annual Hospitality and Tourism Graduate Student Education and Research Conference*, Houston, Texas, January 4-6, 2007 (Presentation)
- Ro, Heejung**, Lee, Suna and Mattila, Anna S. An Affective Positioning of Las Vegas Hotels, *The 12th Annual Hospitality and Tourism Graduate Student Education and Research Conference*, Houston, Texas, January 4-6, 2007 (Presentation)
- Ro, Heejung** and Mattila, Anna S. Customer Dissatisfaction Responses: The Role of Emotions in Service Encounter. *I-CHRIE Conference*, Washington DC, July 26-29, 2006 (Poster)
- Ro, Heejung** and Mattila, Anna S. A Typology of Consumer Dissatisfaction Responses: Exit, Voice, Loyalty, and 'More'. *The 28th INFORMS Marketing Science Conference*, Pittsburgh, Pennsylvania, June 8-10, 2006. (Abstract; Presentation)
- Mattila, Anna S. and **Ro, Heejung**. Discrete Negative Emotions and Customer Dissatisfaction Responses: Attributional Approach. *The 14th Annual Frontiers in Services Conference*, Tempe, Arizona, October 6-9, 2005. (Abstract; Presentation)
- Ro, Heejung** and Mattila, Anna S. Why Some People Do Not Complain? - A Cognitive Emotion-Effort Model of Complaining Behavior. *The 10th Annual Hospitality and Tourism Graduate Student Education and Research Conference*, Myrtle Beach, South Carolina, January 5-7, 2005. (Poster)

UNIVERSITY SERVICE

University Committees/Board

- Graduate Program Review and Awards Committee (2011-Present)
- Student Conduct Board (2011-Present)

College Committees

- Faculty Research Committee (2007-Present): Chair (2011)
- Graduate Policy and Curriculum Committee (2007-Present)
- Faculty Development Committee (2010-2011)
- Dissertation Rotation Committee (Ad hoc, 2009-2010)
- PhD Admission Committee (Ad hoc, 2011)
- TIP Award Committee (Ad hoc, 2011)
- Hospitality Services Department Chair Search Committee (Ad hoc, 2008)

Department Committees

- Graduate Programs Committee (2011)
- Hospitality Service Annual Evaluation Criteria Committee (2009)
- Revenue Management Course Development Committee (2008)
- Faculty Evaluation Criteria for Hospitality Services (2007)

Ph.D. Candidacy/Comprehensive Exams

- Research methodology /Statistics Exam (2009-2011): Served as an evaluator in both written and oral exams

Dissertation Committees

- Member, Jumyung “Stephen” Lee, Ph.D. Candidate, Dissertation Proposal Title: The Effectiveness of Relationship Marketing in Behavioral Intention of Meeting Planners to a Convention Destination [Completed December, 2011]
- Member, Pamela Allison, Ph.D. Dissertation Title: Mystery Shopper Accuracy: The Effects of Training, Experience on Memory [Completed May, 2009].

Thesis Committees

- Chair, Jennifer Oster, Master’s Thesis Title (Tentative): Pay-What-You-Like Pricing Strategy by Appeals [In progress].
- Chair, Heidi Albus, Master’s Thesis Title (Tentative): The Effect of Corporate Social Responsibility on Service Encounter Evaluations [In progress].
- Member, Yunying “Susan” Zhong, Master’s Thesis Title: The Impacts of the 2007 Economic Crisis on Tourism’s Contributions to Economy in Orange County, FL. [Completed May, 2011]
- Co-Chair, Sun-Hwa “Sunny” Kim, Master’s Thesis Title: Employee Perception of Green Practice in the Hospitality Industry [Completed December, 2009].

Honor’s Thesis Committees

- Chair, Zachary Butters, Undergraduate Honor’s Thesis Title (Tentative): How much is too much: Investigation of overcompensation in service recovery [In progress; Expected to be completed in Summer 2012].
- Chair, Sunghyeon Kim, Undergraduate Honor’s Thesis Title (Tentative): How bad service becomes a success? [In progress; Expected to be completed in Spring 2013].
- Member, Rachel E. Pérez, Undergraduate Honor’s Thesis Title: The Relationship of Personality Type and the Service Recovery Process in Hospitality Organizations [Completed December, 2007].

Undergraduate Students Research Grants/Projects

- Faculty Mentor, for Zachary Butters, How much is too much: Investigation of overcompensation in service recovery, 2011 Summer UCF OUR Research Grant (Awarded), [In progress]
- Faculty Mentor, for Serenity Tedesco, Where Dreams Come True: An Investigation of Marketing Strategies in Theme Parks, 2011 Fall UCF OUR Research Grant (Awarded), [In progress]

Qualtrics- A Chief Trainer

- Provide workshops and assist faculty members and graduate students (2011- Present)

Service Related Speaking Engagement

- Mini-lecture of Guest Service Management: UCF Family Weekend-The Game Day Open House. September 10, 2011, Classroom Building I, UCF Main Campus.
- Guest Speaking at Evans High School: two classes, Teach-In Program – November 17, 2010
- Guest Speaking at Dr. Philips High School: one class, Teach-In Program – November 17, 2010

JOURNAL AND CONFERENCE SERVICE

Editorial Board

- Journal of Hospitality and Tourism

Ad-hoc review

- Journal of Hospitality and Tourism Research (Editor: Anna S. Mattila)
- International Journal of Hospitality Management (Editor: Abraham Pizam)
- International Journal of Contemporary Hospitality Management (Editor: Fevzi Okumus)
- Journal of Hospitality Marketing and Management (Editor: Dogan Gursoy)
- Journal of Foodservice Business Research (Editor: David A. Cranage)
- Event Management (Editor: Soyoung Boo)

Case Study and Book Proposal Review

- Case Study Review: Harvard Business School Case/Teaching Note -“Comfort Class Transport”, Harvard Business School Publishing.
- Book Proposal Review: The Cornell Handbook of Applied Hospitality Strategy by Dr. Cathy A. Enz, Sage Publication.

Conference review

- *The 17th Annual Hospitality and Tourism Graduate Student Education and Research Conference*, Auburn, Alabama, January 5-7, 2012
- *International Hospitality Technology Association (iHITA) 18th Annual Research Conference*, June 19, 2011, Austin, Texas
- *The 16th Annual Hospitality and Tourism Graduate Student Education and Research Conference*, Houston, Texas, January 6-8, 2011
- *International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE) Conference*, San Juan, Puerto Rico, July 28- 30, 2010
- *European Council on Hotel, Restaurant, and Institutional Education (Euro-CHRIE) Conference*, Helsinki, Finland, October 22-24, 2009
- *International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE) Conference*, San Francisco, California, July 29-August 1, 2009
- *The 14th Annual Hospitality and Tourism Graduate Student Education and Research Conference*, Las Vegas, Nevada, January 4-6, 2009
- *International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE) Conference*, Atlanta, Georgia, July30-August 2, 2008
- *International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE) Conference*, Dallas, Texas, July25-29, 2007

Other Journal Related Services

- Editorial Board, *Hosteur*, 2007
- Assistant to Editor, *Journal of Foodservice Business Research* (Editor: David A. Cranage), 2004 - 2006

PROFESSIONAL DEVELOPMENT

- “Technology Camp” by the Faculty Center for Teaching and Learning: May 11~12, 2011, 30 attendees, 2 days (15 hours) total
- “2010 Faculty Winter Conference” by the Faculty Center for Teaching and Learning: Dec 14~16, 2010, 40 attendees, 3 days (18 hours) total.
- “Scholarship of Teaching and Learning (SoTL) research project 2009-2010” by Faculty Center for Teaching and Learning: 18 hours total.
- “IDL 6543 Fall 2009” by The Center for Distributed Learning and Course Development & Web Services: Sep. 11~ Nov. 20, 2009, Center for Distributive Learning, and 80 hours total.
- “Course Innovation Project Spring 2008” by Faculty Center for Teaching and Learning: Feb 1, Feb 22, Mar 21, and Mar 28, 2008, Rosen College Faculty, 6 attendees, and 12 hours total.

STATISTICAL CONSULTING EXPERIENCE

Pennsylvania State University, Statistical Consulting Center, 1/2006 - 8/2006

Graduate Student Consultant:

- o Statistical Consulting and Projects/Reports

WORK EXPERIENCE

Office for the 3rd Asia-Europe Meeting (ASEM III, 2000), July- December, 2000

- Manager of Cultural Events, Bureau of Special Events
Kyung Hee University, July, 1999 – June, 2000
- International Activity Coordinator, Center for International Exchanges

PROFESSIONAL AFFILIATIONS

- Hospitality Sales and Marketing Association International (HSMAI), 2007 –Present
- Council on Hotel, Restaurant, and Institutional Education (CHRIE), 2003-2007

PAPERS PRESENTED AT PROFESSIONAL CONFERENCES

- I. International Conference on Marketing Systems for Developing Countries, Tel-Aviv Israel, 1/74, "Organizational Malfunctions in a Marketing Cooperative."
- II. The Travel & Tourism Research Association, Scottsdale, Arizona, 6/77, "Some Social and Economic Costs and Benefits of Tourism to Rural Communities."
- III. The Travel & Tourism Research Association, Ottawa, 6/78, "The Impact of Mass Tourism on a Destination Community."
- IV. Council on Hotel, Restaurant and Institutional Education, Atlantic City, New Jersey, 8/78, "Work Values of Hospitality Students."
- V. International Tourism Congress, Marmaris, Turkey, 10/78, "Businessmen Implications for Tourism Policy Making."
- VI. Tourism and the Next Decade, International Symposium, Washington, D.C., 3/79, "The Vacation Farm: A New Form of Tourism Destination."
- VII. The Travel & Tourism Research Association, 6/79, "Career Progress of Hospitality Graduates," (2) "The Potential for Farm Tourism in the U.S."
- VIII. New England Regional Commission Conference on Tourism, 11/79, "Increasing the Effectiveness of Small Tourism Operations by Adopting the Cooperative Approach."
- IX. Council on Hotel, Restaurant and Institutional Education, Dearborn, Michigan, 8/80, "On Campus Conference Business: A Rich Resource for Academic Institutions and HRI Programs." (With Peter Manning).
- X. America and the Pacific Community: Studies in Culture and Nationality: University of California, Berkley, September 4- 7/80, "Tourism's Contribution to Crime in the U.S."
- XI. World Hospitality Congress, March 9-12, 1981: (1) "The Use of Human Resources in the Hospitality Industry - A Survey;" (2) "A Consumer Satisfaction Index for Hotels" (with Robert C. Lewis).
- XII. Council on Hotel, Restaurant and Institutional Education, Montreal, Canada, 8/81, "Educational Programs offered at Hospitality Trade Shows: An Opinion Survey" (With Peter Manning and Stevenson Fletcher).
- XIII. AIEST, (International Association of Scientific Experts in Tourism), 31st Annual Congress, Cardiff, Wales, September 13-19, 1981, "Tourism and Crime in the U.S.A."
- XIV. Ben Gurion University of the Negev, Israel, "International Conference - The 80's Cause for Alarm of Optimism," December 19-23, 1981, The Management of Service Industries.
- XV. Pacific Area Travel Association, Travel Research Seminar, Suva, Fiji, August 16-18, 1982, (1) "Designing Visitor Surveys"; (2) "Tourism Forecasting Methodologies."
- XVI. ASEAN Hotel and Restaurant Association Annual Conference, Singapore, September 20-21, 1982, "Integrated Quality- Management System."

- XVII. The University of New Orleans and the University of Innsbruck Third Biannual Symposium, "Tourism and Culture: A Comparative Perspective", "Tourism Organization and Development in the U.S.A." New Orleans, March 1-2, 1983.
- XVIII. Rhode Island's Governor Conference on Tourism "Assessing Tourism's Impacts: A Discussion of the Social Costs and Benefits of Tourism," Providence RI, April 20, 1983.
- XIX. Singapore Hotel Association Top Team Development Program, "Hospitality Human Resources Management," Singapore, July 4- 15, 1983.
- XX. Indonesian Hotel Association Top Executive Development Program, "Hospitality Human Resources Management," Jakarta, Indonesia, July 18-30, 1983.
- XXI. Balinese Hotel Association "Motivation and Job Satisfaction of Hospitality Employees, Bali, Indonesia, August, 1983.
- XXII. Pacific Area Travel Association, East Asia Travel Research Seminar: (1) Research and Statistical Methods for Tourism Enterprises, (2) Conducting Visitor/Guest/Passenger Surveys, (3) Measuring the Effectiveness of Tourism Marketing Programs, Kuala-Lumpur, 8/17-19,/83.
- XXIII. Pacific Area Travel Association, Workshop on Measuring The Impacts of Tourism: (1) "The Social/Cultural Costs and Benefits of Tourism to the Destination Area (2)"Methods of Measuring Social/Cultural Costs and Benefits of Tourism". Hong Kong, August 24-26, 1983.
- XXIV. ASEAN Tourism Forum 84; Asean Media Workshop, "Positioning is the Name of the Game" Singapore, March 16, 1984.
- XXV. ASEAN Tourism Forum 84, Asean Hotel and Restaurant Association Convention, "Differentiation and Segmentation: Two Marketing Techniques for Small Hotels", Singapore, March 20, 1984.
- XXVI. Singapore Hotel Association Top Team Development Program, "Hospitality Human Resources Management", July 9-27, 1984.
- XXVII. Indian Association of Tour Operators "Workshop on Marketing India Abroad" New Delhi, August 1, 1984.
- XXVIII. African Travel Association "Motivating Tourism Employees to Work" Nairobi, Kenya, April 29, 1985.
- XXIX. International Association of Scientific Experts in Tourism, 35 Annual Congress "The Use of Values in Predicting Travel Behavior," Bregenz, Austria, September 15-21, 1986.
- XXX. Institute for Tourism Research, Zagreb, "Workshop on Measuring the Effectiveness of Tourism Sales Promotions" Zagreb Yugoslavia, May 15, 1987
- XXXI. Council on Hotel, Restaurant and Institutional Education Annual Conference, "Academic Characteristics and Faculty Compensation in U.S. Hospitality Management Programs", Atlanta, Georgia, August 6, 1987.
- XXXII. World Association For Professional Training in Tourism (AMFORT), Seminar on "The Challenge of the Hotel Industry in the 90s", "Macro Trends in World Tourism", Madrid, Spain, January 25-27, 1988.

- XXXIII. International Hospitality Research Symposium, "Methods in Hospitality Research", Virginia Tech, Blacksburg, Va., April 17-20, 1988
- XXXIV. Council on Hotel, Restaurant and Institutional Education Annual Conference, "1988 Academic Characteristics and Faculty Compensation in U.S. Hospitality Management Programs", Toronto Canada, July 27-31, 1988
- XXXV. Council on Hotel, Restaurant and Institutional Education Annual Conference, "The Effects of Task Characteristics on Hospitality Employees' Job Satisfaction and Burnout", Toronto Canada, July 27-31, 1988
- XXXVI. Krems Academy of Tourism Opening Ceremonies, " Trends in U.S. Hospitality Education", Krems, Austria, October 5-7, 1988
- XXXVII. First Global Conference: Tourism A vital Force for Peace, "Is Tourism a Mediator for Peace? The U.S.A-U.S.S.R. Experience" (with Ady Milman and Jafar Jafari), Vancouver, BC October 22-26, 1988
- XXXVIII. First Global Conference: Tourism A vital Force for Peace, "Is Tourism a Mediator for Peace? The Israeli-Egyptian Experience" (with Ady Milman and Arie Reichel), Vancouver, BC October 22-26, 1988
- XXXIX. The 73rd International Hotel/Motel & Restaurant Show, "Employee Burnout in the Hospitality Industry", November 14, 1988
- XL. Cultural Tourism: Defining a Sense of Place: "Tourism: A Catalyst to Peace?" Miami Florida, April 30-May 3, 1989
- XLI. The 1989 Travel Industry Association (TIA) International Pow Wow, "Tourism as a Catalyst for World Peace" Las Vegas, May 17, 1989
- XLII. International Congress on Health and Recreation Tourism "The Marketing of Health and Recreational Products" Antalya, Turkey, September 17-20, 1989
- XLIII. International Congress on Health and Recreation Tourism "The U.S. Health Resorts Industry" (with Ady Milman), Antalya, Turkey, September 17-20, 1989
- XLIV. 1989 Governor's Conference on Tourism, "Tackling the Labor Squeeze in the Tourism Industry" (with Mark Bonn), Daytona Beach, Fl. September 25, 1989
- XLV. Singapore Hotel Association Training and Educational Center Annual Hotel Lecture, "Optimizing Human Resources", Singapore November 17, 1989
- XLVI. Malaysian Association of Hotels, "Executive Seminar on Delivering Quality Service", Kuala Lumpur, November 18, 1989
- XLVII. Second ASEAN Tourism Conference, Keynote Speaker "ASEAN Tourism - Towards a Quality Destination", Pataya, Thailand, January 13, 1990
- XLVIII. Singapore Hotel Association Training and Educational Center Annual Seminar, "Marketing Planning for Hospitality Enterprises", Singapore, May 26-27, 1990

- XLVIX. Council on Hotel, Restaurant and Institutional Education Annual Conference, "1990 Academic Characteristics and Faculty Compensation in U.S. Hospitality Management Programs", July 27-31, 1990, Washington, D.C.,.
- L. Austrian Association of Tourism, "Developing Quality Tourist Destinations", October 29, 1990, Vienna, Austria.
- LI. Singapore Hotel Association Annual Seminar, "Quality Management in Tourism Enterprises", June 20-22, 1991, Singapore.
- LII. Malaysian Association of Hotels Annual Workshop, "Quality Management in Tourism Enterprises", June 17-19, 1991, Kuala-Lumpur, Malaysia.
- LIII. First National Tourism Congress, "Problems of Tourism Development in Third World Countries", November 16, 1990, Kusadasi, Turkey.
- LIV. International Association of Scientific Experts in Tourism, "The Management of Quality Tourism Destinations", May 4-7, 1992, Mahe, Seychelles.
- LV. AIESEC International Conference on Maritime and Tourism, "Global Tourism in a Changing World", May 4-7, 1992, Athens (Vouliagmeni) Greece.
- LVI. The First International Conference on Investments and Financing in the Tourism Industry, "The Role of Culture in the Management and Operations of Tourist Enterprises," May 16-21, 1993, Jerusalem, Israel.
- LVII. The International Academy for The Study of Tourism Biennial Conference, "Using Unobtrusive Measures in Tourism Research," June 21-26, 1993, Seoul, Korea.
- LVIII. The First International Conference on Investments and Financing in the Tourism Industry, "Financial and Operational Leverage and Risk of Firms in the UK Hotel Industry," (with Simon Archer), May 16-21, 1993, Jerusalem, Israel.
- LIX. International Symposium on: High Priority Actions in Environmental Policy, "The Perceived Negative Environmental Impacts of Tourism: Whose Responsibility is it Anyway?" September 13-18, 1993, Elounda, Crete, Greece.
- LX. International Conference on: Decision-Making Processes and Preference Changes of Tourists, "Does Culture Affect Tourist Behavior?" November 25-27, 1993, Innsbruck, Austria.
- LXI. International Conference on: Regional Development: The Challenge of the Frontier, "Tourism Development in Desert Areas: Conservation vs. Change", December 27-30, 1993, the Dead Sea, Israel.
- LXII. Council on Hotel, Restaurant and Institutional Education Annual Conference: Education Through Experience: A Winning Combination. "Influence of Tourism on Attitude Change: Turkish Tourists Visiting Greece" (with Meral Korzay and Petros Anastasopoulos), July 27-30, 1994, Palm Springs, CA.
- LXIII. Council on Hotel, Restaurant and Institutional Education Annual Conference: Education through Experience: A Winning Combination. "The 1993-94 Academic Characteristics and Faculty Compensation of CHRIE Members in U.S. Hospitality Management Programs"(with Ady Milman), July 27-30,

1994, Palm Springs, CA.

LXIV. Talk at the Top: Security and Risks in Travel & Tourism. "Security and Risks in Travel & Tourism - An Overview", June 9-11, 1995, Östersund, Sweden.

LXV. International Seminar on Theme Parks. "Preparing the Workforce for Theme Parks in Brazil" May 23, 1996, Rio de Janeiro, Brazil.

LXVI. National Seminar for Mexican Tourism Operators. "Tourism Human Resources in Latin America.", June 14, 1996, Mexico City, Mexico.

LXVII. The Travel & Tourism Research Association Annual Conference. "Making Tourists Feel Safe" (with Peter Tarlow and Jonathan Bloom), Las Vegas, Nevada, July 6, 1996.

LXVIII. American Chamber of Commerce Guadalajara Chapter, "Seminar on Tourism Human Resources in Mexico," September 25, 1996, Guadalajara, Mexico.

LXVIX. Caribbean Tourism Conference (CTC 20), "Tourism Human Resources in Latin America. - The Implications for the Caribbean" September 27, 1996, Barbados.

LXX. Southern Management Association Annual Conference, "Hospitality Management an Industry in Search of a Paradigm," (with Michael Olson, Harsha Chacko and Joan Clay) November 8, 1996, New Orleans, Louisiana.

LXXI. Institute for Operations Research and Management Science (INFORMS): Managing Services in the Next Millenium, "Tourism Research-The State of the Art," May 4-7, 1997, San Diego, California.

LXXII. Colegio Universitario del Este – School of International Tourism and Hotel Management, Industry Seminar on: "Increasing Hotel Guests' Satisfaction," June 6, 1997, San Juan, Puerto Rico.

LXXIII. International Association of Hospitality Consultants - Mid Florida Chapter : "Global Trends in Tourism," July 25, 1997, Orlando, Florida.

LXXIV. Hotel School of Mauritius, Seminars on: (1) "Increasing Tourist Satisfaction," (2) "Marketing Planning for Hotels," Rose Hill, Mauritius, August 4-7, 1997

LXXV. War, Terrorism and Tourism: Times of Crisis and Recovery, "Keynote Address: Contemporary Trends and Future Courses," Dubrovnik, Croatia, September 25-27, 1997

LXXVI. The American Express Travel Services Mexico - Network XII Annual Convention, "World Tourism in the Next Millenium," San Jose Costa Rica, February 18, 1998.

LXXVII. International Conference on: Urban Development in Frontier Regions "The Capital and Training Needs of Small Tourism Operators in Frontier Regions" Beer-Sheva, Israel, April 5-7, 1998.

LXXVIII. Academic Characteristics and Faculty Compensation of CHRIE Members in U.S. Hospitality Management Programs" (with Bernard Fried and Ady Milman), July 31, 1998, Miami, FL.

LXXIX. International Hotel & Restaurant Association, "Think Tank on Security and Safety" Moderator, Orlando, Florida, August 17-18, 1998.

- LXXX. Institute of Management Accountants – Central Florida Chapter, “Tourism Trends for the New Millenium” Orlando, Florida, February 23, 1999.
- LXXXI. International Hotel & Restaurant Association, "Think Tank on Security and Safety" Moderator, Stockholm, Sweden, August 16-17, 1998.
- LXXXII. International Conference on Improving Safety and Security at Tourism Destinations (1) Keynote address "Tourism Safety and Security in a Post Modern Society" (2) "Acts of Terrorism and their effect on Tourism Destination - An Historical Analysis," Kalmar, Sweden, August 20-22, 1999.
- LXXXIII. Technikon Pretoria “Seminar on Safety & Security in South African Tourism Enterprises” Pretoria, South Africa, May 15, 2000
- LXXXIV. First National Congress on Tourism, “Mexico-Jobs for the Millennium” Mexico City, January 18-19, 2001
- LXXXV. Business Enterprises for Sustainable Tourism (BEST) “First International Think Tank on Sustainable Tourism Education “ Moderator of the Think Tank,” Bongani, Gauteng, South Africa, February 25-March 1, 2001.
- LXXXVI. Universidad de Guadalajara - Centro Universitario de Ciencias Economico Administrativas, Coloquio sobre Desarrollo Turistico y Sustentabilidad. "Educating the Next Generation of Tourism Management in Sustainable Tourism Practices." Guadalajara, Mexico, June 21-23, 2001.
- LXXXVII. Institute for Tourism – Zagreb - International Tourism Research Conference - Reinventing A Tourism Destination – “The Relationship Between Risk-Taking, Sensation Seeking and the Tourist Behavior of Young Adults.” Dubrovnik, Croatia, October 18-21, 2002.
- LXXXVIII. University of Florida College of Health and Human Performance – Eighteenth Annual D.K. Stanley Lecture - “Tourism After 9/11” Gainesville, Florida, February 24, 2003.
- LXXXIX. Safety & Security: New Driver of Tourism Economies Conference – Keynote Address – “Safety & Security: New Driver of Tourism Economies” Cape Town, South Africa October 15-16, 2003.
- XC. Global Foundation for Development and Democracy - Seminar on Sustainable Tourism – “Sustainable Tourism and its Importance to the Dominican Republic” Santo Domingo, Dominican Republic, April, 20, 2004.
- XCI. SKAL International Orlando, 2005 Tourism Leadership Summit “Panel on Human Resources in Hospitality & Tourism Enterprises” Orlando, Florida, September 23, 2005.
- XCII. International Conference on Knowledge-Based Economy & Global Management, “The Effects of Tourism Safety & Security on Tourism Demand: Lessons Learned from the Last Five Decades.” Tainan, Taiwan, November 3, 2005.
- XCIII. National Association of Industrial and Office Properties, “The New Condo Hotels Craze” Orlando, Florida, July 20, 2006.
- XCIV. Central Florida Global Forum, University of Central Florida, Seminar on European Union & US Laws” The Impacts of US Laws on Tourism between USA and the European Union”. University of Central Florida, Orlando, Florida April 12, 2007.

XCV. Leonard Davis Institute for International Relations, The Hebrew University of Jerusalem – International Tourism and Politics Conference “Keynote Address: Tourism Safety & Security and its Importance to the Success of the Tourism Industry” Jerusalem, Israel, May 8-9, 2007.

XCVI. SKAL International Orlando, Tourism Leadership Summit “Leadership Roundtable” Orlando, September 21, 2007.

XCVII. EURO-CHRIE Annual Conference, “Keynote Address: Tourism as an Innovation-Based Industry” Leeds, United Kingdom, October 25, 2007.

XCVIII International Conference on Knowledge-Based Economy & Global Management, “Keynote Address: Innovation in the Hospitality & Tourism Industry” Southern Taiwan University of Technology, Tainan, Taiwan, December 6, 2007 (with Stephen Lebruto & Robertico Croes. Speech delivered by Stephen Lebruto) .

XCIX. Council on Hospitality Management Education, “Keynote Address: Advances in Hospitality Research: From Rodney Dangerfield to Aretha Franklin” Glasgow, United Kingdom, May 12-15, 2008.

C. EURO-CHRIE Annual Conference, “Panel on Sustainable Tourism and the Hotelier”, Dubai, UAE, October 14, 2008.

CI. The 10th Anniversary of Cornell - Waseda Seminar, “The Domains of Hospitality & Tourism: Differences and Similarities” Tokyo, Japan, December 15, 2008.

CII. Tourism Destination Development and Branding Conference, “Keynote Address: Destination Branding: The State of the Art” Ben-Gurion University of the Negev, Eilat, Israel, October 14, 2009.

CIII. MICE Knowledge Forum, Korea, “Keynote Address: Branding Tourist destinations: The Orlando Experience” Incheon, Korea, November 10, 2009.

CIV. Consumer Behavior in Tourism Symposium 2009, “ Keynote Address (with Amir Shani): Consumer Attitudes towards Animal-Based Tourist Attractions” Centre in Tourism Management and Tourism Economics of the Free University of Bolzano, Brunico, Italy, December 17, 2009.

CV. Tourism and Hospitality Research in Ireland Conference 2010, “Keynote Address: Future Opportunities in Hospitality and Tourism” Shannon, Ireland, June 16, 2010.

CVI. The 68th Tourism Sciences Society of Korea Academic Conference: A New Horizon of International Tourism: From the Hinterland to the Ocean, “Panel Discussion IJTS Forum” Buan, Korea, July 6, 2010.

CVII. ATLAS 2010 Annual Conference: Mass Tourism vs. Niche Tourism, Keynote Address: “Space tourism: A New Niche Market,” Limassol, Cyprus, November 3-5, 2010.

CVIII. 1st International Conference on Tourism & Management Studies, Keynote Address “The Domains of Tourism and Hospitality Management: Similarities and Differences.” Faro, Portugal, October 26-29, 2011.

CURRENT EDITORIAL POSITIONS:

1. *Amfiteatru Economic Journal* (Romania) - Editorial Board

2. *Annals of the “Stefan cel Mare” University of Suceava*, Fascicle of the Faculty of Economics & Public Administration (Romania) – Editorial Board
3. *Annals of Tourism Research* - Associate Editor
4. *Asian Journal of Tourism and Hospitality Research* (The Philippines) – Editorial Board
5. *Cornell Hospitality Quarterly* – Editorial Board
6. *EHLITE* (Switzerland) – Editorial Board
7. *International Journal of Hospitality Knowledge Management* – Editorial Board
8. *International Journal of Hospitality Management* – Editor-in-Chief
9. *International Journal of Safety and Security in Tourism/Hospitality*(Argentina)- Editor
10. *International Journal of Tourism Sciences* (S. Korea) – Consulting Editor
11. *Journal of Hospitality Marketing & Management* - Editorial Board
12. *Journal of International Hospitality, Leisure & Tourism Management* - Editorial Board
13. *Journal of Quality Assurance in Hospitality and Tourism* - Editorial Board
14. *The UNLV Journal of Hospitality, Tourism & Leisure Science* – Editorial Board
15. *Tourism, Culture & Communication* (Australia) - Editorial Board
16. *Tourism Focus* (Cambodia) – Editorial Board
17. *Tourism Recreation Research* (India) - Resource Editor
18. *Tourism Studies* - Editorial Board
19. *Turismo: Visao E Acao* (Brazil) – Editorial Board
20. *Tourism* (Croatia) - Editorial Board
21. *Visions in Leisure and Business* - Editorial Board

Mary Jo Ross, Ph.D.

CSEP, CPCE

690 S. Lakemont Avenue, Winter Park, Florida 32792
O(407) 823-0545 C(407) 620-4843 MaryJo.Ross@ucf.edu

Education

Ph.D. Instructional Technology, University of Central Florida, Orlando, FL

"A Critical Analysis of Problem Solving Perceptions as Reported by Special Event Managers: A System Based Approach to Training Special Event Managers in Temporal Based Situations"-Dissertation

August, 2006

Pennsylvania State University, College of Health and Human Development, State College, PA

33 Graduate Student Hours in Hotel, Restaurant, and Institutional Management

1997-1999

M.A. Adult and Community Education , Indiana University of Pennsylvania, Indiana, PA

May, 1999

B.S. Human Resource Management, Geneva College, Beaver Falls, PA

January, 1995

Professional Certifications

Certified Special Events Professional (CSEP), 2005, 2010

The CSEP designation is the hallmark of professional achievement in the special events industry. It is earned through education, performance, experience, and service to the industry, and reflects a commitment to professional conduct and ethics.

The CSEP designation is awarded by the International Special Events Society (ISES) and its Certification Committee. ISES is the only international umbrella organization representing professionals in all disciplines of the special events industry.

Certified Professional Catering Executive (CPCE), 2005, 2010

The CPCE designation is the national recognition of standards and competency in catering.

It endorses the education and professional achievement in the field of catering.

The designation is awarded by the National Association of Catering Executives.

Board of Directors

February 2009 - Present

JRI Worldwide, Chef Johnny Rivers, CEO

10501 S. Orange Avenue, Suite 105, Orlando, Florida 32824

Vice President Educational Programs

Work Experience

August 2009 – Present

University of Central Florida, Rosen College of Hospitality Management

Orlando, Florida 32816-1450

Assistant Professor

May, 2001 – August, 2009

University of Central Florida, Rosen College of Hospitality Management

Orlando, Florida 32816-1450

Administrative Faculty – August 21, 2007 to March 2009

Oversee all culinary labs including Three Pillars Café. Manage and direct, food and beverage manager, labs managers, lab technicians, student USPS and OPS employees. Oversee staff labor, budgets, sales, marketing materials, and event management for on-site and off-site special events. Food and beverage product selection, purchasing specifications approval, human resource management, forecasting and integrating operational systems with college staff and systems.

Assistant Professor, Director of Events – August 2006 to August 2009

Instructor of Introduction to Hospitality Marketing, Lodging Operations, Banquet and Catering Organization, Event Management, Catering Management and Special Events Management; Introduction to Tourism Management; Introduction to Hospitality Management; Introduction to Conventions, Meeting Planning and Expositions Management, Contract Food Service Management

Manage incoming event business. Qualify clients, design events, coordinate college managers (AV Tech, Communications, Facilities, Public Relations, Security, and Food and Beverage Operations) Initiate billing, oversee event staffing, select creative aspects of décor, entertainment, foods, and services. Oversee ticket marketing, ticket orders, ticket point-of-sale operations of phone sales. Execute events, pre-con and post-con meetings, client billing, event tracking.

Produce off-premise events: Annual Gala, Food Festival, and community projects with the Golden Rule Foundation and UCF Service-Learning. Write, audition, and cast performers. Design event template, sponsorships, programs, and marketing materials. Meet with local contributors, suppliers, and corporate sponsors. Build industry relations among sponsors, staff, and students.

Produce faculty luncheons, Dean's luncheons and meetings, University events on college campus. Produce the Dean's Family Weekend Brunch. Dignitary visits, corporate training meetings, educational seminars, workshops and mini-conferences (UCF and community's).

Generated ancillary event and catering revenues:

2009	\$230,418
2008	\$656,681 (Plus Grande Gala gross of \$146,496)
2007	\$265,000 (Plus Grande Gala Gross of \$198,000)
2006	\$150,000
2005	\$35,000

Assistant Professor, Visiting Assistant Professor (2 years), Adjunct Professor, and Coordinator of Public Space – May 2001 to August 2006

Ancillary College Leadership:

Executive Producer, *Grand Tour Gala*: Rosen College fundraiser 2011-Present

Rosen College Continuing Education Committee, Co-Chair, 2010-2011
UCF's Faculty Senate University Parking Advisory Committee Member 2009-Present
Rosen College Executive Education Committee, Co-Chair, 2003-2007
Rosen College Faculty Assembly Budget Committee, 2008-2009, 2009-2010, 2010-2011
Rosen College Undergraduate Curriculum Committee, 2004-2005, 2009-2010
Faculty Advisor of Registered Student Organization (RSO) 2003-Present
NACE@UCF, National Association of Catering Executives Club at UCF
(previously named International Special Events Society Club at UCF)
Founder & Faculty Advisor of UCF Student Organization Spring 2009-Fall 2010
FRLASC, Florida Restaurant and Lodging Association Student Chapter at UCF
Rosen College Department of Foodservice and Lodging Faculty Evaluation Service Chair, 2010
Rosen College Department of Foodservice & Lodging Department Chair Search Committee 2009
Director of Student On-Call Staffing, 2006-2008
Rosen College Graduate Program Committee, 2006-2007
Rosen College Faculty Search Committee, 2004-2005
Rosen Faculty Research Colloquium Committee, 2003-2004
Executive Producer/Director Rosen College Annual Spring Festival "Floribbean Fest"
2003, 2004, 2005, 2006, 2007
Executive Producer, 2009, 2008, 2007 The Grande Hospitality Gala; Annual Rosen College Fundraiser and Induction Ceremony to the Central Florida Hospitality Hall of Fame

June, 2000 – October, 2001

Universal Studios Orlando, 1000 Universal Studios Plaza, Orlando, FL

May, 2001 – October, 2001

Instructional Design Specialist

Human Resources, Organizational Development, and Corporate Training

Researched and developed organizational educational opportunities for workforce enhancement and marketing. Analyzed, implemented and maintained professional educational programs and vocational on-the-job training processes to increase employees' levels of skill based knowledge. Developed and designed corporate training materials. Off-site facilitator for Conglose Consulting and Roberts Nathanson & Wolfson Consulting in conjunction with corporate "Vision, Mission, Values" (VMV) initiatives. Internal consultant to Employee Services Manager and Employee Communications Manager.

June, 2000 - May, 2001

Assistant Unit Manager – Food Service Division, Islands of Adventure

Multi-unit restaurant manager. Operational responsibilities of full service, quick service and prepare to order food operations. Product procurement, internal and external service marketing, employee management, coaching and development. Inventory responsibilities, financial budgeting and employee scheduling.

January, 1998 - May, 1999

**Pennsylvania State University, College of Health and Human Development
University Park, Pennsylvania, 16802**

November, 1998 - May, 1999

Project Manager, Project PA, Department of Nutrition

Subject matter expert of contract food service operations within Pennsylvania public school systems. Managed, designed, and developed multimedia training program for USDA grant. Implemented needs assessment to develop appropriate training procedures improving public and private school foodservice operations in accordance with the United States Department of Agriculture and the Pennsylvania Department of Education. Coordinated training of model schools and pilot tests for human performance in operations. Managed production of video, including script writing, casting, videography, and graphic design and postproduction operations. Coordinate statewide teleconference for year 2000.

January, 1998 – January, 1999

Attaché to the Walter J. Conti Endowment

School of Hotel, Restaurant and Recreation Management

Managed funding of a \$1 million endowment. Located prominent leaders of the hospitality industry to inaugurate honorary professorships to speak at weekly student colloquia. Arranged executives' travel, lodging, and entertainment. Purchased all university gifts and arrange campus tours and meetings. Scheduled adjunct teaching and escorted guests through itineraries. Created good will and solicited corporate funding for the Hotel, Restaurant and Institutional Management program, as well as created student opportunities for internships and placement. Hosted Conti Professors at national conferences.

January 1998 - January 1999

Graduate Research Assistant, School of Hotel Restaurant and Recreation Management

Conducted research and data analysis of the hospitality industry. Counseled students in career development, curricula development, designed course assessments and course evaluations, managed students' grading and scores. Initiated and disseminated program director's internal and external communications. Assisted in all paperwork and office duties of HRIM program. Reported directly to Dean, Dr. Stuart Mann.

May, 1998 - May, 1999

Co-Chairman, Penn State Leadership Institute, Lessons for a Lifetime: A Professional Development Conference for School Food Service and Hospitality Professionals

Co-Chair, Dr. Peter Bordi

July, 1996 – January, 1998

Pittsburgh Public Schools, Food Service Division, Pittsburgh, PA

Senior Buyer

Assistant to Food Services Director. Created bid specifications for procurement of all perishable and non-perishable items involved with the total food service operation. Developed, initiated, tabulated, and awarded bids. Developed and initiated all product inquiries needed for total operation. Scheduled and conducted appointments with brokers and manufacturers' representatives to review and discuss various products needed for the operation. Utilized all available computer software programs to assist in proper purchasing procedures. Coordinated warehouse and accounting to ensure proper product delivery, receipt, and pricing. Coordinated with school supervisors to ensure product implementation and acceptability. Generated marketing to increase student participation. Coordinated production of manufactured meals. Reviewed all invoices and rebate allowances. Assisted the food service director in initiating program development.

January, 1995 – July, 1996

Indiana University of Pennsylvania, College of Education, Indiana, PA

Graduate Research Assistant, Department of Adult and Community Education

Assisted department chair and faculty with program research. Facilitated organization and administration of course and summer workshops. Assisted designing the adult education and communications technology master's degree program. Supervised department office staff. Coordinated opening of off-campus facility. Managed library services for off-campus facility to include book procurement, media services, and lending policy development. Developed marketing and recruitment strategies to include publications, open house events, registration, and orientation. Provided career counseling for graduate students. Coordinated events and conferences for professional associations.

February, 1991 – January, 1995

Ross Decorating, Butler, PA

President, Owner

Event management company focused on special events, weddings, and private parties.

Full service event decorating and catering.

January, 1989 – December, 1990

Ritz-Carlton Hotel, Vanderbilt Beach, Naples, FL

W. B. Johnston Hotel Corporation

Room Service Supervisor and Specialty Catering Team

March, 1987- January, 1989

Sonesta Sanibel Harbour Resort & Spa, Sonesta Hotels, Ft. Myers, FL

Restaurant Manager/Banquet Coordinator

February, 1986 – March, 1987

Home Depot, Ft. Myers, FL

National Kitchen and Bath Association Certified Designer and Department Manager

March, 1984 – January, 1986

Freeway Hotel Corporation, Latrobe, PA

Holiday Inn, Quality Inn, and Days Inn Franchiser

Assistant Sales Manager/Catering Manager

March, 1984 – January, 1986

WBUT-LER AM/FM Radio Station, Butler, PA

Butler County Radio Network

Talk Show Hostess/Broadcaster; Sound & Technical Production Specialist

*FCC License carrier since 1984

Teaching Experience

University of Central Florida

University Level:

UCF Service Learning Board Member 2004-Present

Professor HFT3757SL, 2004-2005, 2005-2006; HFT3263, 2010

Burnett Honors College Undergraduate Research (2)

Honors in Major Fall 2004, Spring 2005

College Level:

Restaurant Management

Catering and Banquet Organization

Lodging Operations

Catering Management

Introduction to Tourism Management

Introduction to Hospitality Management

Introduction to Hospitality & Tourism Marketing

Contract Food Service Management

Guest Services Management

Special Events Management

Conventions and Meeting Planning Management

Independent Studies in Event Management

Summer 2008, one undergraduate student

Spring 2006, one undergraduate student

Spring 2005, two undergraduate students

Spring 2004, 2 undergraduate students & 1 graduate student

Spring 2003, one undergraduate student

Disney Scholars Program:

Department of Continuing Education

Guest Services Management

Foodservices Management

The Pennsylvania State University:

Project PA, Master Instructor Workshop, "Nutrients in School Meals"

Courses taught as graduate assistant:

HR&IM 202 Colloquium

HR&IM 492 Senior Seminar

HR&IM 497C Cruise Ship Management.

HR&IM 304 Managed Services (Institutional Food Service Management)

Doctoral Committees

2010 James P. Hogg, Ph.D. Education, Dissertation: *“The Virtual Hospitality Lab – The effects of role-play simulations on hospitality students’ wiki technology skills using a multi-user virtual environment”*.

2008 Yu-Ching Chen, Ph.D. Education, Dissertation: *“The Effects of Applying WIKIs in an English as a Foreign Language (EFL) Class in Taiwan”*.

Honors in Major Thesis Advisor – UCF Burnett Honors College

Watson, M., 2005 *“Personality Type as a Factor to Career Decisions in Hospitality Management”*

Watson, C., 2005 *“Psychosomatic Illnesses: How Stress Caused by Work and School in Hospitality Management Students Act as Acquired Constitutional Factors”*

Working Research

Ross, M. J. 2005 *“A Critical Analysis of Problem Solving Perceptions as Reported by Special Event Managers: A Systems Based Approach to Training Special Event Managers in Temporal Based Situations”* (Dissertation)

Ross, M. J., Day, W. 2004 *“The Analysis of Instruction for Event Management”*

Ross, M. J. 2002. *“The Application of an Instructional Design Model in the Training of Tour Guides for Multi Cultural Aspects”*

Grants Funded

2003 O-Force Grant , Orange County, Florida, Tesone, Ross, Ricci, & Chen,
University of Central Florida \$40,000

Funded Projects

2006-2007 National Association of Catering Executives, Center for Certified Professional Catering
Executive instructional design project. \$66,950

Grants-Awarded Unfunded

2005 Endowment for the Arts, “Challenge America”, University of Central Florida

Catering and Event Industry Awards

2010 International Esprit Award, Best Team Effort Production Over \$150,000

2010 Orlando WOW Awards, “Peer of the Year” Winner for Best Meeting Planner 2010

- 2009 “Best Event Planner of the Year” ISES Orlando WOW Awards
- 2008 George Zell Spirit of NACE 2008 Recipient Award
- 2004 International Esprit Award, Best Team Effort Production Over \$150,000

Workshops Attended

- Fall 2009 IDL6543 Webcourse Development Training
- April 6, 2009 UCF “Grant Day” UCF Student Union, Office of Commercialization & Research
- September 17, 2008 Orange County Public Schools Grant Proposals

Workshops Conducted

- 2010 NACE Certified Professional Catering Executive (CPCE) workshop
Orlando NACE, Rosen College Campus

Continuing Education Program Development

- 2010 Co-Chair, Rosen College Faculty Assembly Committee
- 2008 Certificate in Catering Management Program – Marketed for August 2009
- 2003-2008 Rosen College of Hospitality Management Executive Education Program
Project Developer / Coordinator
Executive Education Programs
2008 Certificate in Catering Management
TBA Certification of Tour Guides
- 2005 Holiday Culinary Workshops, Rosen College

Reviewer

- 2010- Present, International Special Events Society (ISES) C.S.E.P. certification reviewer
- 2010 16th Graduate Education & Graduate Student Research Conference in Hospitality and
Tourism, Tourism Track, University of Delaware
- 2009 15th Graduate Education & Graduate Student Research Conference in Hospitality and
Tourism, Tourism Track, University of Houston
- 2005 Las Vegas International Hospitality & Convention Summit I, “*The EMBOK as a Risk
Management Framework for Events*”
- 2005 Las Vegas International Hospitality & Convention Summit I, “*A Comparison of Two Music
Festivals: Implications for Festival Managers and Planners*”

Publications

- Cetron, M., J. A. Williams, M. J. Ross, and F. J. DeMicco. 1998. Eight palatable trends: The impact of trends on future food consumption – Restaurant Renaissance revisited. The Pennsylvania State University, School of Hotel, Restaurant and Recreation Management Working Paper #98-56.

Ross, M. J., Hoffreichter, M., 1998. Strategic training of hospitality organizational behavior diversity: Training Generation X. The Pennsylvania State University, School of Hotel, Restaurant and Recreation Management Working Paper.

Textbooks

Pasa, H.G., 2009 Cost Control Text: *in progress*

Walker, John., 2008. Exploring the Hospitality Industry: Rosen College Custom Edition, Ross, M.J. and Terry, M. authored "Past, Present, and Future of Hospitality and Tourism", John Wiley Publishing

Ross, M.J., Terry, M., 2003. The Rosen School's World of Hospitality: An Introduction
John Wiley Publishing

Brymer, R., et al, 2003. Hospitality & Tourism, 11th Edition, Chapter Two: The Past:
Hospitality and Tourism "Yesterday" by Michael Terry and Mary Jo Ross

Conference Presentations and Papers

November 2007 Association of Bridal Consultants
Annual Business of Brides Conference, Orlando, Florida

July 2005 National Association of Catering Executives, Speaker
Educational Conference, Orlando, Florida

April 6-8 2005 Gulf-South Summit of Service Learning and Civic Engagement, Workshop Speaker, Cocoa Beach, Florida

November 14-16, 2003 Southeast CHRIE Conference, Wilmington, NC
"An Instructional Design Model for the Training and Certification of Tour Guides"

Conference Planning Committees

- 13th Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, January 3-5, 2008, UCF Rosen College Host Committee
- International Space Tourism Conference, Rosen College, June 2007 (canceled and rescheduled for 2009)
- National Association of Catering Executives Educational Conference
Orlando, Florida July 2005
- Council of Hotel, Restaurant and Institutional Education, International Conference
Orlando, FL, August 2002
- Pennsylvania School Foodservice Leadership Summer Conference

Pennsylvania State University, State College, PA, July 1998

- American Association for Adult and Continuing Education National Conference
Pittsburgh, PA, August 1997

Philanthropic Contributions

- Founder of Florida Restaurant and Lodging Association, Central Florida Scholarships
- Founder, Dan K. Ross, Jr. NACE Scholarship Fund, April 2004, UCF Rosen College of Hospitality Management
\$500 annual contributions 2004, 2005, 2006, 2007, 2008, 2009

Professional Organizations

- Member, Florida Restaurant and Lodging Association (FRLA)
 - *Founder & Faculty Advisor for student organization, FRLA@UCF 2009-2010
 - *Committee Member of Orlando Food and Wine Festival 2009
 - *Committee Member of FRLA Education Committee 2009-2010
- Member, National Association of Catering Executives (NACE)
 - *Board Member Orlando Chapter 2011-9th year service
 - *2012 Orlando Board Vice-President
 - *Director of Student Relations
 - *Chair of Grand Tour Gala
 - *Chair Student Scholarship Committee
 - *Founder and Chair of Student Mentoring Program
- Member, National Restaurant Association Member, International Festival & Events Association (IFEA)
- Member, International Society of Travel and Tourism Educators (ISTTE) 2003-2007
- Member, International Special Events Society (ISES)
 - *Board Member of Orlando Chapter 2003, 2004, 2005, 2007
- Member, Pi Lambda Theta 2005, 2006, 2007
(International Honor Society and Professional Association in Education)
- Member, Association of Educational Communications & Technology (AECT) 2003-2006
- Member, Council on Hotel, Restaurant and Institutional Education (CHRIE)
 - 2008 Past- President, Florida Caribbean Chapter
 - 2006-2007 President, Florida Caribbean Chapter

SPECIAL EVENTS PRODUCED: Rosen College /UCF

- UCF College of Medicine Grand Opening Gala, October 16, 2010
- UCF Book Festival, UCF Arena; Commentator, April 2010
- UCF Rosen College, Open House Speaker, 2009-Present
- Boy Scouts of America National Board Meeting & Dinner, May 21, 2009
- Grande Hospitality Gala (In production 7 months and canceled), April 2009
- Oregon Wine Expo! (In production 5 months and canceled), March 2009
- Season of Traditions (In production 4 months and canceled), December 2008

- Dean's Family Weekend Brunch, October 5, 2008
- Rosen College Annual Employee Appreciation Picnic, October 3, 2008
- Charlie Bertini's, Applejazz Concert, September 20, 2008
- Rosen College Annual Faculty Retreat, August 26, 2008
- UCF Opera, "Double Trouble", April 12-13, 2008
- McDonalds Restaurants Asian and Pacific Islander American Scholarship Fundraiser and Auction, April 13, 2008
- Dr. Phillips Performing Arts Magnet Program Gala, April 26, 2008
- 2nd Annual Grande Hospitality Gala, Loews Royal Pacific Resort, March 29, 2008
- 13th Graduate Education & Graduate Student Research Conference
in Hospitality and Tourism, UCF Rosen College Host Committee, January 3-5, 2008
- Season of Traditions, Rosen College Campus, December 15, 2007
- Town & Gown event, Rosen College Campus, December 2, 2007
- Rosen College Annual Picnic, November 2, 2007
- FOX News Republican Presidential Debate Broadcast –Live focus Group at UCF Rosen College, October 21, 2007
- Dean's Family Weekend Brunch, Rosen College Campus, October 21, 2007
- Rosen College First Annual "Grande Hospitality Gala", Sea World Orlando, April 28, 2007
- *Floribbean Fest 2007*, Rosen College Campus, March 23, 2007
- International Brain Conference, Rosen College Campus, January 19-21, 2007
- Dr. Anthony G. Marshall Memorial Services, January 13, 2007
- Rosen College Graduation Reception, December 12, 2006
- Rosen College Annual Dinner, November 18, 2006
- Family Weekend Brunch, October 22, 2006
- Rosen College Picnic, October 6, 2006
- PBS, *CEO Exchange*, Darden Auditorium, September 27, 2006
- Rosen College U.S.E.T. (University Special Events Team) Training, September 16, 2006
- Latin American Cultural Festival of Orlando Opening Ceremony, Rosen College Campus, September 10, 2006
- National Pizza Institute Reception, Rosen College Campus, September 7, 2006
- Rosen College Faculty Retreat, Swan Dolphin Hotel, August 11, 2006
- Rosen College Graduation Reception, Rosen College Campus, August 5, 2006
- McDonald Restaurant APIASF Scholarship Gala, Rosen Campus, April 30, 2006
- *Floribbean Fest 2006*, Rosen College Campus, March 24, 2006
- *Floribbean Fest 2005*, Rosen College Campus, April 15, 2005
- University of Central Florida's *Madrigal Feaste*, Rosen Campus, December 9-10, 2004
- *Floribbean Fest 2004*, Orlando History Center, April 17, 2004
- Tabletop Design Competition, Cape Florida Ballroom, UCF, November 6, 2003
- *Floribbean Fest 2003*, Lake Claire, UCF, April 11-12, 2003

Community Service, Theatrical Productions ,and Events

- 2011 Grand Tour Gala, October 1, 2011 – Gaylord Palms Resort & Convention Center
- Orlando ISES WOW Awards Gala, Hard Rock Live!, September 10, 2010

- Orlando's Taste of NACE, Lake Buena Vista Palace Hotel, August 24, 2010
- 2003-2010 Board Member, Student Relations Chair, NACE, Orlando
- 2009-Present, Florida Restaurant & Lodging Association, Educational Committee Member
- FRLA Orlando Food & Wine Festival, Lake Eola, November 2009
- Orlando's Taste of NACE, Lake Buena Vista Palace Hotel, August 25, 2009
- Orlando ISES WOW Awards Gala, Marriott World Center, July 17, 2009
- August 2006 Orlando NACE Golf Tournament, Shingle Creek Resort and Rosen College Campus, Luncheon Chair
- 2003 First Annual Orlando WOW Awards, Co- Chair of Awards
- 2003-2004 Ambassador, Orlando International Special Events Society
- "Yes, I Can" Foundation Fundraiser, Producer (9/17/03, Radisson Hotel, Orlando)
- 2003-2005 Rosen School Liaison to the Orlando History Center
- Esquire Players Dinner Theatre
- Butler County Pennsylvania Junior Miss Pageant
- Board of Directors of the Musical Theatre Guild of Butler, Pennsylvania- 7 years
- President of the Musical Theatre Guild of Butler-2 years
- Butler Area Merchants' Association: BAMA Television Auction
- Butler County Music and Arts Festivals
- March of Dimes, "Dance into Fashion" Fashion Show
- American Cancer Society Fashion Show
- Butler County International Food Festival
- Butler Hospital "Hollyberry" Luncheon and Fashion Show

Theatrical Productions

Producer / Director

Jesus Christ Superstar (2), Brigadoon, Grease, Cabaret, Chicago, Camelot (2), Carnival

Stage Manager

Damn Yankees, Stalag 17, Dames at Sea, 1776

Technical Director / Set Designer

Sweet Charity, Cabaret, Godspell, Sound of Music, Fiddler on the Roof

DEBORAH BREITER, PH.D.
Professor and Department Chair, Tourism, Events, and Attractions
Rosen College of Hospitality Management
University of Central Florida
dbreiter@mail.ucf.edu

Educational background

University of South Carolina; Ph.D. 1992
Educational Administration for Higher Education

Cornell University; M.P.S. 1984
School of Hotel Administration

Bennington College; B.A. 1972
Politics and Economics

Experience in Higher Education

August 2000 – present
Rosen College of Hospitality Management, University of Central Florida
Interim Department Chair, Tourism, Events, and Attractions (2003 – 2005)
Department Chair, Tourism, Events, and Attractions (2005 – present)

1994 – 2000
New Mexico State University
Assistant Professor
Associate Professor
Department Head

1991 – 1993
University of Nevada, Las Vegas
Assistant Professor

1988 – 1991
Trident Technical College
Charleston, South Carolina
Program Coordinator

1986 - 1987
City College of San Francisco
Instructor and Advisor, Hotel and Restaurant Department

Articles published in refereed journals

- Fjelstul, J. Severt, K. and Breiter, D. Building association attendance: Differences between chapter, regional and annual meetings from the perception of the association members. Event Management (in press).
- Aiello, T., Severt, D., Rompf, P. and Breiter, D. (2010). A fundamental exploration of administrative views of hospital hospitality and service excellence. Advances in Hospitality and Leisure, 6, 185–211.
- Severt, K., Fjelstul, J. and Breiter, D. (2009). A comparison of motivators and inhibitors for three generational cohorts. Journal of Convention and Event Tourism(10), 2, 105-120.
- Fjelstul, J., Severt, K. and Breiter, D. (2009). An analysis of the motivators and inhibitors affecting association meeting attendance for generation X and baby boomers. Event Management(13), 31-41.
- Rompf, P., Breiter, D., Severt, K. (2008) Destination selection criteria: Key success factors evolve & dominate. Event Management(12), 1, 27-38.
- Kock, G., Breiter, D., Hara, T., DiPietro, R.B. (2008) Proposing a regional impact based feasibility study framework for convention centers: A quantitative analysis of the Orange County Convention Center. Journal of Convention and Event Tourism(9), 309-340.
- DiPietro, R.B., Breiter, D., Rompf, P., Godlewska, M. (2008). Destination selection criteria: A comparison among members of three event management associations. Journal of Convention and Event Tourism(9), 258-276.
- Breiter, D. and Milman, A. (2007). Predicting exhibitor levels of satisfaction in a large convention center. Event Management(10), 2, 133-143.
- Severt, D., Wang, R., Chen, P., Breiter, D. (2007). Examining the motivation, perceived performance, and behavioral intentions of convention attendees: Evidence from a regional conference. Tourism Management (28) 2, 399-408.
- Breiter, D. and Milman, A. (2006). Attendees' needs and service priorities in a large convention center. Tourism Management (27), 6,1364-1370.
- Gregory, S., Kline, S., & Breiter, D. (2005). Group sales and marketing in convention hotels: Technology Integration. Journal of Travel and Tourism Marketing (18), 1, 67-78.
- Breiter, D., Vannucci, C., Gregory, S., Kline, S. (2004). The attrition condition: What hotel sales managers need to know. Cornell Hotel and Restaurant Administration Quarterly (45), 2, 158-168.
- Breiter, D., Cai, L., and Feng, R. (2004). Tourist purchase decision involvement and information

- preferences. Journal of Vacation Marketing (10), 2, 138-148.
- Breiter, D. and Gregory, S. (2003). Trade show managers: Implications of technology innovation and time poverty. Journal of Convention and Exhibition Management (5), 2, 51-68.
- Breiter, D., Tesone, D., Van Leeuwen, D., and Rue, V. (2002). An analysis of hotel employees' motivation using Kovach's 10 factor model. Journal of Hospitality Human Resources(1), 4, 63-79.
- Gregory, S. and Breiter, D. (2001). Trade show managers: Profiles in technology usage. Journal of Convention and Exhibition Management,(3), 3, 63-76.
- Gregory, S. and Breiter, D. (2001). Leveling the playing field: E-marketing's impact on lodging operations. Journal of Hospitality & Leisure Marketing,(7), 4, 45-61.
- Breiter, D. and Hoart, H. (2000). Competencies in foodservice information technology expected by the foodservice industry of graduates of hospitality bachelor's degree programs in the United States. Journal of Hospitality & Tourism Education(12), 2, 11-17.
- Breiter, D. and Bowen, J. (1998). Relationship management: Bridging internal and external quality. Journal of Convention and Exhibition Management(1), 2/3, 39-56.
- Woods, R., Sciarini, M., and Breiter, D. (1998). Performance appraisals in hotels: Widespread and valuable. Cornell Hotel and Restaurant Administration Quarterly(39), 2, 25-29.
- Breiter, D. and Bloomquist, P.C. (1998). TQM in American hotels: An analysis of application. Cornell Hotel and Restaurant Administration Quarterly (39)1, 26-33.
- Breiter, D. and Woods, R. (1997). Analysis of training budgets and training needs assessments in mid-sized hotels in the United States. Journal of Hospitality & Tourism Research (21)2, 86-97.
- Breiter, D. and Clements, C.J. (1996). Hospitality management curricula for the 21st century. Hospitality and Tourism Educator, 8(1), 57-60.
- Breiter, D. and Fried-Kline, S. (1995). Benchmarking quality in hotels in the United States. Florida International University Hospitality Review, 13(2) 45-52.
- Breiter, D., Tyink, S., and Corey-Tuckwell, S. (1995). Bergstrom hotels: A case study in quality. International Journal of Contemporary Hospitality Management, 7(6), 14-18.
- Breiter, D., Cargill, C., and Fried-Kline, S. (1995). An industry view of experiential learning. Florida International University Hospitality Review, 13(1), 75-80.
- Breiter, D. (1993) Student achievement of experiential learning objectives. Florida International University Hospitality Review, 11(2), 41-47.
- Breiter, D. (1992) Strategies for the retention of undergraduate hospitality students. Hospitality and Tourism Educator, 5(4), 71 & 72, 78.

Breiter, D. (1991). The value of cooperative education. Hospitality and Tourism Educator, 4(1), 31-33, 64.

Breiter, D. (1991). Recruiting and retaining entry-level employees: The need for strategic change. Hospitality and Tourism Educator, 3(3),44-47.

Breiter, D. & Newman, K. (1989). Older women students in hotel, motel and restaurant management. Hospitality and Tourism Educator, 2(2), 14 & 15, 36 & 37.b.

Other refereed publications

Breiter, D. (2000). Using national standards to strengthen Family and Consumer Sciences Programs in Hospitality, Tourism and Recreation. Leadership for Change: National Standards for Family and Consumer Sciences.

Citations for research excellence

Emerald Management Review Citations of Excellence:

Emerald Management Reviews rewards each year's outstanding authors with Citation of Excellence Awards. These are presented to authors of articles that are considered to be outstanding and receive full marks for research implications, practical implications, originality or readability.

These marks are awarded by an independent team of reviewers who each have a portfolio of journals carefully matched to their area of expertise. The reviewers provide an independent review for every article. Reviews are classified, keywords are added from a limited keyword thesaurus, and each article is evaluated against set quality criteria and given an article type.

The Review Team have appraised more than 100,000 articles in the Emerald Management Reviews database (formerly Anbar) since January, 1996 to generate the "halls of fame". Each of the halls of fame includes several hundred authors (just under 10% of the articles that we review are selected for inclusion).

Citation for Excellence in Practical Implications: The attrition condition: What hotel sales people need to know.

Citation for Excellence in Practical Implications: Leveling the playing field: E-marketing's impact on lodging operations.

Citation for Excellence in Practical Implications: Performance appraisals in hotels.

Citation for Excellence in Originality: Leveling the playing field: E-marketing's impact on lodging operations.

Citation for Excellence in Readability: The attrition condition: What hotel sales people need to know.

Grants

Convention Industry Council (CIC) grant in the amount of \$20,000. Co-PI of a study relating to the inefficiencies of data entry for meetings and events. 2010.

Meeting Professionals International (MPI) grant in the amount of \$20,000. Co-PI of a study relating to the needs of future conference and meeting attendees. 2010.

Professional Convention Management Association (PCMA) grant in the amount of \$8,100.00. Co-PI of study relating to generations in the workforce and their participation in association conventions. 2008.

Professional Convention Management Association (PCMA) grant in the amount of \$3,300. Principal investigator of study relating to international participation in conventions and trade shows. 2006.

Professional Convention Management Association (PCMA) grant in the amount of \$29,500. Principal investigator of study relating to convention destination site selection process and convention and visitors bureaus. 2005 – 2006.

University of Central Florida, In-House Research Award in the amount of \$7,500. Principal Investigator in study of users of the Orange County Convention Center. 2002 – 2003.

Orange County Convention Center grant in the amount of \$10,000. Principal investigator in study of convention center operation and maintenance costs. 2002.

Orange County Convention Center grant in the amount of \$20,000. Principal investigator in study of exhibitors, attendees and show managers who use the Orange County Convention Center. 2002 – 2003.

Other fundraising

\$550,000 gift from Bacardi Brands

\$25,000 pledged for Professorship (2006)

\$100,000 raised for first annual (2007) Rosen College Gala through sponsorship solicitation

Reports for grant agencies

Fjelstul, J. and Breiter, D. (2008). Changing demographics of meeting attendees. Submitted to Professional Convention Management Association.

Breiter, D., and Hahm, J. (2006). International Participation at Association Meetings and Conventions. Submitted to Professional Convention Management Association.

Breiter, D. and Milman, A. (2003). Predicting users' satisfaction and future use of the Orange County Convention Center. Submitted to the Orange County Convention Center.

Breiter, D. (2002). Convention center operating and maintenance budgets. Submitted to the Orange County Convention Center.

Refereed presentations at academic societies

Fjelstul, J. and Breiter., D. (2008) Annual Conference of the International Council on Hotel, Restaurant and Institutional Education.

Kline, S., Gregory, S., and Breiter, D. (2008) Annual Conference of EuroCHRIE.

Breiter, D., Gregory, S. and Kline, S. (2007) Annual Conference of EuroCHRIE.

- Breiter, D., Gregory, S., and Kline, S. (2005). Hoteliers and meeting planners: changing relationships. Annual Conference of EuroCHRIE.
- Breiter, D., Gregory, S., and Kline, S. (2004). Hotel general managers and customer relations in the meeting and convention market. Annual Conference of the International Council on Hotel, Restaurant and Institutional Education.
- Breiter, D., Wang, R., Severt, D., and Chen, P. (2004). The impact of convention performance on association member future attendance behavior. Annual Conference of the International Council on Hotel, Restaurant and Institutional Education.
- Milman, A. and Breiter, D. (2003) Importance-performance evaluation of a convention center: the example of central Florida. Annual Conference of the International Society of Travel and Tourism Educators.
- Breiter, D., Kline, S., Gregory, S., and Vanucci, C. (2003). "Attrition clauses: How prevalent are they?" Annual Conference of the International Council on Hotel, Restaurant and Institutional Education.
- Feng, R., Breiter, D., and Cai, L. (2002). "Effects of tourist product involvement on information preference." Annual Conference of the International Society of Travel and Tourism Educators.
- Breiter, D., Kline, S. and Gregory, S. (2002). "Convention hotel sales and marketing on the Web." Annual Conference of the International Council on Hotel, Restaurant and Institutional Education.
- Gregory, S. and Breiter, D. (2001). "Technology usage by trade show managers". Annual Conference of the International Council on Hotel, Restaurant and Institutional Education.
- Breiter, D. and Kline, Sheryl F. (1998). "Effectiveness of departmental teams in a large convention hotel as perceived by TQM managers." Annual Conference of the Rocky Mountain Chapter of the Council on Hotel, Restaurant and Institutional Education.
- Breiter, D. And Bloomquist, P.C. (1997). "An analysis of quality management systems in the hotel industry in the United States." Annual Conference of the Rocky Mountain Chapter of the Council on Hotel, Restaurant and Institutional Education.
- Breiter, D., Fried-Kline, S., Teeters, K., and Williams, D. (1997). "Designing housekeeping and facilities management courses." Annual Conference of the Council on Hotel, Restaurant, and Institutional Education.
- Bloomquist, P.C., Breiter, D., Clements, C.J. (1996). "Gaming behavior and attitudes of recreational vehicle travelers." Annual Conference of the Tourism Association of New Mexico.
- Breiter, D. and Bowen, J. (1996). "The convention services manager: The relationship manager." Annual Conference of the Rocky Mountain Chapter of the Council on Hotel, Restaurant, and Institutional Education.
- Breiter, D., Cargill, C., Sammons, G., & Shoemaker, S. "Developing lodging related syllabi." (1996). Annual Conference of the Council of Hotel, Restaurant, and Institutional Education.

- Breiter, D. (1995). "Training in mid-sized hotels in the United States." Conference of the Rocky Mountain Chapter of the Council on Hotel, Restaurant, and Institutional Education.
- Breiter, D. and Clements, C. (1995). "Hospitality management curricula for the 21st century." Annual Conference of the Council on Hotel, Restaurant, and Institutional Education.
- Breiter, D. and Fried-Kline, S. (1995). "Benchmarking quality practices in hotels in the United States." Annual Conference of the Council on Hotel, Restaurant, and Institutional Education.
- Breiter, D., Gregory, S., and Fried-Kline, S. (1995). "Issues relating to quality in lodging operations." Annual Conference of the Council on Hotel, Restaurant, and Institutional Education.
- Breiter, D. and Fried-Kline, S. (1995) "Quality management process in AH&MA quality resource properties." American Hotel and Motel Association Annual Quality Conference.**
- Breiter, D. and Fried-Kline, S. (1995). "Quality management in hotels." Annual Research Conference of the Tourism Association of New Mexico.
- Breiter, D. (1994). "Creating constancy of purpose in teams." American Hotel and Motel Association Annual Quality Conference.
- Breiter, D., Cargill, C., and Fried, S. (1993). "An industry view of experiential learning." Annual Conference of the Council on Hotel, Restaurant, and Institutional Education.
- Breiter, D. (1993). "Successful business in the hospitality industry means customer service." International Council for Small Business.
- Breiter, D., Cargill, C., and Fried, S. (1992). "A comparison of two experiential learning programs." Annual Conference of the Council on Hotel, Restaurant, and Institutional Education.
- Breiter, D. (1991). "Evaluating experiential learning programs." Annual Conference of the Council on Hotel, Restaurant, and Institutional Education.
- Foucar-Szoki, R. and Breiter, D. (1991). "Experiential learning: A state of the art." Annual Conference of the Council on Hotel, Restaurant, and Institutional Education.
- Breiter, D. (1990). "Educating for the service challenge." Governor's Conference on Travel and Tourism, Hilton Head, South Carolina.

Papers published in conference proceedings

- Breiter, D. and Milman, A. (2003). Importance-performance evaluation of a convention center: the example of central Florida. Annual Conference of the International Society of Travel and Tourism Educators.
- Breiter, D. (1998). Quality management systems in small hotels in the United States. Proceedings of the 1998 Tourism Association of New Mexico Research Conference. Las Cruces, NM. April 1998.
- Bloomquist, P.C., Breiter, D., and Clements, C.J. (1996). Gaming attitudes and behaviors of RV travelers. Proceedings of the 1996 Tourism Association of New Mexico Research Conference. Las Cruces, NM. April 1996.

- Breiter, D. and Clements, C.J. (1995). Hospitality management curricula for the 21st century. Proceedings of the 1995 Annual Conference of the Council on Hotel, Restaurant, and Institutional Education. Nashville, TN. August 1995.
- Breiter, D. and Fried-Kline, S. (1995). Quality management process in AH&MA quality resource properties. Proceedings of the 1995 AH&MA Quality Conference. Tucson, AZ. June 1995.
- Breiter, D. and Fried-Kline, S. (1995). Quality management in hotels. Proceedings of the 1995 Tourism Association of New Mexico Research Conference. Albuquerque, NM April 1995.
- Breiter, D. (1994). Creating constancy of purpose in teams. Proceedings of the 1994 AH&MA Quality Conference. Nashville, TN. June 1994.
- Breiter, D., Cargill, C., and Fried, S. (1992). An analysis of student perceptions of experiential learning. Proceedings of the 1992 Annual Conference of the Council on Hotel, Restaurant, and Institutional Education. Orlando, FL. July 1992.
- Breiter, D. (1992). Experiential learning in guest services as perceived by undergraduate hospitality students. Proceedings of the 1992 Annual Conference of the Council on Hotel, Restaurant, and Institutional Education. Orlando, FL. July 1992.
- Foucar-Szoki, R. and Breiter, D. (1991). Experiential learning: A state of the art. Proceedings of the 1991 Annual Conference of the Council on Hotel, Restaurant, and Institutional Education. Houston, TX. August 1991.

Book editing

- Professional Meeting Management, 5th edition (2006). Published by Kendall Hunt. Content editor.
- Encyclopedia of Hospitality (2005). Published by Butterworth Heinemann. Section editor.

Chapters in books

- Bloomquist, P.C., Jones, T., and Breiter, D. (2002). Franchising in Hospitality Management (10th ed.), edited by Brymer, B.
- Bloomquist, P.C., and Breiter, D. (1999) Hospitality franchising in Hospitality Management (9th ed.), edited by Brymer, B.
- Bloomquist, P.C., and Breiter, D. (1998) Hospitality franchising in Hospitality Management (8th ed.), edited by Brymer, B.
- Breiter, D., Eade, V., and Philips, B. (1994) The past, present, and future of the hospitality industry in Hospitality Management (7th ed.), edited by Brymer, B.

Industry publications

- Breiter, D. (2000). Three entries for Encyclopedia of Tourism, edited by Jafari, J.

Breiter, D. (1997). Hotel/motel managers. Description for SIGI Plus guidance system developed by Educational Testing Service of Princeton, NJ.

Breiter, D., Hill, L.A., Hisle, H.E., and Oates, M.C. (1996). Hotel or motel managers. Brief 350 published by Chronicle Guidance Publications.

Breiter, D. (1995). Executive briefing of a case study in quality. Strategic Insights into Quality.

Breiter, D. (1995). Training needs analysis. Total Quality in Hospitality.

Breiter, D. (1994) Re-engineering and TQM are not one and the same. Total Quality in Hospitality.

Presentations at professional meetings:

Roberts, C. and Breiter, D. (1999). "Faculty internships: A win-win for industry and academics." Annual Conference of the Council of Hotel, Restaurant, and Institutional Education.

Breiter, D. and Partlow, C. (1996). "Human resource practices of TQM hotels." Annual Conference of the Council of Hotel, Restaurant, and Institutional Education.

Breiter, D. (1995). Leader of roundtable discussion regarding experiential learning in hospitality programs. Annual Conference of the Council of Hotel, Restaurant, and Institutional Education.

Breiter, D. (1994). Moderator for panel presentation regarding experiential learning programs. Also responsible for organizing the panel. Annual Conference of the Council of Hotel, Restaurant, and Institutional Education.

Breiter, D. (1994). Moderator for panel presentation on issues relating to lodging management. Annual Conference of the Council of Hotel, Restaurant, and Institutional Education.

Breiter, D. (1991). "Accreditation, certification, and articulation: Where are we headed?" Annual Conference of the Council of Hotel, Restaurant, and Institutional Education. **Invited presentation.**

Graduate Student Committees

Co-Chair, Master of Science committee for Adi Hayat, 2010 – 2011.

Chair, Ph.D. committee for Vivian Ray, 2009 – 2011.

Chair, Ph.D. committee for Jumyong Lee, 2009 – 2011.

Chair, Ph.D. committee for Jeanne Hahm, 2009 – 2011.

Chair, Master of Science committee for Marta Godlewska. 2006.

Committee Member, Master of Science committee for Marcelino Kock, 2006 – 2007.

Committee Member, Master of Science committee for Jasmine Rutherford, 2004- 2005.

Awards

2005 recipient of The Stevenson W. Fletcher Achievement Award which recognizes an individual educator or trainer for outstanding achievement in contributing innovative ideas, methods or programs that have advanced teaching, learning or practice in the field of hospitality and tourism education. The award recipient must demonstrate exceptional professional ability and/or commitment through service to the International Council on Hotel, Restaurant, and Institutional Education and/or to the hospitality industry and education.

2007 recipient of the Professional Achievement Award in Education from the Professional Convention Management Association.

Service

University of Central Florida

UCF Graduate Council 2007 - 2010

UCF Undergraduate Experience Committee 2006

Search Committee for Career Resources Assistant Director 2004, 2009

Undergraduate Policy and Curriculum Committee 2003 - 2005

Scholarship of Teaching and Learning Award Committee 2004

Undergraduate Course Review Committee 2002 - 2004

Research Incentive Award Committee. 2002

Search Committee for Continuing Education Division. 2002

Rosen College of Hospitality Management

Event Coordinator Search Committee 2010

Public Relations Director Search Committee 2006

Crystal Ball Committee 2006

Golf and Gala Committee. 2003 - 2004

Undergraduate Program Review Committee Chair. 2002 - 2004

Graduate Program Review Committee Chair. 2002 - 2003

Awards Committee Chair. 2002

Career Fair Committee Chair. 2001 - 2006

Faculty Search Committee. 2001 & 2002

Scholarship Committee. 2002

Office Manager Search Committee. 2002

Office Assistant Search Committee. 2002

Restaurant Rhapsody Chair. 2001

Profession

Council on Hotel, Restaurant, and Institutional Education (CHRIE)

President, Florida/Caribbean Chapter, 2004 - 2005

Paper reviewer for 2004 and 2005 conventions

Convention Co-chair for 2002 convention.

Strategic Planning Committee 2001 – 2002.

Vice-President of Industry Relations 1997 - 1999.

Convention Co-chair for 1999 convention.

President of Rocky Mountain Chapter 1997 - 1998.

Vice-President of Rocky Mountain Chapter 1996 - 1997.

Secretary/Treasurer of Rocky Mountain Chapter 1995 - 1996

Reviewer for Journal of Hospitality & Tourism Research 1996 - 1999.

Restructuring Committee 1996 - 1998.

Content Specialist for Lodging papers submitted to 1997 conference.

Conference Paper Review Committee 1995, 1996 and 1998.

Founding chair of SIS for Lodging 1995.

Strategic Planning Committee 1993 - 1999.

Nominating Committee 1994 - 1998.

Nominated to Board of Directors 1993 as representative of 4 Year Colleges.

Committee on Accreditation of Two-year Programs 1989-1991.

Elected to the Board of Directors as representative of 2 Year Colleges in 1991.

Other

Editorial board of Event Management, 2008 - present

Guest editor of special issue of Journal of Convention and Exhibition Management, 2001

Editorial board of Journal of Convention and Event Tourism 1996 – present

Editorial board of Journal of Hospitality Human Resources. 2001- present.

Review of The Dimensions of the Hospitality Industry: An Introduction by Dittmer and Griffin, published by VNR.

Review of Introduction to Hospitality by DuPre and Lane, published by VNR.

Professional societies

International Council on Hotel, Restaurant, and Institutional Education

Meeting Professionals International

Professional Convention Management Association

International Association for Exhibitions and Events

International Special Events Society

Curriculum Vita of

PO-JU CHEN, PH.D.

Associate Professor
Rosen College of Hospitality Management
9907 Universal Blvd. Suite 280
Orlando, FL 32819
Tel: (407) 903-8029
E-mail: pchen@mail.ucf.edu

September 2010

EDUCATION

- December 2003 Ph.D.
Major: Leisure Studies
Minor: Hotel, Restaurant and Institutional Management
School of Hotel, Restaurant and Recreation Management
The Pennsylvania State University, University Park, PA.
Advisor: Dr. Deborah Kerstetter
Committee members: Dr. Sarah Parks; Dr. Geoffrey Godbey;
Dr. Alen Graef; Dr. Jerry Olson
Thesis: The attributes, consequences and values associated with being a member of the Lady Lion Cager Club (from serious leisure and specialization perspectives)
- May 1997 Master of Science
Major: Leisure Studies
School of Hotel, Restaurant and Recreation Management
The Pennsylvania State University, University Park, PA.
Advisor: Dr. Deborah Kerstetter
Committee members: Dr. Geoffrey Godbey; Dr. Alen Graef
Thesis: International students' destination image of rural Pennsylvania as travel destination
- June 1989** **Bachelor of Business**
Major: Accounting
School of Business Administration,
Tamkang University, Taipei, Taiwan, Republic of China.

ACADEMIC AWARDS AND HONORS

- 2009 **Literati Network Awards for Excellence 2009**
Research paper published in IJCHM in 2008

2009 Highly Commended Award

Literati Network, Emerald Group, United Kingdom.

Chen, P., & Choi, Y. (2008). Generational differences in work values: A study of hospitality management. *International Journal of Contemporary Hospitality Management*, 20(6), 595-615.

Nominee for the 2009 John Wiley & Sons Award of Innovation in Teaching
International Council of Hotel, Restaurant, and Institutional Education (I-CHRIE).

2007

Nominee for the Best Research Paper Award

Title: Exploring unspoken words: Using ZMET to depict family vacationer mental models.

The first Hospitality and Leisure Conference at Ecole hôtelière de Lausanne, Lausanne, Switzerland.

Teaching Incentive Program (TIP) Award

University of Central Florida, Orlando, FL.

2005

Most Animated Teacher of the Year

Hospitality Association, University of Central Florida, Orlando, FL.

2001

The Edward R. and Helen Skade Hintz Graduate Educational Enhancement Fellowship

School of Hotel, Restaurant and Recreation Management,
The Pennsylvania State University, University Park, PA.

2000

The Edward R. and Helen Skade Hintz Graduate Educational Enhancement Fellowship

School of Hotel, Restaurant and Recreation Management.
The Pennsylvania State University, University Park, PA.

1998-1999

The Pennsylvania State University Graduate School Fellowship.

REFEREED PUBLICATIONS

1. Ro, H., & Chen, P. (2010). Empowerment in hospitality organizations: Customer orientation and organizational support. *International Journal of Hospitality Management*. (*SSCI Journal*) (Submitted: Accept with revision).
2. Chen, P. (2010). Differences between male and female sport event tourists: A qualitative study. *International Journal of Hospitality Management* 29(2), 277-290. (*SSCI Journal*)
3. Chen, P., & Tesone, D. V. (2009). Comparison of hospitality practitioners and student/practitioner work values. *Advances in Hospitality and Leisure*, 5, 39-52.
4. Shani, A., Chen, P., Wang, Y., & Hua, N. (2009). Testing the Impact of a Promotional Video on Destination Image Change: Application of China as a Tourism Destination. *International Journal of Tourism Research*, 12, 116-133. (*SSCI Journal*)
5. Chen, P., & Choi, Y. (2008). Generational differences in work values: A study of hospitality management. *International Journal of Contemporary Hospitality Management*, 20(6), 595-615. (**Highly Commended Award winner of 2009**).
6. Chen, P. (2008). Exploring unspoken words: Using ZMET to depict family vacationer mental models. *Advances in Hospitality and Leisure*, 4, 29-51*.
7. Severt, D.E., Wang, Y., Chen, P., & Breiter, D. (2007). Examining the motivation, perceived performance, and behavioral intentions of convention attendees: Evidence from a regional conference. *Tourism Management*, 28(2), 399-408. (*SSCI Journal*)
8. Chen, P. (2006). Sport tourists' loyalty: A conceptual model. *Journal of Sport and Tourism*, 11(3), 201-237.
9. Chen, P. (2006). The attributes, consequences and values associated with event sport tourists' behavior: A means-end chain approach, *Event Management*, 10(1), 1-22.
10. Wu, J., DeSarbo, W. S., Chen, P., & Fu, Y. (2006). A latent structure factor analytic approach for customer satisfaction. *Marketing Letters*, 17(3), 221-238. (*SSCI Journal*)
11. DiPietro, R.B., Tesone, D.V., & Chen, P. (2005). Hospitality student expectations: Is there a relationship with factors of hope? *Journal of Human Resources in Hospitality and Tourism*, 4(1), 31-46.
12. Chen, P. (2004). Sport Club: Understanding fans' loyalty. *Journal of Hospitality, Tourism and Leisure Science*, (3), 1-21.
13. Ricci, P., Tesone, D. V., & Chen, P. (2004). Rolling the dice on casinos in Florida: Will residents view legalized casino gaming as a cure for a financial crisis? *E- Gambling: Electronic Journal of Gambling Issues*. 11(July), 1-13.
14. Bordi, P., Lambert, C., Devitis, C. A., Chen, P., & Conley, C. (2002). Sensory comparison of a soy enhanced chocolate candy and a regular chocolate candy. *Foodservice Research International*, 13, 193-201.

15. Kerstetter, D.L, Zinn, C., Graefe, A., & Chen, P. (2002). Perceived constraints to state park visitation: A comparison of former-users and nonusers. *Journal of Park and Recreation Administration*, 20(1), 61-75.
16. Bartlett, A.L., & Chen, P. (2001). Theory and practice in managerial selection: Do we practice what we preach? *Journal of Hospitality and Tourism Education*, 13(3/4), 67-75.
17. Chen, P., & Kerstetter, D. (1999). International students' image of rural Pennsylvania as a travel destination. *Journal of Travel Research*, 37(3), 256-266. (*SSCI Journal since 2009*)

Note: SSCI Journal = Social Sciences Citation Index Journals

BOOK CHAPTER

- Chen, P., & Pizam, A. (2006). Cross-cultural tourism marketing. In D. Buhalis, C. Costa. (Ed.), (pp. 187-195). *Tourism management dynamics*. London: Elsevier.

RESEARCH IN PROCESS

- Chen, P. The ego involvement in the community based event. *International Journal of Hospitality Management*. (Preparing for submission).
- Chen., P., Hua, N., & Wang, Y. The mediating effects of destination image on perceived travel constraints to intention to visit. *Tourism Management* (Preparing for submission).
- Koyuncu, M., Chen, P., & Okumus, F. An investigation of work values in Turkish hospitality organizations. *International Journal of Hospitality Management*. (Preparing for submission).
- Chen, P. An assessment of US tourist destination loyalty to a Caribbean island. *Journal of Travel Research* (Preparing for submission).
- Chen, P. The meaning of shopping on vacation. *Tourism Management* (Prepare for submission).
- Chen. P. The assessment of attendee satisfaction and behavioral intention to a world record competition event: using expectancy disconfirmation model. *Tourism Management*. (Preparing for submission).
- Chen, P., & Chen, H, An examination of a Muslim destination image and travel constraints: form young traveler perspective. (Preparing for submission).
- Chen, P. Consumer perception of environmentally sustainable lodging. *Cornell Hospitality Quarterly*. (Preparing for submission).
- Enz, L., Chen, P., Okumus, F., & Iskat, W. Hispanic consumers' perception of green lodging. (Preparing for submission).
- Chen, P., & Chen, H. Culture as travel constraint: The perceived cultural distance as a prohibitory factor on intention to travel. *Tourism Management*. (Preparing for submission).

REFERRED CONFERENCE PAPERS AND PRESENTATIONS

1. Chen, P., & Chen, H. The ego involvement in the community based event. Annual Conference of the International Council on Hotel, Restaurant and Institutional Education. (San Juan. July, 2010).
2. **Chen, P., & Chen, H. (2009). An examination of Muslim destination image and travel constraints from the perspectives of young travelers. Annual Conference of the Europe Council on Hotel, Restaurant and Institutional Education. (Helsinki, Finland. Oct, 2009).**
3. **Chen, P. (2009). Consumer perception of environmental friendly lodging: A qualitative study. Annual Conference of the International Council on Hotel, Restaurant and Institutional Education. (San Francisco. July, 2009).**
4. **Chen, P. (2009). The assessment of attendee satisfaction and behavioral intention to a world record competition event using expectancy disconfirmation model. International Conference on Festival and Event Research (ICFER). (Orlando, FL, January 2009).**
5. **Lumbert, S., & Chen, P. (2009). Identifying the impact of pop-culture on the tourism destination image of the United States. Hospitality Graduate Conference. (Las Vegas, January, 2009).**
6. **Chen, P. (2008). An assessment of US tourist destination loyalty to a Caribbean island. Annual Conference of the International Council on Hotel, Restaurant and Institutional Education. (Atlanta, GA. July, 2008).**
7. **Chen, P. (2007). Exploring unspoken words: Using ZMET to depict family vacationer mental models. Advances in Hospitality and Leisure. The 1st Hospitality & Leisure: Business Advances and Applied Research Conference. (Ecole hôtelière de Lausanne, Switzerland. July 2007) Nominated for best paper award.**
8. Chen, P., Waymire, C., & Nierop, T. (2007). Family vacationer's shopping behavior: A cross-cultural study. Annual Conference of the International Council on Hotel, Restaurant and Institutional Education. (Dallas, TX. July, 2007).
9. Chen, P., & Kaufman, T. (2007). A Comparison Study of Hospitality Practitioners and Students Work Values. Presented at the 2007 International Society of Travel and Tourism Educators (ISTTE) Conference, October 4 to 6, 2007 at Charleston, South Carolina.
10. Chen, P. (2006). The mental model of shopping on vacation. Annual Conference of the International Council on Hotel, Restaurant and Institutional Education. (Washington, D. C. July 2006).
11. Kaufman, T. J., Iskat, W., & Chen, P. (2006). Professional module development: Year Two. Annual Conference of the International Society of Travel and Tourism Educators (ISTTE) proceedings. (Las Vegas, NE. October 2006).
12. Chen, P. (2005). Exploring hospitality managers' work values. International Society of Travel and Tourism Educator (Chicago, IL. October, 2005).
13. Chen, P. (2005). Shopping on vacation: A means-end chain approach. International Society of Travel and Tourism Educator (Chicago, IL. October, 2005).

14. Chen, P. (2005). Depict mental models of family vacationers. Annual Conference of the International Council on Hotel, Restaurant and Institutional Education (Philadelphia, PA. July, 2004)
15. Chen, P. (2005). Understanding family vacationers' travel experiences. Travel and Tourism Research Association 35th Annual Conference. (Toronto, Canada. July, 2005)
16. Chen, P., Dickson, D., & Kaufman, T. (2005). Developing a Professionalism Module for Hospitality Management Teaching and Learning. Summer Faculty Development Conference 2005, University of Central Florida. (Orlando, FL, May, 2005).
17. Chen, P., Tesone, D.V., & Ricci, P. (2004). Work values of the future workforce in the hospitality and tourism industry. Frontiers in Southeast CHRIE conference proceedings.
18. Chen, P., & Kerstetter, D. L. (2004). What do sport fans/tourists have to say about the sport spectating experience? Travel and Tourism Research Association 35th Annual Conference. (Montreal, Canada. June, 2004)
19. Breiter, D., Severt, D.E., Wang, R., & Chen, P. (2004). The impact of convention performance on association member future attendance behavior. Annual Conference of the International Council on Hotel, Restaurant and Institutional Education – Poster section. (Philadelphia, PA. July 2004).
20. Chen, P. (2004). Understanding fans' loyalty and the sport club. The Las Vegas International Hospitality and Conventional Summit. (Las Vegas, NV. June 2004)
21. Chen, P. (2004). Predicting customer satisfaction and behavioral intention in a festival setting. Frontiers in Southeast CHRIE conference proceedings (Lexington, KY. October 22, 2004).
22. Chen, P. (2004). Exploring event sport tourists' behavior. Frontiers in Southeast CHRIE conference proceedings (Lexington, KY: October, 2004).
23. Tesone, D.V., Ricci, P., & Chen, P. (2002). Are we teaching the wrong things to the wrong people in the wrong ways on a global level? *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, 4(1), 88-91.
24. Chen, P., Kerstetter, D. L., & Caldwell, L. (2001). Individuals' interpretation of constraints: a new perspective on existing theory. In G. Kyle (Ed), *Proceedings of the 2000 Northeastern Recreation Research Symposium*, (pp. 89-93). Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northeastern Research Station.
25. Chen, P., & Kerstetter, D. L., & Fu, Y. (2001). An assessment of visitors' satisfaction and behavioral intent using an extended expectancy disconfirmation model. The National Recreation and Park Association 2001 Congress, Leisure Research Symposium, Denver, CO: October 3-6, 2001
26. Chen, P., & Kerstetter, D. L., & Fu, Y. (2001). Predicting festival visitors' satisfaction using the Expectancy Disconfirmation Model. Northeastern Recreation Research Symposium. Bolton Landing, NY.
27. Chen, P., & Fu, Y., & Kerstetter, D. L. (2000). Predicting satisfaction among a select group of festival goers. The 45th Annual International Festival & Event Association Conference, New Orleans, LA.

28. Chen, P., & Bartlett, A. L. (2000). Hospitality college recruiting: A report on student characteristics desired and selection tools used. The 5th Annual Graduate Education and Graduate Student Research Conference, Houston, TX
29. Chen, P., & Kerstetter, D. L., & Caldwell, L. L. (2000). Individuals' interpretation of constraints: A new perspective on existing theory. Northeastern Recreation Research Symposium. Bolton Landing, NY.
30. Bartlett, A. L., & Chen, P. (2000). Theory and practice in managerial selection: Do we practice what we preach? Annual Conference of the International Council on Hotel, Restaurant and Institutional Education, New Orleans, LA.
31. Chen, P., & Bartlett, A. L. (2000). Hospitality college recruiting: A report on student characteristics desired and selection tools used. The 5th Annual Graduate Education and Graduate Student Research Conference, Houston, TX.
32. Kerstetter, D. L., & Caldwell, L. L., Chen, P., Graefe, A.R. & Confer, J. (1999). Constraints to visitation: A case study of southwestern Pennsylvania residents. Northeastern Recreation Research Symposium. Bolton Landing, NY.
33. Confer, Jr., J.J., & Kerstetter, D.L., Chen, P., & Graefe, A.R. (1999). "A geographic exploration of the relationship between residents' level of attachment and special places." A poster presented at the 1999 Travel & Tourism Research Association Conference, Halifax, NS, Canada.
34. Chen, P., & Kerstetter, D. L. (1997). International students' image of rural Pennsylvania. Northeastern Recreation Research Symposium. Bolton Landing, NY.

CONTRACTS AND GRANTS

- Tesone, D.V. (Principal Investigator), Chen, P., Ricci, P., & Ross, M. J. (2003) Assessment of high school students, career counselors, and industry practitioners to identify barriers to entry in hospitality and tourism careers. O-Force, in conjunction with Orange County, FL. Amount, US\$40,000 (Granted).
- Chen, P. (2007). Marriott faculty development. Amount US\$2,000 (Granted).
- Chen, P. (Principal Investigator), Wang, Y., & Rompf, P. (2008). Seminole County Convention Center media conversion study. Seminole County, FL. Amount US\$80,000. (Submitted).
- Chen, P. (Principal Investigator), & Chen, H. (2009). CAREER: A study of the impact of festivals and special events: The development of Event-Induced Quality of Life scale (EIQOL). National Science Foundation - CAREER program. Amount US\$685,124. (Submitted).
- Nan Hua, (Principal Investigator), Chen, P., Fevzi Okumus, and Khaldoon Nusair. Identifying discrepancies of career expectations: A comparison between the Central Florida lodging industry recruiters and students of hospitality management programs. UCF In House Grant. Amount US\$7,500. (Granted)
- Chen, P. (Principal Investigator), Fevzi Okumus, Nan Hua, and Khaldoon Nusair. (2010). Developing effective communication strategies for the Spanish-speaking and Haitian-Creole-speaking hospitality

workforce. Hospitality Industry Diversity Institute (HIDI). Conrad N. Hilton College, University of Houston. Amount US\$5,000. (Granted \$4,000).

RESEARCH PROJECTS: TECHNICAL REPORTS

1. Chen, P., Okumus, F., Hua, N., and Nusair, K. (2010). Developing effective communication strategies for the Spanish-speaking and Haitian-Creole-speaking hospitality workforce. Hospitality Industry Diversity Institute (HIDI). Conrad N. Hilton College, University of Houston. Houston, Texas.
2. Chen, P., McCoy, J., Okumus, F., Hua, N., and Nusair, K. (2010). Report to the Nickelodeon Suite Resort: The best communication strategies and challenges among English and non-English speaking hospitality employees. Nickelodeon Suite and Resort, Orlando, FL.
3. Chen, P., and Holcomb, J. (2010). Corporate social responsibility: An evidence from a fund raising event attendees evaluation. Submitted to Central Florida Hotel and Lodging Association. Orlando, FL.
4. Chen, P. (2008). Fund raising event attendees evaluation. Submitted to Central Florida Hotel and Lodging Association. Orlando, FL.
5. Chen, P. (2007). Marriott Faculty Summer Development. Submitted to Marriott International, Inc.
6. Tesone, D.V., Chen, P., Ricci, P., & Ross, M. J. (2005). Assessment of high school students, career counselors, and industry practitioners to identify barriers to entry in hospitality and tourism careers. O-Force, in conjunction with Orange County, FL.
7. Chen, P., Kerstetter, D. L., & Fu, Y. (2000). An Evaluation of the Festival of Trees. A report submitted to Centre County Convention and Visitors Bureau, Centre County, PA.
8. Kerstetter, D. L., Zinn, H., Graefe, A. R., & Chen, P. (2000). Perceived Constraints to Pennsylvania State Park Use among Commonwealth Residents. A report submitted to The Pennsylvania Department of Conservation and Natural Resources Bureau of State Park (DCNR).
9. Chen, P., Duman, T., & Ye, Y. (1999). Penn State Students' Image and Perceived Constraints toward Visiting the Palmer Museum. Submitted to The Palmer Museum. The Pennsylvania State University, PA.
10. Kerstetter, D.L., Confer, Jr. J. J., Graefe, A.R., Caldwell, L., & Chen, P. (1998). The Resident Survey for the Allegheny Heritage Development Corporation Resident Survey, Visitor Profile and Impact Study. Allegheny Heritage Development Corporation, PA.
11. Kerstetter, D. L., Graefe, A.R., Confer, J.J., & Chen, P. (1997). Visitor Survey for the Path of Progress – National Heritage Tour Route. Southeastern Pennsylvania Heritage Preservation Commission, PA.

TEACHING AND LEARNING

- **Teaching Experience**

Associate Professor 2010 – Present

Rosen College of Hospitality Management University of Central Florida, Orlando, FL.

Assistant Professor 2002 – Present

Rosen College of Hospitality Management University of Central Florida, Orlando, FL.

Teaching one semester (three courses) Fall 2006

**University of Aruba
Oranjestad Aruba**

Teaching Assistant 1998 – 2002

School of Hotel, Restaurant and Recreation Management, The Pennsylvania State University, University Park, PA.

TEACHING AND LEARNING (continued)

- **Courses Taught**

Undergraduate course:

1. HFT2220 - Hospitality Human Resources Management
2. HFT3700 - Tourism Management
3. HFT4735 - Tourism Geography
4. HFT3798 - Fairs and Festivals
5. HFT4762 - Airline Management (University of Aruba)
6. HFT3444 - Hospitality Information Technology (University of Aruba)
7. RPM 460 - Marketing in Hospitality and Tourism (The Pennsylvania State University)
8. HFT4295 (M) - Hospitality Leadership and Strategic Management (Mixed mode: face-to-face and online)
9. HFT2220 (M) - Hospitality Human Resources Management (Mixed mode: face-to-face and online)
10. HFT3700 (M) - Tourism Management (Mixed mode: face-to-face and online)

Graduate course:

11. HFT6228 - Current Issues of Hospitality Human Resources Management
12. HFT6228(W) - Current Issues of Hospitality Human Resources Management (online course)

- **Student Advisor and Mentor**

Served as advisor for University of Central Florida Master thesis students, Research and Mentoring Program, and Honors-in-the-Major undergraduate honor degree thesis students.

- 2010 Master Thesis Committee chair for Ms. Sivika Saenyanupap
- 2010 Research and Mentoring Program mentor for Ms. Ms. Janet Renea Anderson
- 2010 Honor Student Thesis Committee chair for Ms. Janet Renea Anderson
- 2009 Honor Student Thesis Committee chair for Ms. Luisa Alvaraz
- 2008 - 2009 Honor Student Thesis Committee chair for Ms. Catherine Forrester
- 2008 - 2009 Research and Mentoring Program mentor for Ms. Christina Restrepo
- 2006 - 2007 Honor Student Thesis Committee member for Ms. Rachel Perez
- 2005 - 2006 Research and Mentoring Program mentor for Ms. Cindy Poliah
- 2004 - 2005 Master thesis Committee chair for Ms. Catherine Johnson

- **Student Association Advisor**

2007 - present Served as co-advisor for Eta Sigma Delta Hospitality Honor Society at the Rosen College of Hospitality Management, University of Central Florida

- **Teaching Improvement and Development Activities**

- 2007 Marriott Summer Faculty Internship
- Attended various conferences and workshops to improve teaching and learning
 - Encouraging Critical Thinking
 - Getting Students to Work Effectively in Groups
 - Designing Effective & Manageable Writing Assignments
 - Teaching Creatively: Ideas in Action
 - Interactive Distributed Learning for Technology-Mediated Course Delivery
 - Completed IDL6543 to design, develop and teach mix-mode courses
 - Scholarship of Teaching and Learning track in Summer Faculty Development Conference

ACADEMIA SERVICES

• University of Central Florida Committees and Services

University of Central Florida

- Member of University of Central Florida Faculty Senate (2005/2009 Alternate Senator).
- Member of University of Central Florida Athlete Committee.
- Member of University of Central Florida Graduate Appeal Committee.
- Member of Latin American, Caribbean & Latino Studies BA Proposal Team.
- Faculty fellow of Center for Faculty Teaching and Learning.
- Member of University of Central Florida International Affairs Committee.
- Member of University of Central Florida International Affairs Committee.
- Member of University of Central Florida International College Committee, a sub-committee at IAC.
- Member of University of Central Florida Global Competence Committee, a sub-committee at IAC.
- Member of University of Central Florida Strategic Partnerships Committee, a sub-committee at IAC.

Rosen College of Hospitality Management

- Chair and Member of Rosen College Scholarship Committee (Chair 2004-2006).
- Chair and Member of Rosen College International Affairs Committee (Chair 2009-2011).

- Member of five Rosen College of Hospitality Management Committees.
 - Rosen College Faculty Assembly Committee.
 - Faculty Development Committee.
 - International Relations Committee.
 - Award Committee.
 - Graduate Policy Committee

- Coordinated and supported student academic conferences and seminars including the 2009 Michael E. Hurst Educational Forum in Chicago.

Rosen College of Hospitality Management (continued)

- Services for Rosen College of Hospitality Management
 - Arranged and coordinated hospitality site tours for Rosen College of Hospitality Management faculty, staff, and students. Tours sites included hotels, amusement parks, museums, historical sites, and festivals.

Department of Hospitality Services

- Chair and member of one Hospitality Services Department Committee.

• International Exchange Programs

- | | |
|------|---|
| 2010 | National Kaohsiung Hospitality College, Taiwan. Keynote speaker to hospitality and tourism research meetings. |
| 2010 | National Taiwan Normal University, Taiwan. Keynote speaker to hospitality and tourism research meetings. |
| 2010 | Tamkang University, Taiwan. Keynote speaker to hospitality and tourism research |

meetings.

2008 National Kaohsiung Hospitality College, Taiwan. Keynote speaker to hospitality and tourism research meetings.

- **Faculty Mentoring**

2007 - 2010 Provided teaching, research, and networking advice to junior faculty. Rosen College of Hospitality Management, University of Central Florida.

- **Conference Moderator**

2005 - 2006 Served as ICHRIE conference moderator.

- **Student Thesis Committee**

2010 Master Thesis Committee chair for Ms. Sivika Saenyanupap

2010 Served as Honors in the Major Thesis Chairperson for Ms. Janet Renea Anderson. Rosen College of Hospitality Management, University of Central Florida.

2008 – 2009 Served as Honors in the Major Thesis Chairperson for Luisa Alvarez. Rosen College of Hospitality Management, University of Central Florida.

2008 – 2009 Served as Honors in the Major Thesis Chairperson for Catherine Forrester. Rosen College of Hospitality Management, University of Central Florida

2008 – 2009 Served as Mentor to Christina Restrepo, the Research and Mentoring Program (RAMP). Rosen College of Hospitality Management, University of Central Florida.

2006 – 2007 Served as Mentor to Cindy Poliah, the Research and Mentoring Program (RAMP). Rosen College of Hospitality Management, University of Central Florida.

2005 Served as Committee Member for Master Thesis Committee for Catherine Johnson. Rosen College of Hospitality Management, University of Central Florida.

- **Independent Studies Advisor**

2008 - 2010 Served as advisor to 5 independent-studies students Rosen College of Hospitality Management, University of Central Florida.

- **Teaching Assignments at Other International Colleges/Universities**

2006 - 2007 Served as full-time faculty for fall semester hospitality and tourism management courses. The University of Aruba, Aruba.

- **Editorial Review Board**

2010 Journal of Hospitality and Tourism Research

2009 International Journal of Online Pedagogy and Course Design

• **Ad Hoc Academic Referral Journal Reviews**

- 2009 Cornell Hospitality Quarterly,
Dr. L. Canina, Editor: Reviewed one manuscript
- International Journal of Contemporary Hospitality Management,
Dr. F. Okumus, Editor: Reviewed three manuscripts
- Journal of Hospitality & Tourism Research,
Dr. A. Mattila, Editor: Reviewed one manuscript
- 2008 Journal of Hospitality & Tourism Research,
Dr. A. Mattila, Editor: Reviewed two manuscripts
- International Journal of Contemporary Hospitality Management,
Dr. F. Okumus, Editor: Reviewed four manuscripts
- 2007 [Journal of Hospitality & Leisure Marketing](#)
Dr. L. Cai and Dr. B. Knutson, Special Issue Editors: Reviewed one manuscript
- International Journal of Contemporary Hospitality Management,
Dr. F. Okumus, Editor: Reviewed two manuscripts
- 2006 International Journal of Hospitality Management
Dr. A. Pizam, Editor, Dr. Y. Wang, Special Issue Editor
Reviewed one manuscript

Conference Paper Reviews

- 2009 ICHRIE 2009 Conference - Reviewed six papers
- Human Resources Track: Dr. D. Reynolds, Coordinating Editor
 - Tourism Track: Dr. R. Chen, Coordinating Editor
 - Management Track: Dr. D. Gursoy, Coordinating Editor
- International Society of Travel and Tourism Educators
- Dr. A. Milman 2009 Conference – Reviewed one abstract.
- EuroCHRIE 2009 Conference – Reviewed five abstracts.
- Dr. M. Passos, Coordinating Editor
- 2008 14th Annual Graduate Student Research Conference in Hospitality and Tourism -
Reviewed nine abstracts/manuscripts.
- Human Resources Track: Dr. D. Reynolds, Coordinating Editor
 - Management Track: Dr. F. Okumus, Coordinating Editor
 - Tourism Track: Dr. R. Chen, Coordinating Editor

EuroCHRIE 2008 Conference

- Dr. J. Sutton, Coordinating Editor

ICHRIE 2008 Conference

- Dr. D. Reynolds, Coordinating Editor

2002 – 2007 ICHRIE Conferences - Reviewed at least two HR Track papers each year
Dr. D. Reynold and Dr. B. Bartlett, Coordinating Editors

Annual Graduate Student Research Conferences

Reviewed a number of HR Track papers

Dr. D. Reynolds, Coordinating Editor, HR track

Dr. F. Okumus, Coordinating Editor, Management Track (2006)

COMMUNITY OUTREACH

Teamed with hospitality and tourism organizations to design hospitality and tourism curricula to enhance academic and industry partnerships

- Served as a panelist for the “Generational Difference in Hospitality Workforce” at the Human Resources Management Workshop for the Central Florida Hotel and Lodging Association, FL.
- Served as panelist on Orange County Regional History Center marketing research.
- Hyatt Regency Grand Cypress, FL - Employee performance evaluation.
- Orange County Regional History Center, FL.
 - Event attendee satisfaction study.
 - Guinness World Record Event: The most people yo-yoing at the same place and same time (unfunded project)
- Central Florida Hotel and Lodging Association, FL.
 - The Bacchus Bash Festival: The impact of ego involvement in community based events (unfunded project).
- Marriott International, Inc.
 - Marriott Summer Faculty Internship Program (Marriott World Center, J. W. Marriott at Grand Lake, Washington, DC, 2007).

LEADERSHIP AND PROFESSIONAL ORGANIZATION MEMBERSHIPS

- **President**, Florida Caribbean CHRIE Chapter (2009-2010)
- **Vice President**, Florida Caribbean CHRIE Chapter (2008-2009)
- **Secretary/Treasurer**, Florida Caribbean CHRIE Chapter (2007-2008)
- **Member**, Internal Council of Hotel, Restaurant and Institutional Education (CHRIE)
- **Member**, International Society of Travel and Tourism Educator (ISTTE)
- **Member**, Orange County Convention and Visitor Bureau Research Committee.

Curriculum Vitae

DR. JOE C. HUTCHINSON

Associate Professor and Chair
Foodservice & Lodging Management Department
Rosen College of Hospitality Management
9907 Universal Blvd.
Orlando, FL 32819
Phone: (407) 903-8156
e-mail address: jhutchin@mail.ucf.edu

EDUCATION

Academic Degrees

- Ph.D. Virginia Polytechnic Institute and State University, 1994
Major: Hotel, Restaurant, and Institution Management
Minor: Human Resources Management
Dissertation Title: An Examination of Individual Level Effects of
Downsizing in a Foodservice Organization
- M.B.A. Texas State University, 1989
- B.S. University of Houston, 1975
Major: Hotel and Restaurant Management

Academic Honors

- Recipient of Conrad N. Hilton, Jr. Scholarship
- Graduated Magna Cum Laude
- Dean's List seven of eight semesters
- Member, Phi Kappa Phi Honor Society
- Member, Omicron Delta Kappa Honor Society

Extra-Curricular Activities

- Senator in University of Houston Student Association
- Member, University of Houston track team

TEACHING

Textbooks

Hutchinson, J.C. (2008). Management Consulting in *Hospitality and Tourism: An Introduction to the Industry*, 13th Edition, Brymer, R. and Hashimoto (eds.). Kendall/Hunt Publishing, Dubuque, Iowa.

Undergraduate and Graduate Courses Taught

- Introduction to Hospitality and Tourism
- Restaurant Management
- Club Management
- Food, Beverage, and Labor Cost Controls
- Hospitality Human Resources Management
- Quality Service Management
- Guest Services Management
- Tourism Management
- Hospitality Law
- Hospitality Managerial Accounting
- Hospitality Financial Management
- Hospitality Strategic Management
- Corporate Strategy Implementation
- Strategic Planning for Public and Non-Profit Organizations
- Principles of Resort Timeshare Operations
- Casino Operations Management
- Casino Legal, Regulatory, and Security Environment
- Hospitality Practicum and Internship
- Hospitality Guest Lectures

RESEARCH

Refereed Journal Article Publications

- Shani, A., Wang, Y., Hutchinson, J., and Lai, F. Applying Expenditure-Based Segmentation on Special Interest Tourists: The Case of Golf Travelers. *Journal of Travel Research*. (accepted and forthcoming)
- Hutchinson, J., Wang, Y., and Lai, F. (2010). The Impact of Satisfaction Judgment on Behavioral Intentions: An Investigation of Golf Travelers. *Journal of Vacation Marketing* 16(1) 45-59.
- Hutchinson, J. Lai, F., and Wang, Y. (2009) Understanding the Relationships of Quality, Value, Equity, Satisfaction, and Behavioral Intentions Among Golf Travelers. *Tourism Management*, 30, 298-308.
- Bai, C., Lai, F., Chen, Y., and Hutchinson, J. (2008). Conceptualizing the perceived service quality of public utility services: A multi-level multi-dimensional model. *Total Quality Management*, 19(10): 1-16
- Rui, M., Yang, J., and Hutchinson, J. (2008). Managing knowledge for new product performance in the high technology industry. *International Journal of Technology Management*, 41(1/2), 96-108.
- Lai, F., Hutchinson, J., Li, D., and Bai, C. (2007). An empirical assessment of SERVQUAL in a mainland China mobile communication company. *International Journal of Quality and Reliability Management*, 24(3), 244-262.

- Lai, F., Shi, W., Wang, J., and Hutchinson, J. (2006). E-business adoption: From the economic and strategic management perspectives. *Issues in Information Systems*, 7(2), 182-186.
- Lai, F., Li, D., Wang, J., and Hutchinson, J. (2006). An empirical investigation of the effects of e-readiness factors on e-business adoption in China's international trading industry. *International Journal of Electronic Business*, 4(3/4), 320-339.
- Lai, F., Hutchinson, J., and Zhang, G. (2005). Radio Frequency ID (RFID): Opportunities and challenges in China. *International Journal of Retail and Distribution Management*, 33(12), 905-916.
- Gilmore, S.G., Hutchinson, J. C., and Brown, N.E. (2000). Situational factors associated with student participation in the National School Lunch Program. *The Journal of Child Nutrition & Management*, 24(1), 8-12.
- Hutchinson, J. C., Brown, N.E., and Gilmore, S.G. (1998). High school student perceptions associated with their participation in the National School Lunch Program. *The Journal of Child Nutrition & Management*, 22(2), 87-94.
- Hutchinson, J. C., and Jewell, G. (1998). The downsizing of U.S food-service companies, *Cornell Hotel and Restaurant Administration Quarterly*, 39(3), 40-44.
- Hutchinson, J. C., Mann, N., and Johnson, G. (1997). The impact of downsizing on school food service personnel, *School Food Service Research Review*, 21(1), 11-17.
- Hutchinson, J. C., Murrmann, S. K., and Murrmann, K. F. (1997). Planning and implementing an effective downsizing program, *International Journal of Hospitality Management*, 16(1), 23-38.
- McCleary, K. W., Weaver, P.A., and Hutchinson, J.C. (1993). Hotel selection factors as they relate to business travel situations, *Journal of Travel Research*, 32(2), 42-48.

Refereed Journal Articles in Progress

- Wang, Y, Hutchinson, J., Okumus, F., and Naipaul, S. Regional destination marketing: Towards a collaborative approach.
- Wang, Y. and Hutchinson, J. Success factors and inhibitors to collaboration among tourism organizations.

Refereed Conference Proceedings Papers

- Lai, F., Shi, W., Wang, J., and Hutchinson, J. (2006). *E-business adoption: From the economic and strategic management perspectives*. IACIS Conference, Reno, NV, Oct. 4-7, 2006.
- Lai, F., Li, D., Wang, J., and Hutchinson, J. (2005). *Environmental factors and adoption of e-business in China: A case of international trading industry*. Decision Sciences Institute Annual Conference, San Francisco, CA, Nov.19-21, 2005, pp.18741-18746
- Hutchinson, J.C. (2001). *Conducting an external stakeholder analysis for a hospitality management program*. Research proceedings: Spring 2001 Southeast CHRIE Conference, Atlanta, Georgia, Vol. 4, No. 1, 35-36.
- Hutchinson, J.C. (2001). *Conducting an internal analysis for a hospitality management program*. Research proceedings: Spring 2001 Southeast CHRIE Conference, Atlanta, Georgia, Vol. 4, No. 1, 36-37.

- Abdul-Ghani, M. and Hutchinson, J.C. (2001). *How to develop an annual report for your hospitality management program*. Research proceedings: Spring 2001 Southeast CHRIE Conference, Atlanta, Georgia, Vol. 4, No. 1, 11-13.
- Hutchinson, J.C. (2000). *Strategies for building student enrollment: A case study*. Research proceedings: Fall 2000 Southeast CHRIE Conference, Hilton Head, South Carolina, Vol. 4, No. 1, 11-13.
- Hutchinson, J. C. and Murrmann, S.K. (1992). *The training and socialization of entry-level managers*. 1992 Annual CHRIE Conference Proceedings, 180-181.
- Hutchinson, J. C. and Murrmann, K.F. (1992). *Downsizing in the hospitality industry*. 1992 Annual CHRIE Conference Proceedings, 41-42.

Refereed Conference Presentations

- Lai, F., Li, D., Wang, J., and Hutchinson, J. (2005). *Environmental Factors and Adoption of E-Business in China: A Case of International Trading Industry*. Decision Sciences Institute Annual Conference, San Francisco, CA, Nov.19-21, 2005.
- Hutchinson, J.C. (2001). *Conducting an External Stakeholder Analysis for a Hospitality Management Program*. Research proceedings: Spring 2001 Southeast CHRIE Conference, Atlanta, Georgia.
- Hutchinson, J.C. (2001). *Conducting an Internal Analysis for a Hospitality Management Program*. Research proceedings: Spring 2001 Southeast CHRIE Conference, Atlanta, Georgia.
- Abdul-Ghani, M. and Hutchinson, J.C. (2001). *How to develop an annual report for your hospitality management program*. Research proceedings: Spring 2001 Southeast CHRIE Conference, Atlanta, Georgia.
- Hutchinson, J.C. (2000). *Strategies for building student enrollment: A case study*. Research proceedings: Fall 2000 Southeast CHRIE Conference, Hilton Head, South Carolina, Vol. 4.
- Hutchinson, J.C. and Kwon, J. (2000). *An exploratory study of management perceptions of the importance of on-site foodservice to their organizations*. International CHRIE Convention and Expo, New Orleans, Louisiana.
- Gilmore, S. A., Hutchinson, J.C., and Brown, N.E. (1998). *Situational factors associated with student participation in the National School Lunch Program*. Annual CHRIE Conference, Miami, Florida.
- Hutchinson, J. C. and Murrmann, S.K. (1992). *The training and socialization of entry-level managers*. 1992 Annual CHRIE Conference, Orlando, Florida.
- Hutchinson, J. C. and Murrmann, K.F. (1992). *Downsizing in the hospitality industry*. 1992 Annual CHRIE Conference, Orlando Florida.

Refereed Poster Sessions

- Kwon, J. and Hutchinson, J.C. (2000). *The importance of on-site foodservice: An assessment of corporate management perceptions*. Research proceedings: The Second Asian Congress of Dietetics, Seoul, South Korea, August 1998.

Funded Research Projects

- Hutchinson, J. and Lai, F. (2006). An assessment of experiences and perceptions of Mississippi Gulf Coast golf travelers. Mississippi Gulf Coast Golf Association, Biloxi, MS, received **\$5,000** grant to support research.
- Hutchinson, J. C. (1998). *The importance of onsite foodservice: An assessment of corporate management perceptions*, Society for Foodservice Management, Louisville, Kentucky. Received **\$14,000** in research funding from SFM.
- Hutchinson, J. C., Brown, N.E., and Gilmore, S.G. (1997). *Factors associated with student participation in the National School Lunch Program*. National Food Service Management Institute, University of Southern Mississippi, Hattiesburg, Mississippi. Received **\$25,000** grant from NFSMI to conduct study.
- Hutchinson, J. C. (1996). *The downsizing of corporate foodservice*, Society for Foodservice Management (SFM), Louisville, Kentucky. Received **\$12,000** in funding support from SFM.

Professional Publications

- Brown, N.E., Hutchinson, J.C., and Gilmore, S.A. (1998). Increasing participation by high school students in the school lunch program. *Insight*, No. 11, National Food Service Management Institute, The University of Mississippi, Oxford, MS.
- Hutchinson, J. C. (1996). Small town cafes under siege. *USA Today*, June 20.
- Hutchinson, J. C. (1995). A bottom-up approach to a winning foodservice budget. *School Business Affairs*, September, 41-48.
- Hutchinson, J.C. (1994). Assessing your school food service program's performance. *The Boardmember*, June, 10-12.

Invited Presentations, Panels, Workshops, Abstracts, and Poster Sessions

- **Served as panelist with other program administrators on "Issues and Trends in Hospitality Education among four-year and two-year hospitality programs." Fall 2001 Southeast CHRIE Conference, Charleston, South Carolina.**
- **Served as panelist on "Issues in successful relationships among four-year and two-year hospitality programs: Making the 2+2 system work." Fall 2000 Southeast CHRIE Conference, Hilton Head, South Carolina.**
- **Conducted "Planning for Profits" workshop at the Quality Foods Annual Trade Show and Conference, August 2000, Biloxi, MS.**
- Served as panelist on "Gaming education: Still hot or not?" The 2000 Annual CHRIE Convention and Expo, New Orleans, Louisiana.
- Served as panelist on "Recruitment and retention strategies: Attracting students and helping them succeed" at the 1999 Annual CHRIE Conference, Albuquerque, NM
- Facilitated roundtable discussion on "Undergraduate hospitality curriculum: Where are we now and where are we headed?" at 1998 CHRIE Conference, Miami, FL.
- **Conducted workshops on "Controlling Labor Costs in a School Food Service Operation" and "Determining Productivity Standards" sessions as part of the Iowa State University "Sharpen Your Management Skills" workshop for Iowa school food service personnel in 1995, 1996, and 1997, Ames, Iowa.**

- Conducted workshop on “Planning and delivering a distance education course” at the 1997 Annual CHRIE Conference, Providence, Rhode Island.
- **Conducted workshop on “Building a winning food service budget” at the Association of School Business Officials International Annual Convention, October 1997, Vancouver, British Columbia.**
- **Conducted "Planning for profits" workshop at the Iowa Lodging Association Annual Trade Show and Conference, Spring 1996, Des Moines, IA.**
- **Conducted "Profitable restaurant management" workshop sponsored by the Iowa Small Business Development Center, May 1995, Iowa Central Community College, Fort Dodge, Iowa.**

Featured in Newspaper or Trade Magazine Articles

Hospitality management enrollment up 191%. *In the Shade*, October 2000, p.1,4.

On-site foodservice still a key employee benefit, SFM study shows (1998). *Food Management*, April, 16-17.

Deering, T. (1997). Senators big on Internet, not high on taking the ISU food service private. *Iowa State Daily*, April 17, 1.

O'Donnell, T. (1996). Captive audiences dine in-house, *The Des Moines Register*, November 11, 8A-8B.

Despite effective strategies, corporate feeders find company downsizing a challenging foe (1996). *Modern Foodservice*, October 29.

SFM survey: Corporate layoffs hit foodservice ops (1996). *Nation's Restaurant News*, September 9, 18.

O'Donnell, T. (1996). Small-town cafes hanging on. *The Des Moines Register*, May 21, A1, A5.

Television and Radio Guest Appearances

- Invited to be a guest on "The Andre Trevigne Show" on WWL radio in New Orleans at live broadcast from the Beau Rivage in Biloxi, MS on topic of “Higher Education in South Mississippi” segment in March 2002.
- Invited to be a guest on "FirstNews" on WLOX television station in Biloxi, MS on topic of “Rules of tipping” segment in June 2000.
- Invited to be a guest on "Talk of Iowa" on WOI Radio in Ames, Iowa on three occasions during 1996.
- Invited to be a guest on "Jim Carrey Show" on radio station in St. Louis in June 1996.
- Invited to be a guest on "Gary Wright Show" on radio station in Davenport, Iowa in June 1996.

SERVICE

University of Central Florida

- Visiting Interim Chair, Foodservice and Lodging Department, July 2009 to Present
- Member of Strategic Planning and Assessment Committee for university and for the Rosen College of Hospitality Management for 2006-07 and 2007-08
- Advised students enrolled in Hospitality Management classes at UCF Daytona Beach
- Member of Faculty Council at UCF Daytona campus
- Served as faculty guest speaker for Rosen College admission open houses
- Participated in Rosen College faculty candidate interview process
- Served as an instructor for Disney Scholars Program; taught courses in Guest Services Management, Food and Beverage Management, Timeshare Operations, and Leadership
- Participated in FCTL teaching workshops
- Served as reviewer for manuscript submissions to the Tourism Management journal and the 2008 Asia Pacific Tourism Conference

The University of Southern Mississippi

- Member of College of Business Administration (CBA) Tenure & Promotion Committee, Internships & Career Planning Committee, and USM Gulf Coast Faculty Council representative for CBA
- Member of search committee for Dean of College of Health and Human Sciences (CHHS) in 1999, Chair and Assistant Professor of Tourism Management, and Sales & Lodging Coordinator at USM Gulf Coast (USMGC)
- Member of College of Health & Human Sciences Curriculum Committee
- Member of Doctoral Committee for Deborah Carr
- Member of Hospitality Education & Training Coordinating Council and Library Council at USM Gulf Coast
- Coordinated student volunteers for Twilight in the Oaks fund raising event for the USMGC Gulf South Economic Research Center in May 1999
- **Hosted delegation of Russian hoteliers that visited the Mississippi Gulf Coast in the spring 2005 and fall 1999 as part of a Rotary International sponsored program. Assisted in coordinated schedule for educational activities and presented overview of the U.S. Lodging Industry.**
- Served as judge for the Youth of the Year Program for the Boys & Girls Clubs of the Gulf Coast in January 2002.
- Selected to the Mississippi Gulf Coast Chamber of Commerce Leadership Gulf Coast Class of 2000-2001.
- Member of Planning Committee for the annual Gulf Coast Legislative Reception in Jackson from 1998 to 2002; coordinated student volunteers to work at event.

- **Hosted two delegations of Russian entrepreneurs that visited Hattiesburg and Gulf Coast campuses in September 1999 as part of a Rotary International program.**
- Served on Advisory Board for Academy of Hospitality and Tourism at Gulfport High School and participated in the planning of Hospitality Business Alliance school-to-careers program at four pilot high schools in Mississippi.
- Served on USM Gulf Coast Culinary Arts Academy Advisory Board
- Member of Board of Directors and Educational Director of Mississippi Hotel and Lodging Association
- Served as President of Southeast U.S. Chapter of the International Council on Hotel, Restaurant, and Institutional Education (CHRIE); served as Vice President in 1999
- Served as reviewer in CHRIE conference paper submissions in 1995, 1998, and 2002.

Iowa State University

- Served as member of search committee for Dean of the College of Family and Consumer Sciences
- Member of Steering Committee for Department of Residence Master Plan
- Served on academic core team to build university-business partnerships as part of Iowa State University's VISION 2020 program
- Faculty Advisor to Hotel, Restaurant, and Institution Management (HRIM) Club
- Chair of HRIM curriculum committee and served on committee for three years
- Member of HRIM graduate faculty and graduate curriculum committees
- Served as library liaison for HRIM department
- Chair of Master's Committee for Sung Mi Song
- Member of Master's Committee for Erica Bierman
- Provided business counseling services to 10 different hospitality industry clients as a service to the Iowa Small Business Development Center

PROFESSIONAL DEVELOPMENT

- Attended Department Chairs' Workshops sponsored by the Institute for Academic Leadership in the Summer and Fall of 2009.
- Invited to weekend Job Preview in Dallas in Spring 2007 for Pappas Restaurants
- Faculty Center for Teaching and Learning workshops
- Invited to weekend Job Preview in Dallas in Spring 2007 for Pappas Restaurants
- Diversity training
- "Developing a research agenda" workshop
- Grant writing workshop
- Student services & employee relations training seminar
- SPPS workshops
- Promotion and tenure workshops
- Participated in one week Red Lobster faculty intern program in Orlando, Florida in the Summer of 1999

UNIVERSITY ADMINISTRATION

CHAIR AND ASSOCIATE PROFESSOR, FOODSERVICE AND LODGING MANAGEMENT, ROSEN COLLEGE OF HOSPITALITY MANAGEMENT, UNIVERSITY OF CENTRAL FLORIDA

- Appointed as Chair in March 2010. Administrative responsibilities and activities include class scheduling, staffing and personnel issues, student affairs, completion of required forms and paperwork, formalization of departmental policies and procedures, correspondence, meetings, communication internal and external to UCF, annual faculty evaluations, service on boards/committees internal and external to UCF, and faculty meetings

CHAIR AND TENURED ASSOCIATE PROFESSOR, DIVISION OF HEALTH AND HUMAN SCIENCES, THE UNIVERSITY OF SOUTHERN MISSISSIPPI GULF COAST

- Appointed as first Chair of this newly created division in the Fall 2001. Division included USM Gulf Coast programs in Hospitality Management, Culinary Arts, Social Work, Community Health, and Family & Consumer Sciences. Administrative responsibilities and activities included class scheduling, budgeting and financial affairs, staffing and personnel issues, student affairs, completion of required forms and paperwork, formalization of departmental policies and procedures, correspondence, meetings, communication internal and external to USM, annual faculty evaluations, strategic planning, annual reports, faculty mentoring, service on boards/committees internal and external to USM, public relations, fund raising, advisory boards, and faculty meetings
- **Member of Executive Council and Administrative Council**
- Completed reorganization of units in Division of Health and Human Sciences in Spring 2002 to provide more cost effective operations

CHAIR AND TENURED ASSOCIATE PROFESSOR, DEPARTMENT OF HOSPITALITY MANAGEMENT, THE UNIVERSITY OF SOUTHERN MISSISSIPPI

- Appointed as first chair of this newly formed department in the Fall 1998.
- Administrative responsibilities and activities have included, but are not limited to: class scheduling, budgeting and financial affairs, staffing and personnel issues, student affairs, completion of required forms and paperwork, formalization of departmental policies and procedures, correspondence, meetings, communication internal and external to USM, annual faculty evaluations, strategic planning, annual reports, faculty mentoring, service on boards/committees internal and external to USM, public relations, fund raising, advisory boards, and faculty meetings.
- Member of College of Health and Human Sciences (CHHS) College Council
- Participated in CHHS strategic planning sessions and attended two retreats

- Established departmental offices at USM Gulf Coast in the fall 1999 and created administrative assistant position to assist with the development and growth of the department. This included the initiation and coordination of all policies, procedures, and activities required to create a new stand-alone department across two campuses.
- Facilitated the development and implementation of significant revisions to the courses, structure, and requirements of the departmental curriculum.
- Facilitated strategic planning process and the development and implementation of the departmental strategic plan.
- Developed and implemented departmental marketing and recruitment plan to promote the awareness and visibility of the department and to increase student enrollment, especially at the USM Gulf Coast campus.
- Established the new Program Coordinator position for department and hired an individual to fill this position in September 1999. This resulted in: the development of database for prospective students; correspondence and visits with prospective students and sources of prospective students; participation in recruitment activities and events at high schools, community colleges, and employers; speaking to community college counselors at annual meetings at USM Hattiesburg campus; and hosting prospective students from high schools on visits to USM Hattiesburg campus.
- Coordinated the development of the department's first annual report in 1999.
- Established two industry advisory boards (hospitality industry and gaming industry) with over 50 participants. This involved: coordination of industry advisory board meetings and activities, conducting surveys, and maintaining ongoing communication and meetings with individual board members. .
- Coordinated student survey to develop profile of Hospitality Management majors on both the USM Hattiesburg and Gulf Coast campuses for inclusion in our 1999 departmental annual report.
- Coordinated mail survey of Hospitality Management alumni.
- Facilitated the establishment of three new annual scholarship awards in 1999 and 2000 from the Mississippi Hotel and Motel Association, the Mississippi Restaurant Association, and the Mississippi Tourism Association. Converted Hospitality Management Advisory Board scholarships for awards to new students entering the program (versus limiting award to current students) to serve as a recruitment tool.
- Facilitated national searches to fill two vacant faculty positions in department and coordinated the hiring and training process for vacant staff positions at both campuses in 2001 and 2002.
- Arranged field trips and industry networking opportunities for faculty.
- Invited to speak at numerous industry and professional associations

PROFESSIONAL EXPERIENCE

Employment Background

Aug 2009-Present **University of Central Florida**
Associate Professor and Interim Chair
Foodservice & Lodging Management Department
Rosen College of Hospitality Management

Administrative responsibilities and activities include class scheduling, staffing and personnel issues, student affairs, completion of required forms and paperwork, formalization of departmental policies and procedures, correspondence, meetings, communication internal and external to UCF, annual faculty evaluations, service on boards/committees internal and external to UCF, faculty meetings, and coordinator for Distinguished Guest Lecture Series class. Areas of research interest include service quality, customer satisfaction, and destination marketing.

Aug 2006-May 2009 **University of Central Florida, Daytona campus**
Associate Professor
Rosen College of Hospitality Management

Taught undergraduate courses including Introduction to Hospitality Management, Guest Services Management, Club Management, Restaurant Management, Tourism Management, Timeshare Operations Management, Food and Beverage Cost Controls, Hospitality Law, Hospitality Managerial Accounting, and Hospitality Finance.

July 2003-May 2006 **The University of Southern Mississippi Gulf Coast**
Associate Professor of Tourism Management

Taught undergraduate courses including Introduction to Hospitality Management, Financial Management, Strategic Management, Travel & Tourism Management, Quality Service Management, Hospitality Law, Human Resources Management, Gaming Law, and Casino Operations Management. Conducted research in service quality and customer satisfaction.

July 2001-June 2003 **The University of Southern Mississippi Gulf Coast**

Chair and Associate Professor
Division of Health and Human Sciences

Responsible for the administration of the Division of Health and Human Sciences for USM Gulf Coast; included programs in Hospitality Management, Culinary Arts, Social Work, Community Health, and Family and Consumer Sciences.

Aug. 1998-June 2003 **The University of Southern Mississippi**
Chair and Associate Professor
Department of Hospitality Management

Responsible for dual-campus administration of Department of Hospitality Management, including locations at the Gulf Coast campus and Hattiesburg campus. Department operated with six faculty, three staff, and approximately 200 students.

Jan 1994-May 1998 **Iowa State University**, Ames, Iowa
Assistant Professor

Taught undergraduate courses in Introduction to Hospitality Management and Hospitality Financial Management and taught undergraduate and graduate courses in Hospitality Strategic Management. Areas of research interest included corporate downsizing and student participation in the National School Lunch Program. Advised students, chaired the undergraduate curriculum committee, and served as faculty advisor to the HRIM Club.

1985-1988 **KPMG Consulting** (now Bearing Point), Austin, Texas
Manager, Real Estate and Hospitality Management Practice

Consulting engagements in the hospitality industry included: performing management reviews of school food service programs; conducting contractor performance evaluations of corporate dining services; planning new restaurant concepts; performing operational reviews of independent and chain-operated restaurants and hotels; conducting economy and efficiency audits of food service operations at U.S. Air Force installations; performing hotel, restaurant, and nightclub feasibility studies; and providing litigation support services. Consulting experience also included engagements relating to convention centers/public events facilities, convention/visitor bureaus, local municipalities, residential developments, office buildings, hospitals, and universities.

1984-1985

PKF Consulting, Houston, Texas
Consultant

Conducted feasibility studies for proposed hotel projects and performed operational reviews for hotels and restaurants. Also assisted in the training and development of consultants within the Houston office of this firm.

1983-1984

Laventhol & Horwath, Houston, Texas
Consultant

Conducted feasibility studies for proposed hotel projects and performed operational reviews for hotels and restaurants. Also involved in hotel marketing studies and restaurant operational reviews.

1980-1982

Winfield's '08 Restaurant & Bar, Fort Worth Texas
General Manager

Responsible for opening this 170-seat, casual theme restaurant. Developed and implemented operational systems and controls, training manuals, and menu; prepared annual budget; obtained all operating licenses; worked closely with architects, interior designers, engineers, contractors, governmental agencies, and kitchen design consultants; recruited and hired all personnel; and developed and implemented marketing and promotional programs. Restaurant achieved monthly sales of up to \$140,000 with average monthly profit margins between 15 and 25 percent.

1980

R.J. Willoughby's Restaurant & Bar, Reading, Pennsylvania
General Manager

Directed the re-imaging of this restaurant concept into a fun-oriented, theme restaurant operation. Upgraded menu, uniforms, staff, marketing and promotions, and training program, while supervising day-to-day operations. Increased sales from \$60,000 to \$80,000 per month, while improving food quality and increasing operating efficiencies.

- 1980 **S&S Enterprises**, Baltimore, Maryland
General Manager
- Developed theme restaurant concept, similar to that of Houlihan's theme. Developed operational systems and controls, prepared annual budget, training manuals, and menu; worked closely with architects, general contractors, and kitchen design consultants; recruited and hired management personnel; and developed menus marketing strategies. Also served as a special marketing and operations consultant to increase the sales and profitability the company's existing theme restaurant operations.
- 1976-1979 **Gilbert/Robinson, Inc.**, Kansas City, Missouri,
General Manager
- Served as General Manager of Sam Wilson's Restaurant and Bar in Denver, Colorado. Directed all operations for this 160-seat family-oriented restaurant that generated approximately \$1 million in annual sales. Produced 10 to 15 percent profit margin and reduced food costs from 39% to 32% of food sales and reduced bar costs from 26% to 21% of beverage sales. Also served in Assistant Manager assignments that included the opening of Houlihan's Old Place Restaurant and Bar in Denver and Indianapolis. Additionally served as the Assistant Manager of the Leather Bottle Restaurant and Bar in Little Rock, Arkansas, and Captain Jeremiah Tuttle's Restaurant and Bar in Kansas City, Missouri.
- 1975-1976 **Westin Hotels.**, Seattle, Washington
Management Trainee
- Served as Management Trainee at the Crown Center Hotel in Kansas City, Missouri. Trained in all departments of the Rooms Division, including Front Desk, Reservations, Laundry & Valet, Accounting, Housekeeping, and Property Maintenance.

WILFRIED ISKAT
2670 Kavalier Drive
Palm Harbor, FL 34684
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wiskat@mail.ucf.edu

SUMMARY OF QUALIFICATIONS:

Widely traveled and seasoned international hospitality manager and educator. Recognized leader and team player in the hospitality industry and academic settings. Motivated self-starter and goal driven performer.

EXPERIENCE:

2004 to Present

University of Central Florida, Orlando, FL
Associate Professor, Rosen College of Hospitality Management

Teaching courses in Hospitality Management, Concentration in Hotel and Lodging Management

Spring/Summer 2004

Rosen School of Hospitality Management at the University of Central Florida Main Campus, Orlando, FL

Adjunct Instructor teaching courses in Tourism Management, Meeting and Convention Management and Lodging Management

Spring 2004

Eckerd College, St. Petersburg, FL

Instructor, School of Business

Taught IB 331S Tourism Marketing Management in the Bachelors Degree Program

Spring 2004

Florida International University, Miami, FL, Satellite Program, Seminole, FL

Instructor, School of Hospitality Management

Taught HFT4802 Catering Management in the Bachelors Degree Program

1992-2003

Schiller International University, Dunedin, FL

Dean and Professor, School of Tourism and Hospitality Management

Coordinated and directed programs on campuses in England, Switzerland, Spain and the U.S. Started up

and directed an MBA program in Tourism and Hospitality Management. Developed, started up and

directed program concentrations in Food Service Management and Resort/Club Management. Developed

and maintained strong working relationships with industry executives in tourism and hospitality.

1984 – 1991

Raritan Valley Community College, Raritan, NJ

Tenured Assistant Professor, Program Coordinator, Hotel & Restaurant Management Program

Developed and implemented a Tech Prep Grant with the NRA's Diploma Program.

1984 – 1985

Kings Supermarkets, West Caldwell, NJ and Embassy Suites Hotels, Dallas, TX

Consultant

Reviewed and implemented operational procedures in the delicatessen department of 20+ upscale stores.

Co-authored the General Manager Certification Program and helped to implement this certification for suite hotel operators.

1984

WGA Corporation, Livingston, NJ

Vice President Operations

Responsible for management of 3 Holiday Inns and 2 independent hotels

1981 – 1984

International Division of Holiday Inns, Inc., Memphis, TN

Director of Training/Internal Consultant

Supervised training in 250+ hotels worldwide through field-based regional training directors. Developed

annual workshops for all department heads and implemented these worldwide. Responsible for the

management development of all regional and corporate executives of the division.

1978 – 1981

International Division Holiday Inns, Inc., Frankfurt, Germany

Director of Training/Internal Consultant

Produced and conducted seminars and set up training in Europe, the Middle East, Africa, the Americas and Caribbean and the Far East.

1974 – 1977

Intercontinental Hotels Corp., New York City, NY

Director of Skills and Craft Training/Internal Consultant

Produced and conducted seminars and workshops on three continents. Maintained corporate film and book library, coordinated corporate tuition support program.

1973 – 1974

Intercontinental Hotels Corp., Manila, Philippines

Consultant Restaurant Operations

Developed and wrote standardized work procedures for restaurant operations.

1972 – 1973

Intercontinental Hotels Corp., Jakarta, Indonesia

Consultant, Human Resources Development, Hotel Indonesia 9THI

Identified and developed indigenous management candidates (Food & Beverage Operations) in the first international Indonesian hotel.

1954 – 1972

Miscellaneous Positions, Ithaca, NYC, USA and Europe

Hotel Resort Manager, Restaurant Manager, High School Instructor, Pastry Baker, Adult Education

Teacher and Convenience Food Researcher.

While pursuing Bachelor's and Master's degrees, worked in various positions to finance studies.

Miscellaneous Positions in Food Production

Worked at various hotels, bakeries, restaurants and airline catering as a pastry chef, pastry cook, roast cook and grill cook in Europe and the US.

EDUCATION:

1995

New York University, New York City, NY

Ph.D. Degree, New York University (Technology Education), Dissertation: Definition of the Service Delivery Act.

1977 – 1984

Various Locations, London, Frankfurt, Johannesburg, Las Vegas, Memphis, New York, San Francisco, Heidelberg

Attended various topical management development programs on leadership, motivation, goal setting, communications, strategic planning and Rational Process Management. Licensed in-house instructor Kepner Tregoe International and Development Dimensions International.

1968 – 1972

Cornell University, School of Hotel Administration, Ithaca, NY

MS Degree, Visual Communications, Education Psychology Concentration. BS Degree, Food and Beverage

1966

Management Concentration.

Earned High School Equivalency Diploma (Bryant High School, Queens, New York)

1954 – 1957

Apprenticeship as Pastry Baker, Austrian Government Journeyman Certificate.

VITA

H. G. Parsa

Associate Professor
Rosen College of Hospitality Management,
University of Central Florida,
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e-mail: hparsa@mail.ucf.edu

EDUCATION

- Ph.D. (Hospitality Mgmt.) Virginia Tech, Blacksburg, VA. -1994
Dissertation: *Exploratory Investigation of Organization Power, and Its Impact on Strategy Implementation and Firm Performance: A Study of the Hospitality Franchise Systems.* (Winner of International Franchise Association Research Contest)
- Accounting (18 credit hours) University of Central Oklahoma, Edmond, OK. - 1987
- Management (18 credit hours), Rose State College, Oklahoma City, OK. - 1986
- M.S. (Food Science) University of Arkansas, Fayetteville, AR. - 1978
- M. Sc. (Genetics) Osmania University, India - 1974
- B.Sc. (Honors) (Chemistry) Osmania University, India - 1972

Professional Development:

- Harvard Business School, Boston, MA: “The Art and Craft of Discussion Leadership – Case Study Analysis.” - 2003
- FMP (Food Management Professional), Educational Foundation, National Restaurant Association, Chicago, IL.- 1997

RESEARCH CONTRIBUTIONS

Research Honors

- Member, Editorial Board of 10 hospitality-tourism journals (national & international).
- Nominated for the John Wiley & Sons Lifetime Research Award 2010, International CHRIE Conference, July 28-31, 2010. Puerto Rico.
- Selected for *Cornell Hospitality Quarterly* research spot light for the article titled “*Dynamics of Green Restaurant Patronage*” – July 2010.
- One of the Five Most Read articles of the Year for 2009.
Ottenbacher, M., R.J. Harrington and H.G. Parsa (2009). Defining Hospitality: A Discussion of Pedagogical and Research Implications. *Journal of Hospitality and Tourism Research*, 38 (3) 1-19. (Three authors have contributed equally to the paper.)
- Co-Chair, 11th Annual Behavioral Pricing Conference, an international conference, Orlando, FL. November 13-14, 2009.

- Finalist for the Bradford Wiley Best Published Paper Award, International CHRIE conference, July 2010.
- Finalist for the Bradford Wiley Best Published Paper Award, International CHRIE conference, July 2009.
- Winner of Best Paper Award at the Third International Services Conference held at Penn State University, May 9-10, 2008, State College, PA
- Invited to give Milton Friedman Chair Guest Lecture in Economics at Marietta College, Ohio, *Why Restaurant Fail? Role of Restaurants in Rural Economies in the USA*, September 8-9, 2008. Honorarium \$1500 & a gift.
- Guided the undergraduate research that won the Third Place in Undergraduate Research Forum, UCF 2009.
- Finalist for the Best Paper of the Year, *Cornell HRA Quarterly*, 2006.
- Winner of Bradford Wiley Best Published Paper of the Year Award (2006), International CHRIE, Nashville, TN. A plaque and cash reward.
- Finalist for the Best Paper Award, *Journal of Hospitality and Tourism Research* – 2005.
- Co-author - the Best Paper Award, Euro-CHRIE Conference, November, 2004, Turkey. Awarded Plaque and 1000 Euros.
- Co-author - the Best Paper Award, International CHRIE Conference, July, 2004.
- One of the 25 authors invited to contribute to the *Ohio Bicentennial Celebration Commemorative Volume* published 2003.
- Invited to contribute to the *Encyclopedia of the Midwest* (2004).
- Recipient of Bradford Wiley Memorial Award for Outstanding Original Research Publication, *International CHRIE Annual Conference*, New Orleans, LA 2000.
- Guided the research that received Third Place in Jack Hayes Graduate Student Paper Presentation sponsored by the Ohio State University, 2000.
- Recipient of Emerald Publications' Highest Research Honor Citation for the paper. Laroche, M. and H.G. Parsa (2000). Brand Management in Hospitality: An Empirical Test of Brisoux-Laroche Model. *Journal of Hospitality and Tourism Research*, Special Issue on Consumer Behavior 24 (2), 199-222.
- Guided the research that received Second Place, CenStates Travel and Tourism Research Association Student Research Paper Contest. Louisville, KY, 1999.
- Presidential Award for Excellence in Research, Scholarship & Creativity, SUNYC-Buffalo, NY (1998), plaque and a \$2500 award.
- Winner of International Franchise Association Research Scholarship Competition (1990).
- Invited Research Presenter, *Annual Conference of Franchise Association of Australia-New Zealand*, Sydney, Australia, June 1993. Received Honorarium of \$1,100. Parsa, H.G. and M.A. Khan (1993), Strategic Management in Franchise Systems.

Research Interests

- Corporate Social Responsibility and Green practices in hospitality.
- Pricing strategies and brand management in hospitality industry.
- Why do restaurants fail? – Exploration of internal and external factors.
- Marketing strategies and franchising in quick service restaurants.
- Restaurant attributes and consumers' willingness to pay and patronize.

- Changing American Food habits.

Research In-Progress

Parsa, H. G., and J. Scott. Effect of Meteorological Factors on Consumers' Food Choices: A Longitudinal Study of Full-service Restaurants. Targeted for *Journal of Consumer Behavior*.

Parsa, H.G. and John Self, What is a Name? A Mathematical-Linguistic Analysis of Restaurant Names. Targeted for *Tourism Management*.

Parsa, H.G. and A. Gregory. Restaurant Patronage and Attribute Preference: Results from a Conjoint Analysis. Targeted for *Journal of Consumer Marketing*.

Refereed Journal Articles in Review

Parsa, H.G., S. Putrevu, K. Lord and G. Choi. Corporate Social and Environmental Responsibility in Services. *Journal of Services Marketing*.

DiPietro, R., H.G. Parsa and A. Gregory. Restaurant QSC Inspections and Financial Performance: A Longitudinal Study. *International Journal of Contemporary Hospitality Management* (a SSCI journal).

Schindler, R., H.G. Parsa and S. Naipaul. Do 99-cent Price Endings Work in the Hospitality Industry? The Myth and Reality. *Cornell Hospitality Quarterly* (a SSCI journal).

Hu, H.H., H.G. Parsa and J. Self. Self-Monitoring, Dining Companions and the Usage of Alternative Currencies. *Journal of Product and Brand Management*.

Parsa, H.G., J. Self, S. Sydnor-Busso and H. Yoon. The Impact of Affiliation, Location, and Size on Restaurant Failures: Results from a Survival Analysis. *Journal of Foodservice Business Research* (second review).

Accepted & Forthcoming Referred Journal Articles

Schindler, R. H.G. Parsa and S. Naipaul (2010). Retail Managers' Price-ending Beliefs. *Sloan Management Review*.

Nusair, K., H.G. Parsa and C. Cobanoglu (2010). Role of Commitment, its Antecedents and Word-of-Mouth in B-to-C Relationships. *Tourism Management* (a SSCI Journal).

Nusair, K. and H.G. Parsa (2010). Introducing *Flow Theory* to Explain Interactive Online Shopping Experience in a Travel Context. *International Journal of Hospitality Administration*.

Nusair, K, S. Naipaul, H, Yoon and H.G. Parsa (2010). Effect of Price Discount Frames and price Discount Levels on Consumers' Perceptions. *International Journal of Contemporary Hospitality Management*.

Refereed Journal Publications

Hu, H. H., H.G. Parsa and J. Self (2010). The Dynamics of Green Restaurant Patronage. *Cornell Hospitality Quarterly*, 51 (3), 344-362. (a SSCI journal).

Yoon, H., K. Nusair, H.G. Parsa, and S. Naipaul (2010). Price Formats, Discounts and Consumers' Perceptions: A Comparison between Hospitality and Non-Hospitality Industries. *Journal of Foodservice Business Research*, 13 (1), 51-65.

Winner of Best Paper Award – *International Services Conference*, Penn State University, PA – May

2008.

- Perutkova, J., and H.G. Parsa (2010). Consumers' Willingness to Pay and to Patronize according to Major Restaurant Attributes are Modified. *UCF- Undergraduate Research Journal*, 4 (2) ,1-11.
- Jackson, L and H.G. Parsa (2009). Corporate Social Responsibility and Financial Performance: A Typology for Service Industries. *International Journal of Business Insights and Transformation*, 2 (2), 13-21.
- Parsa, H.G., D. Tesone and A. Templeton (2009). All Employees Are Not Created Equal: An Alternative Method to Assess Employee Turnover in Hospitality. *Journal of Foodservice Business Research*. 12 (4), 317-331.
- Ottenbacher, M., R.J. Harrington and H.G. Parsa (2009) Defining Hospitality: A Discussion of Pedagogical and Research Implications. *Journal of Hospitality and Tourism Research*, 38 (3), 1-19
- Choi, G, H.G. Parsa, M. Segala and S. Putrevu (2009). Consumers' Environmental Concerns and Behavior in the Lodging Industry: A Comparison between the United States and Greece. *Journal of Quality Assurance in Hospitality and Tourism*, 10 (2), 93-112.
- YOON, H, S. THOMPSON AND H.G. PARSA (2009). BAYESIAN APPROACH TO ASSESS CONSUMERS' BRAND SELECTION PROCESS AND IDENTIFICATION OF BRAND ATTRIBUTES IN A SERVICE CONTEXT.
INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT, 28 (1), 33-41
- Hu, H. H., H.G. Parsa and M. Khan (2008). Effectiveness of Price Discount Levels and Formats in Service Industries. in *Global Cases on Hospitality Industry* (ed) V. Jauhari. New York, NY: Haworth Press, 17-37.
- Nusair, K, H. Yoon and H.G. Parsa (2008). Effect of Utilitarian and Hedonic Motivations on Consumer Satisfaction with Travel Web Sites. *Journal of Information Technology and Tourism* 10 (1), 75-89.
- Dutta, K., U. Venkatesh, and H.G. Parsa (2007). Service Failure and Recovery Strategies in the Restaurant Sector: An Indo-US Comparative Study. *International Journal of Contemporary Hospitality Management*, 19 (5), 351-363.
- Parsa, H.G. and S. Naipaul (2007). Price-ending Strategies and Managerial Perspective in the Hospitality Industry: A Reciprocal Phenomenon, Part I. *Journal of Services Research* 7 (2), 7-26.
- Choi, G and H.G. Parsa (2007). Green Practices II: Measuring Restaurant Managers' Psychological Attributes and Their Willingness to Charge for the 'Green Practices. *Journal of Foodservice Business Research* 9 (4), 41-63.
- Nusair, K. and Parsa, H.G. (2007). Critical Factors in Implementing HRIS in Restaurant Chains. *Advances in Hospitality and Leisure*, 3, 69-86.
- Hu, H.H., H.G. Parsa and J.L Zhao (2006). Magic of Price-ending Choices in European . Restaurants: A Comparative Study of USA and Taiwan. *International Journal of Contemporary Hospitality Management*, 18 (2), 110-122.
- Collins, M. and H.G. Parsa (2006). Pricing Strategies to Maximize Revenues in the Lodging Industry. *International Journal of Hospitality Management*, 25, 91-107.
- Hu, H.H., H.G. Parsa and M. Khan (2006). Effects of Price Discount Levels and Formats in Service Industries. *Journal of Services Research* 6 (special issue), 67-87.
- H.G. Parsa, K. Manaktola and K. Nusair (2005). Examining the Crucial Factors that Contribute to the Decision to Implement a HRIS in the Hospitality Industry. *Journal of Tourism*.7, 3-12.
- Njite. D. and H.G. Parsa (2005). Structural Equation Modeling of Factors that Influence Consumer Internet Purchase Intentions of Services. *Journal of Services Research*, 5(1), 43-59.
- Parsa, H. G, J. Self, D. Njite and T. King (2005). Why Restaurants Fail? *Cornell HRA*

Quarterly, 46 (3), 304-322.

- Lord, K., S. Putrevu and H.G. Parsa (2004). The Cross-border Consumer: Investigation of Motivators and Inhibitors in Dining Experiences. *Journal of Hospitality and Tourism Research*, 28 (2), 209-228.
- Naipaul, S. and H.G. Parsa (2004). Price-Ending Practices and Consumer Behavior in the Hospitality Industry: A Reciprocal Phenomenon – Part II. in (ed) J. Chen, *Advances in Hospitality and Leisure* (1), 71-87. Elsevier Press.
- Parsa, H.G. and D. Njite (2004). Psychobiology of Price Presentations: An Experimental Analysis of Restaurant Menu Prices. *Journal of Hospitality and Tourism Research* 28 (3) 263-280.
- Parsa, H.G. and H.H. Hu (2004). Price-Ending Practices and Cultural Differences in the Food Service Industry: A Study of Taiwanese Restaurants. *Food Service Technology*, 4 (1), 21-30.
- Mills, J.E., J. M. Clay, H.G. Parsa, and J.A. Ismail (2003). Restaurants in the Sky: Consumer Preference for Brand Name Foods In-Flight. *Journal of Foodservice Business Research*, 6 (1), 45-65.
- Naipaul, S. and Parsa, H.G. and (2001). Menu Price Endings that Communicate Value and Quality. *Cornell HRA Quarterly*, 42(1), 26-37.
- Parsa, H.G. and F.A. Kwansa (2001). A Typology For Hospitality Franchise Systems: Strategic Choices For Hospitality Franchisees. *Journal of Restaurant and Foodservice Marketing*, 4 (2), 5-34.
- Laroche, M. and H.G. Parsa (2000). Brand Management in Hospitality: An Empirical Test of Brisoux-Laroche Model. *Journal of Hospitality and Tourism Research*, Special Issue on Consumer Behavior 24 (2), 199-222.
- Naipaul, S. and H.G. Parsa (2000). Supplementary Services as a Differentiation Strategy: An Empirical Investigation of Lovelock's Model. *Journal of Quality Assurance in Hospitality and Tourism*, 1 (1), 67-80.
- Parsa, H.G. (1999). A Profile of American Restaurant Franchisees. *Journal of Hospitality and Tourism Education*. 11(1), 61-68.
- Parsa, H.G. (1999). Interaction of Strategy Implementation and Power Perceptions in Franchise Systems: An Empirical Investigation. *Journal of Business Research*, 45 (2), 174-185.
- Parsa, H.G. (1998). Cultural Heritage of American Food Habits and Implications for the Hospitality Industry. *Marriage and Family Review*, 28, (1&2), 23-48.
- Parsa, H.G. (1996). Franchiser-Franchisee Relationships in Quick service Restaurant Franchise Systems. *Cornell HRA Quarterly*, 37 (June), 42-49.
- Parsa, H.G. and M.A. Khan, (1993). Quick Service Restaurants of the 21st Century: An Analytical Review Of Macro Factors. *Hospitality Research Journal*, 17 (1), 161-173.**
- Parsa, H.G. and M.A. Khan (1992). Trends in the Quick Service Restaurant Industry. *FIU Hospitality Review*. 10 (1), 19-26.
- Parsa, H.G. and M.A. Khan (1991). Menu Trends in the Quick Service Restaurant Industry During the Various Stages of Industry Life Cycle (1919-1988). *Hospitality Research Journal*, 15 (1), 92-107.

Refereed Conference Presentations

- DiPietro, R., A. Gregory and H.G. Parsa (2010) Do QSC Inspections Lead to Better Financial Performance? An Empirical Investigation from the Restaurant Industry. *International CHRIE Conference*, Summer.
- Perutkova, J., A. Templeton, H.G. Parsa and H. Yoon (2009). What Happens to Consumers' Willingness to Pay and the Patronage when Major Restaurant Attributes are Modified? *14th Annual Graduate Conference*, Las Vegas, NV – January.
- Lunawat, S, A. Templeton and H.G. Parsa (2009). What is in A Name? A Mathematical Linguistic Analysis of Restaurant Names. *14th Annual Graduate Conference*, Las Vegas,

NV – January.

- Gregory, A. and H.G. Parsa (2009). A Comprehensive Strategic Marketing Blue Print for the Time Share Industry. *14th Annual Graduate Conference*, Las Vegas, NV – January.
- Hu, H. H. and H.G. Parsa (2008). Towards Sustainable Consumption: Consumers' Willingness to Patronize Green Restaurants, *ICHRIE Conference*, Atlanta, GA. August.
- Parsa, H.G. and K. Nusair (2008). A Comparative Assessment of Structural Equation Modeling (SEM) and Multiple Regression in Testing a Model in a B-C travel Context. *Third International Services Conference*, Penn State University. May 7-10.
- Jackson, L and H.G. Parsa (2008) A Typology of Corporate Social Responsibility and Financial Performance in Services. *Third International Services Conference*, Penn State University. May 7-10.
- Parsa, H.G. and A. Templeton (2008). All Employees Are Not Created Equal: An Alternative Employee Turnover Ratio Assessment Method. *Third International Services Conference*, Penn State University. May 7-10.
- Yoon, H, H.G. Parsa and S. Naipaul (2008). Price Discounts and Consumers Perceptions: A Comparison of Hospitality and Non-Hospitality Services. *Third International Services Conference*, Penn State University. May 7-10.
- Yoon, H, S. Thompson and H.G. Parsa (2007). Why do Restaurants Fail? Part II: The Impact of Density, Location and Size. *13th Graduate Education and Graduate Students' Research Conference in Hospitality-Tourism*, Orlando, FL January.
- Yoon, H., H.G. Parsa and S. Naipaul (2007). The Different Effects of Pricing Discount on Consumers' Perception between Hospitality and Non-Hospitality Industry. *13th Graduate Education and Graduate Students' Research Conference in Hospitality-Tourism*, Orlando, FL January.
- Choi, G., H.G. Parsa and M. Segala (2007). Consumers' Environmental Concerns in the Lodging Industry: A Comparative study between Greece and the US. *International CHRIE Conference*, Dallas, TX.
- Yoon, H and H.G. Parsa (2007). Bayesian Statistics in Hospitality-Tourism. *International CHRIE Conference*, Dallas, TX.
- Choi, G. and H.G. Parsa (2007). The Effects of Intangible Capitals on Foreign Market Entry Mode. *International CHRIE Conference*, Dallas, TX.
- Choi, G and H.G. Parsa (2007). Post-Merger Acquisitions and Vs Service Quality in the Lodging Industry. *International CHRIE Conference*, Dallas, TX.
- Hu, H and H.G. Parsa (2007). The Effects of Loyalty Program on Customer Loyalty in Hotel Industry: The Role of Timing of Reward and Satisfaction. *International CHRIE Conference*, Dallas, TX.
- Yoon, H and H.G. Parsa (2007). Impact of Service Recovery Efforts on Customer Satisfaction and Intentions of Negative Word-of-Mouth and Repurchase. *International CHRIE Conference*, Dallas, TX.
- Hu, H.H and H.G. Parsa (2006). The Role of Self-Monitoring in Currency Usage in Foodservice Industry. *ICHRIE Conference*, Washington DC.
- Njite, David, H.G. Parsa and H.H. Hu (2006). Brand Associations that Influence Consumers' Restaurant Preferences: Introduction of Deductive Qualitative Analysis Technique in Hospitality Research. *Annual conference of Asia Pacific CHRIE*, Taipei, Taiwan.
- Choi, G and H.G. Parsa (2006). Green Practices II: Measuring Managers' Psychological Attributes & Willingness to Charge for Green Practices. *Hospitality and Tourism Graduate Student Education and Research Conference*, Seattle, WA.
- Nusair, K and H.G. Parsa (2005). Examining the Crucial Factors that Contribute to the Decision to Implement a HRIS in the Hospitality Industry. *Annual Conference of Forum of Educators and Scholars in Tourism*, Chandigarh, India.

- Hu, H.H., H.G. Parsa, and M. Khan (2005). Consumer Evaluation of Types of Price Discount Levels and Formats in Service Industries. *Proceedings of International Conference on Services Management*, New Delhi, India, p42-48.
- Hu, H.H. and H.G. Parsa, (2005). The Impact of Personality Traits and Product Familiarity on the Preference for Currency Usage in the Restaurant Industry. *International CHRIE Conference*, July.
- Hu, H.H. and H.G. Parsa (2005). Currency Usage and Self-Monitoring in Restaurant Industry. *Pricing Conference*, University of Illinois, Urbana-Champaign, May 26-28.
- Choi, G., H.H. Hu and H.G. Parsa (2004). Green Practices in Hospitality I: Assessment of Consumers' Attitudes, Behaviors, Involvement and their Willingness to Pay for 'Green Practices' in the Restaurant Industry. *10th Annual Graduate Education & Graduate Student Research Conference*, January 5-7.
- Hu, H.H., H.G. Parsa and S. Naipaul (2004). Restaurant Pricing Strategies in Europe and Comparison with the Pricing Strategies in Asia and USA. *Annual Euro-CHRIE Conference*, Ankara, Turkey.
- Njite, D. and H.G. Parsa (2004). Structural Equation Modeling of Factors that Influence Consumer Internet Purchase Intentions. *International CHRIE Conference*, Philadelphia, PA.**
- Njite, D. and H.G. Parsa (2004). Psychology of Price Misrepresentation: A Consumer Personality Perspective. *International CHRIE Conference*, Philadelphia, PA.**
- Hu, H.H. and H.G. Parsa (2004). Effectiveness of Price Discount Levels and Formats in Service Industries. *International CHRIE Conference*, Philadelphia, PA.
- Collins, M. and H.G. Parsa (2004). Revenue Maximization through an Innovative Pricing Strategy in the Hotel Industry. *International CHRIE Conference*, Philadelphia, PA.**
- Naipaul, S. and H.G. Parsa (2004). Price Framing: Does It Matter For Pricing Hospitality And Tourism Products. *International CHRIE Conference*, Philadelphia, PA.**
- Parsa, H.G., T. King, and D. Njite (2003). Restaurant Ownership Turnover: Results from a Longitudinal Study and a Qualitative Investigation. *International CHRIE Conference*, Palm Spring, CA. August 6-9.**
- Parsa, H.G. and H.H. Hu (2003). Revenue Maximization in Institutional Foodservice: Results from a Field Study at a Major Hospital Foodservice Operation. *International CHRIE Conference*, Palm Springs, CA. August 6-9.
- Njite, D. and H.G. Parsa (2003). Price Recognition, Recall and Placement: Do they Influence Consumer Purchase Decisions? *International CHRIE Conference*, Palm Springs, CA. August 6-9.
- Njite, D. and H.G. Parsa (2003). Theoretical Explanations of Consumer Price Sensitivity and Acceptability, and Empirical Support from a Field Study. *International CHRIE Conference*, Palm Springs, CA. August 6-9.
- Parsa, H.G. and H. Hu (2003). Image Communication, Cultural Differences and Price Ending Practices: An Analysis of Restaurant Menus from Taiwan. *International CHRIE Conference*, Palm Springs, CA. August 6-9.
- Parsa, H.G. and D. Njite (2003). Effect of Price Placement (Left vs Right) on Recall and Recognition in Consumer Purchase Decisions. *Pricing Research Camp*, College of Business, University of Illinois, Urbana-Champaign, May 31-June 1.
- Parsa, H. G. and D. Njite (2002). Effects of Price Presentation on Consumer Perceptions of Quality and Value: An Interdisciplinary Explanation. *Fifth Annual Pricing Conference*, New York, NY: Fordham University. September 27-28.**
- Naipaul, S. and H.G. Parsa (2002). Role of Quality and Value Perceptions in Psychological Pricing: A Study of Hospitality Marketers. *Fifth Annual Pricing Conference*, New York, NY: Fordham University. September 27-28.**
- Parsa, H.G. and David Njite (2002). Psychobiology of Restaurant Pricing: An Experimental Investigation. *International CHRIE Conference*. Orlando, FL. (August).

- Naipaul, S. and H.G. Parsa (2002).** Strategic Marketing and Restaurant Pricing: Experimental Investigation of Psychological Pricing Practices. *International CHRIE Conference*. Orlando, FL. (August).
- Parsa, H.G. and S. Naipaul (2000). Price Endings as Communication Cues, and Consumer Response Behavior in the Restaurant Industry. *International CHRIE Conference*, New Orleans, LA.
- Parsa, H.G. (1999). Models for Successful Cooperative Arrangements Between Universities and Hospitality Industry. *International Symposium on Hospitality and Tourism Management*, Dalian, PR China, June 15-18.
- Parsa, H.G. (1996). Interaction of Strategy Implementation and Power Perceptions in Franchise Systems: An Empirical Investigation. *Second Symposium on Strategy Implementation and Assessment Research (SIAR) sponsored by American Marketing Association*, October. Montreal, Canada.
- Parsa, H.G. and M.A. Khan (1995). Impact of Power Sources on Firm Performance and Satisfaction: An Empirical Investigation of the Hospitality Franchise Systems. *Annual Conference of International CHRIE*, Nashville, TN.
- Parsa, H.G. and M.A. Khan, (1993). Power Perceptions, Strategy Implementation and Political Economy Framework: A Conceptual Integration. *Society of Franchising Conference Proceedings*, February, San Francisco, CA.
- Parsa, H.G. and A.F. Kwansa (1991). Financial Performance and Strategic Options in Hospitality Franchise Systems: A Franchisee Perspective. *Society of Franchising Annual Conference Proceedings*. Miami, FL.
- Kwansa, F.A. and H.G. Parsa, (1990). Business Failure Analysis: An Events Approach. *International CHRIE Annual Conference Proceedings*, Washington D.C.
- Parsa, H.G. and M.A. Khan (1990). Menu Trends During the Various Stages Of The Fast Food Franchise Industry's Life Cycle: Impact of Environmental Factors. *Society of Franchising Annual Conference Proceedings*, Phoenix, AZ.
- Murmann, S.K. and H.G.Parsa (1989).** Students' Attitude on Acquired Immune Deficiency Syndrome (AIDS) and its Implications for Hospitality Education. *Southeast CHRIE Annual Conference Proceedings, Spring*.

Refereed Poster Presentations:

- Njite, D., H.G. Parsa and S. Naipaul (2006). Promotions: A Comparison of Different Forms of Message Framing in Price Discounting. *ICHRIE Conference*, Washington DC.
- Choi, G. and H.G. Parsa (2006). Understanding Consumer Expectations: The First Step Towards Achieving a Viable Corporate Social Responsibility. *ICHRIE Conference*, Washington DC.
- Njite, David, H.G. Parsa and G. DeShields (2006). Deductive Qualitative Analysis (DQA) in Hospitality Research: An Investigation of Consumer Brand Associations that Influence Consumers' Restaurant Preferences. *ICHRIE Conference*, Washington DC.
- Hu, H.H. and H.G. Parsa (2005). Advertising Strategies and Information Processing: Implications for International Markets. *International CHRIE Conference*, July 2005.
- Njite, D. and H.G. Parsa (2004).** Consumer Price Misrepresentation in Purchase of Hospitality Products: A Personality Perspective. *10th Annual Graduate Education & Graduate Student Research Conference*, January 5-7.
- Hu, H.H. and H.G. Parsa (2004).** Restaurant Pricing Strategies in Europe and Comparison with the Pricing Strategies in Asia and USA. *International CHRIE Conference*, Philadelphia, PA.
- Naipaul, S and H.G. Parsa (2003).** A Strategic Pricing Model for Hospitality Marketers. *International CHRIE Conference*, Palm Springs, CA: August 6- 9.

- Naipaul, S. and H.G. Parsa (2001). A Profile of Agri-tourism Operators: An Exploratory Investigation. *International CHRIE Conference*, Toronto, Canada.
- Parsa, H.G. and S. Naipaul (1999). Price Endings as Indicators of Value and Quality in the Hospitality Industry: An Exploratory Investigation. *International CHRIE Conference*, Albuquerque, NM.
- Parsa, H.G. (1997). A Taxonomical Classification of the Hospitality-Tourism Industry. *Annual Conference of International CHRIE*, Providence, RI
- Parsa, H.G. (1997). A Comparative Profile of International Franchise Associations from Europe, Asia and America. *Annual Conference of International CHRIE*, Providence, RI
- Parsa, H.G. and N.P. Mishra (1993). The 'Concept of Space' in Restaurant Designs: Futuristic Restaurant Designs for the Twenty First Century. *Annual Conference of International CHRIE*, Chicago, IL.
- Parsa, H.G., M.A. Khan, and V. Vashi (1991). Assessment of Royalty Fee Structures in the Hospitality Franchise Systems: An Econometric Alternative. *International CHRIE Annual Conference Proceedings*, Houston, TX.
- Parsa, H.G. and S.K. Murrmann (1990). Evolutionary Trends in Functional Areas of the Quick Service Industry from 1919 to 1988. *International CHRIE Annual Conference*, Washington D.C.
- Parsa, H.G., M. Gustin, and M.A. Khan (1990). Potential Conflict Points In Franchiser-Franchisee Relations: An Exploratory Study of Fast Food Franchise Systems. *International CHRIE Annual Conference*, Washington D.C.
- Parsa, H.G. and M.A. Khan (1989). Menu Trend Analysis. *International CHRIE Annual Conference*, Las Vegas, NV.

Fulbright Presentations (2005)

- Epistemological Roots of Hospitality Education in the USA
 - HNB Garhwal University, Srinagar, India.
 - Institute of Hotel Management, Pusa, India
 - Institute of Hotel Management, Mumbai, India
 - Institute of Hotel Management, Bangalore, India
 - Institute of Hotel Management, Chandigarh, India
- Changing Trends in Hospitality Industry and Career Choices
 - Institute of Hotel Management, Pusa, India
 - Institute of Hotel Management, Mumbai, India
- Role of Research in Hospitality Education – Time to Change the Curriculum
 - Institute of Hotel Management, Pusa, India
 - Institute of Hotel Management, Mumbai, India
 - HNB Garhwal University, Srinagar, India
 - National Institute of Hospitality and Tourism Management, Hyderabad, India
- Price Presentation and Consumer Behavior in Retail Contexts
 - Class of Managerial Economics, *Indian Institute of Technology*, Mumbai, India, Host: Prof. Narayanan.
- Hospitality Education: Past, Present and Future
 - Institute of technology and Management, Mumbai, India
- National Institute of Hospitality and Tourism Management, Hyderabad, India

Invited Presentations

- H.G. Parsa and G. Paulin (2010). Analysis of Secondary Data using National Consumer Expenditure Survey done by the US Department of Labor. *ICHRIE Conference*, Puerto Rico, July 27-31.
- Jackson, L. and H.G. Parsa (2010). Green Practices in the Lodging Industry: An Ameliorative Process. *ICHRIE Conference*, Puerto Rico, July 27-31.
- Gregory, A. and H.G. Parsa (2009). Methodological Issues in Using Conjoint Analysis in Hospitality-Tourism. *ICHRIE Conference*, San Francisco, CA August 09
- Parsa, H.G. & L. Jackson (2008). Best Practices in Green Lodging. *Green Lodging Conference*, Gainesville, FL, November 11-12.
- Parsa, H.G. (2008). Expert Panel Participant, *Green Lodging Conference*, Gainesville, FL, November 11-12.
- Parsa H.G. (2008). Editors' Panel Participant. *Third International Services Conference*, Penn State University. May 7-10, 2008.
- Parsa, H.G. (2008). *Why Restaurants Fail? Role of Restaurants in Rural Economies in the US*. An invited presentation as a part of the Milton Friedman Chair Guest Lecture Series at Marietta College, Ohio. September 8-9. Honorarium \$1500 and a gift.
- Parsa, H.G. and H.H. Hu (2005). Psychology of Pricing. a Fulbright Seminar Presentation. *Indian Institute of Technology*, Mumbai, India
- Parsa, H.G. and H.H. Hu (2005). Currency Usage and Personality Differences in Service Industries, a Fulbright Seminar Presentation. *Indian Institute of Management*, Bangalore, India
- Parsa, H.G. (2004). How to Improve the Probability of Paper Acceptance with Peer Reviewed Journals? Explanation of the Paper Review Process for Journals and the CHRIE. *Great Lakes CHRIE Conference*, April 17-18, 2004
- Parsa, H.G. and S. Naipaul (2002). Pricing Decisions in Foodservice Management. *Central Ohio Restaurant Association*, March 14, Max & Erma's Head Quarters.
- Parsa, H.G. and P. DeLano(2001). Career Choice of Youth and the Restaurant Industry. Presentation to the *Central Ohio Restaurant Association*, Columbus Ohio, May 14.
- Naipaul, S. and H.G. Parsa (2000). Economic Impact of Agri-tourism. *Ohio Farm Science Conference*. September 27, London, Ohio.
- Parsa, H.G. and Sandra Naipaul (1999). Competitive Positioning of Convention Bureaus: An Empirical Study. *Greater Columbus Convention and Visitors Bureau*, Columbus, OH.
- Parsa, H.G. and Undergraduate Students (1999). Price Endings and Image Effect in Quick Service Restaurant Industry. *Undergraduate Research Symposium*, Ohio State University.
- Parsa, H.G. and Kathleen O'Brien (1997). The Changing Nature of American Food Habits. *Focus on Scholarship & Creativity Program*. SUNYC-Buffalo, Spring 1997.
- Parsa, H.G. and K. O'Brien (1995). How to Lower the Barriers in Effective Teaching: Results of a Yearlong Study at a Four Year Hospitality Program. *Annual Conference of International CHRIE*, Nashville, TN.
- Parsa, H.G. (1994). Hospitality Student Recruitment: Internal versus External Marketing Strategies. Presented at the meeting of *Hospitality Educators of Mid-Atlantic Region (HEMAR-CHRIE)*, Niagara University, Niagara Falls, NY.
- Parsa, H.G. (1994). "Rationale for the Selection of Dependent Measures in Strategy Research: Discussion of Theoretical Limitations." working paper presentation, *HEMAR-ICHRIE*, Pennsylvania State University, College Park, PA.
- Parsa, H.G., Claire D. Schmelzer, Joseph J. West and Michael D. Olsen (1994). Organizational Performance Measures in Hospitality Strategy Research: Analysis of Theoretical Limitations and Suggestions for Future Research. round table discussion. *International CHRIE Annual Conference*, Palm Springs, CA.
- Parsa, H.G. (1994). (Honored Guest) Changing Trends in the United States' Restaurant Industry. Presented at the meeting of *Hyderabad Hotel and Restaurant Owners' Association*, Hyderabad, AP, India.

- Parsa, H.G. and M.A. Khan (1993). Strategic Management in Franchise Systems. *Annual Conference of Franchise Association of Australia-New Zealand*, Sydney, Australia, June 20-24. (Received Honorarium of \$1,100).
- Parsa, H.G. (1993). Environmental Scanning in Strategic Management. *Leadership Clearing House Workshop Presentation*. State University of New York College at Buffalo, Buffalo, NY.
- Parsa, H.G. and K.M. O'Brien (1993). Lab-based Instruction of Multicultural Management: A Pedagogical Innovation. *Round table presentation, International CHRIE Annual Conference*, Chicago, IL.
- Parsa, H.G., M.A. Khan, and N. Rastogi (1991). New Concepts for the New Decade: A Franchise Prototype for the 1990s. *International CHRIE Annual Conference*, Houston, TX.
- Parsa, H.G. and F.A. Kwansa (1990). Performance of Hospitality Franchise Firms: An Institutional Economics Perspective. *Association of Hospitality Financial Management Educators' Annual Conference*, New York, NY.

Chapters in a Book

- Parsa, H.G. and D. Njite (2008). Psychology of Pricing: A Review and Suggestions. Chapter 13, 353-379. Haemoun Oh, (ed) *Handbook of Hospitality Marketing and Management*, New York, NY: Elsevier
- Parsa, H.G. (1998), Cultural Heritage of American Food Habits and Implications for the Hospitality Industry. Cummings, Kwansa and Sussman (eds), *The Role of the Hospitality Industry in the Lives of Individuals and Families*, Binghamton, NY: Haworth Press.

Books and Other Publications

- Parsa, H.G. (2003), Contributions of the Foodservice Industry to the Midwest, in *Encyclopedia of the Midwest*, Consortium of Midwestern Universities.
- Parsa, H.G. (2003), Terms for Foodservice – Cost Management in Foodservice *International Encyclopedia of Hospitality*, Elsevier Publications.
- Parsa, H.G. (2003), Internal Marketing: Employees as Internal Customers, in *International Encyclopedia of Hospitality*, Elsevier Publications.
- Parsa, H.G. (2003). Dave Thomas, Fast Food and Continued Opportunity in Ohio. in Warren Van Tine and Michael Pierce (ed), *Builders of Ohio: A Biographical History* Columbus, OH: The Ohio State University Press.
- Parsa, H.G. and F. Kwansa (2002) *Multiunit Management and Franchising in Quick Service Restaurant Management*. Binghamton, NY: Haworth Press

Research Abstracts

- H.G. Parsa (1995). Exploratory Investigation of Organization Power, and Its Impact on Strategy Implementation and Firm Performance: A Study of the Hospitality Franchise Systems. *Journal of Hospitality & Tourism Education*, Summer, 7 (3), 64. (an abstract of the doctoral dissertation).

Book Reviews in Academic Journals

Journal of Restaurant and Foodservice Marketing

- Quality in Quantity Food Production by Marion Cremer, MacCutchin Publishers (1999)
- Review of Recipe Pro and Inventory ProSoftware (1998).

Journal of Nutrition in Recipe & Menu Development

- Food and Culture in America by P.G. Kittler and K. Sucher, New York, NY: Van Nostrand Reinhold. 1 (3). 59-60. (1995).
- The Restaurant: From Concept to Operation by D.E. Lundberg & J.R. Walker, 1 (4), p69-70 (1995).

Journal of College & University Foodservice

- Management of Medical Foodservice (2nd edition), by C. Sullivan New York, NY: Van Nostrand Reinhold. 1990, 2 (1) 45-48. (1995)
- Concepts of Foodservice Operations & Management by M.A. Khan, New York, NY: Van Nostrand Reinhold. 2 (1), 44-45. (1995).

External Reviewer for Promotion and Tenure Decisions

I was asked to serve as an **External Reviewer** for Promotion and Tenure Decisions by the following institutions

- Cornell University, Ithaca, NY – School of Hotel Management. Tenure and promotion decision.
- Ben Gurion University at Negev, Israel - School of Business and Management. Tenure and promotion decision.
- Iowa State University, Ames, IA – Dept of Apparel, Education Studies and Hospitality Management. Promotion and tenure decision.
- University of Massachusetts, Springfield, MA – Dept of Hospitality Management. Promotion and tenure decision.
- Arizona State University, Tempe, AZ – Leisure Studies Program. Tenure and promotion decision.
- Michigan State University, East Lansing, MI – School of Hospitality Business. Tenure and promotion decision.
- University of Central Florida , Orlando, FL – Rosen College of Hospitality Management (before joining the UCF). Promotion decision for a full professor position.
- University of Central Florida , Orlando, FL – Rosen College of Hospitality Management (before joining the UCF). Tenure decision.
- Indiana University-Purdue University at Indianapolis, Indianapolis, IN – Dept of Tourism, Events and Convention Management. Tenure and promotion decision.

Graduate Committees

I served / currently serving on the graduate committees of the following students:

At University of central Florida

1. Peder Hagglund, Chair, doctoral dissertation committee, Hospitality Mgmt (2007-present)
2. Scott Smith, Chair, doctoral dissertation committee, Hospitality Mgmt (2007-present)
3. Amy Gregory, Chair, doctoral dissertation committee, Hospitality Mgmt (2008 – present)
4. Kelly Semrad, Member, doctoral dissertation committee, Hospitality Mgmt (2008-present)

At Ohio State University

5. Sandra Thompson, Chair, doctoral dissertation committee, Hospitality Management (2005-07)

6. Hae Jin Yoon, Chair, doctoral dissertation committee, Hospitality Management (2004-07)
7. Gunae Choi, Chair, doctoral dissertation committee, Hospitality Management (2004-07)
8. Nusair Khaldoon, Chair, doctoral dissertation committee, Hospitality Management (2004-07)
9. Tiffany King, Chair, doctoral dissertation committee, Hospitality Management (2007)
10. Michael Collins, Chair, candidacy committee (2002-05)
11. David Njite, Chair, doctoral dissertation committee, Hospitality Management (2002-05)
12. Jill Scott, Chair, masters project committee (2003-05)
13. Hsin Hui- 'Sunny' Hu, Chair, doctoral dissertation committee, Hospitality Management (2002-05)
14. Elizabeth Leigebler, Chair, doctoral dissertation committee, Dept of Human Nutrition (2003)
15. Angelo Camillo, Member, masters thesis committee, Hospitality Management, San Francisco State University (2002-03)
16. Tiffany King, Chair, masters project committee, Hospitality Management (2000-02)
17. Sandra Naipaul, Chair, doctoral dissertation committee, Hospitality Management (1998-2001)
18. Marsha Huber, Member, doctoral dissertation committee, Hospitality Management (1997-02)
19. Eric Mindek, Member, masters thesis committee, Dept of Industrial, Interior and Communication Design (2000-02)
20. Eun-Jung Kim, Member, doctoral dissertation, Family Resource Management, (2000-02).

Professional Research Responsibilities

- Editorial Board, Associate editor, *Journal of Hospitality and Tourism Research* (2001 present)
- Honorable Editor-in-Chief, *Journal of Foodservice Business Research* (2004- 2009 June)
- Founding Editor, *Journal of Foodservice Business Research*
- Editorial Board Member, *Cornell Hospitality Quarterly* (2006- present)
- Editorial Board Member, *International Journal of Business Insights & Transformation* (2008 - present).
- Editorial Board Member, *Journal of Quality Assurance in Hospitality & Tourism* (1999 - present).
- Editorial Board Member, *Asia-Pacific Journal of Tourism Research* (2002-present)
- Editorial Board Member, *Journal of Services Research* (2004-present)
- Editorial Board Member, *Advances in Hospitality and Tourism* (2005-present)
- Editorial Board Member, *Undergraduate Research Journal, UCF* (2009- present)
- Editorial Board Member, *Journal of Foodservice Business Research*(2001-present)
- Editorial Board Member, *International Journal of Hospitality & Tourism Systems* (2009-present)
- Editorial Board Member, *Journal of Tourism* (2008-present)
- Senior Editor, a Special Issue of the *Journal of Foodservice Business Research: Global Issues in Foodservice.* (1997)
- Guest Editor: *Journal of Restaurant & Foodservice Marketing* (1999-2000; & 2001)
- Section Editor, *Journal of Restaurant & Foodservice Marketing* (1997-2001)
- Frequent Reviewer, *Journal of Retailing*
- Frequent Reviewer, *Association for Consumer Research conference*
- Frequent Reviewer, *Behavioral Pricing Conference*
- Frequent Reviewer, *International Journal of Hospitality Management* (2006-present)
- Paper Reviewer, *Association of Consumer Research, Annual Conference* (2000-08)
- Paper reviewer, *American Marketing Association* (1999 to 2004)
- Paper Reviewer, *Advances in Marketing Research, Annual Conference* (2000)
- Paper Reviewer, *Journal of Hospitality & Tourism Research* (1995-present)
- Paper Reviewer, *Journal of Restaurant & Foodservice Marketing* (1996-2000)
- Book Reviewer, *Journal of College & University Foodservice* (1995-1999)
- Paper Reviewer, *Society of Franchising Annual Conferences* (1990-2003)
- Member, Paper Review Committee, *Annual Conference of ICHRIE* (1994-2003)
- Member, Dept of Consumer Sciences, Graduate Coordination Committee, (2003-2007)
- Chair, Graduate Studies Committee, Hospitality Management, Ohio State University (1999-2007)
- President, Ohio ICHRIE (2003-04)
- Assistant Chair, ICHRIE Paper Review Committee (1999-2003)
- Member, Contract Food Service Management SIG (ICHRIE) (1992-2007)
- Member, Beverage Management, SIG (ICHRIE) (1992-2001)
- Member, HEMAR chapter of ICHRIE (1992-1998).
- Content Specialist – Marketing, ICHRIE Annual Conferences, (1997-2001)
- Founding Coordinator, Research Methods SIG, ICHRIE (2000- present)

GRANT ACTIVITY

2010

Received Faculty Center for Teaching and Learning, (FCTL), University of Central Florida, FL, grant
for sustainability in curriculum. Amount: \$350.

Faculty Mentoring Program Grant from the Division of Faculty Affairs, UCF, (Co-PI: Dr. Hara)
Amount: \$4880.

2007

Received a teaching equipment grant from the University of Central Florida, Orlando, FL to
enhance undergraduate learning experiences in foodservice labs. Amount: \$14,880

2005:

Received mid-career teaching effectiveness grant from the Faculty and Graduate Teaching Associate
Development program, Ohio State University. Amount: \$750.

2004:

Received TELR grant for implementing technology in teaching hospitality management courses.
Amount: \$5500

2002:

Received a grant from the Service Learning Round Table, Ohio State University for the proposal
titled *Service- Learning in Hospitality Curriculum*. Amount: 5000.

2001

Received a mini-grant from the Ohio Restaurant Association for research. Amount \$500.

Attended grant workshop held by the College of Human Ecology – summer 2001. A grant
proposal was developed for USDA.

2000

Received a mini-grant from the Central Ohio Restaurant Association (CORA) to conduct focus
group studies on employment (career) preferences of young adults – 14-18 years old.
Amount \$3000.

Received a grant from the Technology Education and Learning Resource (TELR) center, Ohio
State University to develop a Web-assisted hospitality course in Food and Beverage
Management. Amount: \$8500

Received a mini-grant from the Technology Education and Learning Resource (TELR) center,
Ohio State University to convert hospitality course to the Web using FrontPage software.
Amount: \$800 (student help).

Member of a faculty group that received funding to implement teaching innovations to
accommodate students with disabilities. A nationwide, federally funded study project.
Amount: \$5,000

1998

Received a grant from the Center for Development of Human Services, SUCB, to develop a
graduate course titled *Marketing of Services: A Case Study Approach*. Amount: \$1500.

1997

Awarded a grant by the Statler Foundation, Buffalo, New York for a proposal titled *Preparation of Minorities for
Management Careers in the Hotel Industry*. The grant proposal was made in collaboration with the Hyatt
Regency Hotel and Holiday Inns of Buffalo, NY.
Amount: \$244,480.

Received a grant from the Center for Enhancement of Learning Teaching, SUCB, Buffalo, NY, for a proposal titled
Development of a Lab Manual for the Hospitality Capstone Course to Amount: \$400.

Received a grant from the Faculty Students Association for a program titled *Dine With a Celebrity Chef*. Amount: \$1520.

Received a Work-Study grant from the National Restaurant Association to develop a course on *Private Club Management*. Amount: \$3,000..

Received Dean's competitive research grant for a joint project with the faculty members of the Department of Marketing, McGill University and Concordia University, Montreal, Canada. Amount: \$1150.

Received scholarship to attend the annual conference of Center for Instructional Technologies held at the State University of New York- Brockport, NY. May 27-30. Amount: \$250

1996

Received a Research grant from the Center for Development of Human Services, Buffalo, NY. to develop a Graduate level course in marketing titled *Management of Services*. Amount: \$1,500.

Received a grant from the Center for Development of Education and Learning Technologies (CELT), SUNYC-Buffalo, *Computerization of Hospitality Curriculum*, .Amount: \$1200.

Received research two grants from the Dean, Faculty of Applied Science and Education, SUNYC-B, for projects titled *A Comparative Study of International Franchise Associations*, and *An Empirical Investigation of Hotel Franchise Systems in the USA*, Amount: \$500 each.

1994

Received a Research grant from the Center for Development of Human Services, Buffalo, NY. to develop a graduate level course in marketing titled *Marketing of Services: A Case Study Approach*. Amount: \$1,500.

Received a service grant from CDHS, Buffalo, New York, *LeCastra Memorial Reentry Program for Internationals*, in collaboration with the Director of International Students Affairs and international faculty members of the State University College at Buffalo. Amount: \$3,000.

1993

Received a Research grant from the Center for Development of Human Services, Buffalo, NY.: *Modification of Employee Performance Evaluation Systems to Achieve Strategy Implementation Objectives*. Amount: \$1,500.

1992

Received a Research grant from the Center for Development of Human Services, Buffalo, NY. *Strategy Implementation in Not-for-Profit Organizations*. Amount: \$1,500.

1991

Received a competitive doctoral dissertation research grant from the International Franchise Association for a proposal on franchise systems using transaction cost approach. Amount: \$1,900.

TEACHING CONTRIBUTIONS

Teaching Honors

- One of the highest teaching evaluation scores in the Dept for Fall 2009 and Spring 2010 in teaching evaluations by students at the Rosen College.
 - **Developed nearly 30 graduate and undergraduate courses over the past 20 years.**
- Recipient of Fulbright Visiting Scholar Fellowship – IIMT, Deli, India - 2005-06.
- Recipient of John Wiley Award for Excellence in Innovation in Teaching, *International CHRIE Annual Conference*, New Orleans, LA 2000. Plaque and \$1500.
- Winner of Faculty of the Year Award, Dept of Consumer Sciences, Ohio State University, 2006, a plaque and a \$1000 award.
- Dean's Faculty Award for Professional Excellence (*faculty of the year*) College of Human Ecology, Ohio State University, 2001, a plaque and a \$1000 award.
- Outstanding Graduate Researcher of the Year, Virginia Tech (1991).
- Dean's List, University of Central Oklahoma (1988).
- **Best Graduate Student Seminar of the Year, Osmania University, India (1974).**
- **Distinction and Third Rank in the Masters Degree Program, Osmania University, India (1974).**
- **Selected for the Chemistry Honors Program by merit - Bachelors of Science (1970).**

TEACHING RECORD

July 2009-present University of Central Florida, College of Hospitality Mgmt, Orlando, FL.
Associate Professor, Dept of Foodservice and Lodging Management
Associate Editor, *Journal of Hospitality and Tourism Research*

Courses Taught:

Graduate Courses:

- HFT 6533 -Brand Management in Hospitality-Tourism (Summer 2011)
- FSS 6365 - Management of Foodservice Operations (Spring 2011)
- HFT 6261 - Entrepreneurship (Fall 2010)

Undergraduate Courses:

- HFT 4861C - Beverage Management
- HFT 4457 - Cost Controls in Hospitality (3 times a year)
- HFT 3263 - Restaurant Management (3 times a year)
- HFT 1000 - Intro. Hospitality-Tourism Management

2007-09 University of Central Florida, Rosen College of Hospitality Mgmt, Orlando, FL.
Chair, Dept of Foodservice and Lodging Management
Honorable Editor-in-Chief, *Journal of Foodservice Business Research*.
Associate Editor, *Journal of Hospitality and Tourism Management*.

- Responsible for 12 faculty members and support staff of the food labs.
- Taught one course each semester
 - HFT6265 – Case Studies in Lodging Mgmt
 - HFT 3263 – Restaurant Management
 - HFT 3364 - Multi-unit Mgmt in Restaurants

- Taught two Disney Continuing Education classes
 - Food & Beverage Management
 - Brand Management
- Successfully conducted search for a faculty position – budget cuts froze the position
- Started a research interest group to explore Green Practices in hospitality industry.

1998-2007 The Ohio State University, Columbus, OH - Hospitality Management Program.

Associate Professor & Graduate Coordinator

Honorable Editor-in-Chief, *Journal of Foodservice Business Research*

Coordinator, Industry Partnership Program, Ohio Restaurant Association.

Responsibilities include teaching hospitality related courses specializing in foodservice management; supervision of food labs and teaching assistants; guiding graduate students; advising undergraduate students; guiding undergraduate honors research programs; seeking internal as well as external grants; participating in graduate and undergraduate curriculum development; developing international exchange programs, advising student organizations and participating in the departmental and collegiate administrative duties.

Teaching Responsibilities:

Graduate: Developed or taught the following graduate courses

- Pricing Decisions: Theories, Models, Principles and Practices – Doctoral seminar
- Advances in Foodservice Management
- Multiunit Management and Franchising in Hospitality Industry
- Case Studies in Hospitality Marketing
- Consumer Behavior – Applications in Hospitality Industry
- Strategic Management in Hospitality
- Behavior of Individuals and Families in the Market Place

Undergraduate: Courses Taught (6-7 courses per year)

- Foodservice Management (HM 350 – 3 times a year)
- Cost Controls and Menu Development (HM 370 – twice a year)
- Cases in Hospitality Marketing (HM 680 – UG, G)
- Special Events Management (HM 661)
- Principles of Foods (Human Nutrition 314)
- Food Theory and Application: Research Methods in Foods (Human Nutrition 615)

- I was responsible for developing a Hospitality Partnership Program in cooperation with the Ohio Restaurant Association (ORA). Successfully undertook industry specific research projects with several rural and urban restaurant owners in Ohio.

1998-1998 State University of New York – SUNYC-Buffalo, Buffalo, NY.

Associate Professor (tenured).

Director, Statler Program for Development of Minorities in Hotel Management

Received Presidential Award for Excellence in Research, Scholarship and Creativity. Appointed as the Director of Statler Program responsible for student recruitment, selection and appointment of the Program Coordinator and an administrative assistant.

Developed a graduate course, *Services Marketing: A Case Study Approach*. Teaching responsibilities included one course reduction in teaching load to reflect the assigned additional administrative responsibilities such

as seeking internal and external grants in support of the hospitality program and mentoring non-tenured faculty members.

1992-1997 State University of New York – SUNYC-Buffalo, Buffalo, NY

Assistant Professor (tenure track)

Responsible for teaching (three/four courses per semester), research, program accreditation self-study report, advisement, curriculum development, grant writing, committee assignments, relevant administrative duties and service to the campus, hospitality industry and the greater community

Teaching responsibilities included the following courses (1992-1998):

- Advanced Hospitality Administration & Lab (NFS 480) (Capstone Course)
- Strategic Management in Hospitality (NFS 460)
- Strategic Marketing in Hospitality (NFS 390)
- Cost Controls in Hospitality (NFS 370)
- Principles of Management in Foodservice (NFS 361)
- Computer Applications in Hospitality (NFS 350)
- Quantity Food Preparation & Purchasing (NFS 334)
- Food & Beverage Management (NFS 300)
- Introduction to Hospitality (NFS 110)

Electives:

- Franchising & Entrepreneurship in Hospitality (NFS 420)
- Private Club Management (NFS 389)
- Hotel Operations (NFS 389).

1991-1992 Concord College, Athens, WV.

Visiting Assistant Professor.

Responsible for student advisement, participation in curriculum development, and teaching of the following courses including labs:

- Food and Beverage Management & Lab (two sections)
- Hospitality Marketing.

1988-1991 Virginia Polytechnic Institute & State University, Blacksburg, VA.

Graduate Teaching Assistant.

Responsible for teaching the following undergraduate classes:

- Food and Beverage Management Lab (HNF 3414)
- The Capstone Course Lab (HNF 4414)
- Marketing part of the Capstone Course (HNF 4414).

Frequent Guest Lecturer for the following courses: Introduction to Hotel, Restaurant and Institutional Management; and Food Purchasing, Production and Management.

1975-1978 University of Arkansas, Fayetteville, Arkansas.

Graduate Assistant.

Assisted the major professor in teaching classes and arranging labs for the following courses: Food

Microbiology Lab (graduate level); Dairy Bacteriology Lab (graduate level); Dairy Product Judging Lab (senior level). Responsible for quality assurance and maintenance of bacterial cultures in the food bacteriology lab. Assisted the department in operating the dairy processing plant producing skim, whole, and chocolate milk, varieties of cheeses (Cheddar, Colby, flavored cheeses, Cottage etc.), various of flavors of ice cream, sour cream, buttermilk and frozen yogurt.

Personally responsible for maintenance of dairy cultures required in operation of the campus dairy plant. Also responsible for retail sales on campus and distribution of dairy products to various dining halls.

1974-1975 Osmania University, Hyderabad, India

Research Assistant (Genetics).

Responsible for assisting the major professor in a research project involving usage of Gamma rays and radioisotopes on F1 female mice. Responsible for selected mice cages and their breeding program. Conducted hematological studies on control as well as experimental mice irradiated during the early stages of pregnancy (14.5 days of gestation).

SERVICE CONTRIBUTIONS -

OUTREACH and ENGAGEMENT

Activities with the International CHRIE (International Council of Hotel, Restaurant and Institutional Education)

- Member since 1989
- Associate Editor, *Journal of Hospitality & Tourism Research* (JHTR) – an ICHRIE Journal
- Founding Organizer, Research Special Interest Group (Research SIG)
- Vice-Chair, Paper Review Committee
- Nominated for Publications Council
- Member, Awards Committee
- Member, Nominations Committee – 4 year Colleges
- Member, Bradford Wiley Best Paper Awards Committee
- Member, John Wiley & Sons Life Time Research Achievement Award Committee
- Member, Meek Award Committee
- Member, Paper Review Committee
- Member, Southeast ICHRIE
- Member, MEMAR ICHRIE
- President, Ohio ICHRIE
- Member, Florida – Caribbean ICHRIE
- Member, Services Management SIG
- Member, Beverage Management SIG
- Member, Contract Foodservice Management SIG

Professional Organizations

Member

- International Council on Hotel, Restaurant, and Institutional Education (ICHRIE)
- Association for Consumer Research (ACR)
- Society for Consumer Psychology (SCP)
- Past President, Ohio ICHRIE (2003-04)
- Member, Executive Board, Ohio Restaurant Association (2000-2007)

Past Member

- Institute of Food Technologists
- International Society of Franchising (ISOF)
- International Franchise Association
- American Dairy Science Association
- Association of Hospitality Financial Management Educators
- National Association of Accountants
- Ohio ICHRIE
- Southeast ICHRIE
- Hospitality Educators of Mid-Atlantic Region (HEMAR) chapter of ICHRIE

Popular Media

Some of my research was quoted in the popular press, local and national media, such as:

- Interviewed for a New York media television station for a special on restaurant business as an expert on Why Restaurants Fail? (2009).
- Recent media citations
 - *Restaurants Growth Magazine* – March 2010
 - *Boston Globe* – February 2010
- Cited in the media several times in 2007-08 examples include
 - *Arkansas Gazette*
 - *Sacramento Bee*
- *Fortune* magazine's web site at www.fortune.com and the *Charleston Post Courier* website at Charleston.net. February 3, 2004.
- Business Week – *Restaurant Failure-Myth* – April 16th, 2006.
- Interviewed by Louise Witt, a senior editor with *American Demographics*, for her question and answer column for Fortune magazine. The question focused on advice to someone wanting to open a restaurant and was titled Want To Start A Restaurant? Here's Food For Thought.
- *Chicago Tribune* February 9, 2004
Quoted in Chicago's major daily newspaper about restaurant failure rates. The article was titled An Elusive Recipe for Success. He assisted the reporter in calculating restaurant business failures for the Chicago metropolitan area.
- Interviewed and quoted in the Emeril: Inside the Amazing Success of Today's Most Popular Chef by Marcia Layton Turner. New York, NY: John Wiley Press.
- The *Associated Press* story about a pretzel franchise, Auntie Anne's, quoted H. G. Parsa and appeared in multiple additional publications during the month of December 2003.

Media Outlets and Dates

- *Detroit News* - Dec 30, 2003
- *Evansville Courier & Press* - Dec 27, 2003
- *Citizen Online* - Dec 27, 2003
- *Houston Chronicle* - Dec 25, 2003
- *Indianapolis Star* - Dec 22, 2003
- *Chicago Tribune* - Dec 22, 2003
- *Charleston Post Courier* - **Dec 21, 2003**
- *Redlands Daily Facts* - Dec 22, 2003
- *Chicago Daily Herald* - Dec 21, 2003
- *Gwinnett Daily Post* - Dec 20, 2003
- *The Tallahassee Democrat* - Dec 25, 2003
- *Seattle Times* - Dec 17, 2003
- *San Antonio Express* - Dec 16, 2003
- *Cleveland Plain Dealer* - Dec 17, 2003
- *South Bend Tribune* - Dec 19, 2003
- *Lakeland Ledger* - Dec 17, 2003
- *Pittsburgh Tribune-Review* - Dec 16, 2003
- *Pittsburgh Post Gazette* - Dec 16, 2003
- *The Ledger* - Dec 17, 2003
- *Cincinnati Enquirer* - Dec 16, 2003
- *The News Journal, Delaware* December 29, 2003
- *The Columbus Dispatch* – Jan 26th 2003, Restaurant Failure for 2002-04. Business Section.

- Interviewed by the *Channel 13*, Columbus, Ohio – ABC affiliate – on tipping in restaurants – Nov. 2003.
- Interviewed by the QSR Magazine, most quoted magazine dedicated to the QSR industry Autumn 2002.
- Member of a panel on Remembering Dave Thomas by *WOSU* – a public television station 30 minute presentation. 2002
- Interviewed by Dr. Bill Sones – (Strange but True – Price Endings) -Syndicated Column with national and international coverage – Autumn 2002
- Quoted by the Table Talk – *On Cooking* – Pricing Strategies – Spring 2002
- Quoted by the *Lantern* – Campus newspaper – Autumn 2002.
- *Columbus Dispatch*, January 2002 – restaurant failures – business section.
- *National Public Radio* (NPR) – Market News Report – Monday, June 4th, 2001
- *Columbus Dispatch* – Toque of the Town –
- *Columbus Live* interview – June 6th, 2001
- *WOSU* – Public Radio Interview – June 7th, 2001
- *Nation's Restaurant News* September 23, 2003
- *Nation's Restaurant News* – Interviewed Jan 2001, 35(4) p41
- *Columbus Dispatch* – the largest local daily newspaper
- *Columbus CEO* – monthly magazine for local CEOs
- *Business First* – local paper dedicated to business news
- *WOSU* – radio station program on Farm Science Review
- *Worthington News* – suburban newspaper
- *Dublin Weekend News* – suburban newspaper
- *Midwest Foodservice News* – regional foodservice newspaper
- College of Human Ecology Annual Publications
- State University of New York College – campus newspaper – three times

Consulting Activities (compensated and *pro bono*):

2009-2010

- **Marriott Grande Vista Resort** – Menu engineering and cost analysis of foodservice operations for March-July 2008. Analysis included five different foodservice facilities.
- **Three Pillars Café**, Rosen College of Hospitality Management, UCF, Orlando, FL.
Conducted a series consumer studies and menu engineering and cost analysis for Café operations. It involved a web based survey instrument and a several consumer studies. It was followed extensive data analysis for cost controls and contribution margin estimations and pricing recommendations.

2008-09

- **Three Pillars Café**, Rosen College of Hospitality Management, UCF, Orlando, FL
Provided leadership to a group of three managers (Parsa, Hagglund & Terry) that successfully converted a money losing foodservice operations of he College into profitability unit in about 120 days.

This restaurant lost over \$60,000 in 2008 before we accepted the responsibility to reposition it towards profitability by March 2009.

2008

- **McDonalds International**, Oakbrook, IL – Invited by the McDonald Corp. to discuss pricing strategies for their unit operations. Spent significant time with the McDonald Corporation at their head quarters in Illinois.

2005

- **Trinity Church**, Down Town, Columbus, OH. Repositioning of the church restaurant *Place To Be* from a cafeteria style to a fast-casual dining restaurant. *pro bono* .

2004

- Consulted by the Ohio Restaurant Association on a project titled **State of the Industry** survey. Currently involved in developing an annual survey project in collaboration with the Ohio Restaurant Association.

2003

- Consulted Sandra McDavid, a graduate of Dept of CS, Ohio State University, on opening a hospitality facility which includes a 9-hole golf course, out door activities and restaurant/ club house (*pro bono*).
- Re-branding of **Wholly Joe's Restaurant**. Developing branding strategies, conducting consumer studies, reviewing marketing plans for re-branding (*pro bono*).

2002

- Consulted by the School of Hotel and Food Administration, **University of Guelph**, Canada. Jeff Stewart, assistant professor has visited our facilities – ViewPoint. The primary purpose of consultation was to provide advice on development of food and beverage management curriculum with teaching labs.
- Successfully completed a project – with the **White Castle Inc.** – focusing on drive thru operations. We were able to improve speed of service at Drive Thru window by over 20% in the test units. In addition, I was instrumental in redesigning the Drive Thru menu for the test units. The second phase of this project is scheduled to begin in Spring 2003.
- Consulted by the **Montclair State University, New Jersey**, to review the proposed hospitality baccalaureate program.
- Consulted **Wholly Joe's** – a family owned restaurant in Lewis Center to improve marketing strategies and menu planning (*pro bono*).
- Consulted by the **OSU Hospital Food Service Task Force** to evaluate the existing foodservices and make recommendations for foodservice in the OSU Hospital complex..
- Consulted **Christina Sardo** in starting a new restaurant business / catering operations – an independent entrepreneur (*pro bono*).

1998-2001

- Strategic planning, employee training, equipment purchase and technology adaptation for a major catering operation planning to serve 7,000,000 meals in five days. **Zen Catering Company**. Saudi Arabia.
- **W.G. Grinders** – a 20-unit local sandwich chain. Activities included identification of target market through internal and external consumer surveys.
- **Tee Jay's Restaurants** – a 13-unit, privately owned, family restaurant chain. Market analysis for a unit located in challenging location.
- **Central Ohio Restaurant Association (CORA)** – Marketing of the industry to youth. Activities included focus group studies on perceptions and expectations of youth about the restaurant industry, and comparisons to the retail industry.
- **Young's Dairy Ice Cream and Agri-tourism** attractions – a multi million dollar family-owned business. Project included menu planning, consumer surveys, strategic planning

and product evaluation.

- **Wholly Joe's**, a locally owned, gourmet hot dog restaurant. Activities included food cost evaluation and set up of inventory systems.

ADMINISTRATIVE RESPONSIBILITIES

2007-present at the University of Central Florida, Orlando, FL

- Senator, Rosen College, University of Central Florida, 2010-present.
- Member, Senate Steering Committee, University of Central Florida, 2010-present.
- Co-Chair, 11th Annual Behavioral Pricing Conference, November 13-14, 2009.
- Member, Graduate Admissions Committee, RCHM, 2008-present
- Member Graduate Program Review Committee, University of Central Florida (2008-present)
- Member, Rosen College Executive Committee (2007-09).
- Served on the Planning Committee for the 13th Graduate Conference held at Rosen College of Hospitality Management, January, 2008. My responsibilities focused on menu planning and logistics for the conference.
- Member, Faculty Search Committee, 2009-10
- Member, Sustainability Ad Hoc Committee, RCHM, 2009-10.
- Member, Graduate Sub-committee for Graduate Curriculum. Helped in revising the PhD curriculum (2008-09)
- Member, Graduate Policy Committee, UCF (2008-10).
- Organized a Green Practices Research group which met regularly (2008-09).
- Organized a Time Share Research Group that met regularly (2008-09).
- Helped the College foodservice auxiliary services during the transition from Aramark to self-operated foodservice operations in fall 2007.
- Demonstrated leadership in organizing the food labs for greater effectiveness and efficiency.
- Provided informal mentoring / guidance to many tenure track faculty
- Received TWO internal grant and ONE external grant (total \$39,200)
- Participated in several workshops conducted by the UCF such as mentoring, faculty development etc.
- In collaboration with Dr. Michael Scantlebury and the Faculty Center for Teaching, organized FIVE workshops for tenure track faculty of Rosen College to enhance their teaching skills.
- Developed a two-year strategic program for the Chair of the Foodservice and Lodging Dept and presented it to the Dept faculty.
- Significantly improved faculty relations in the Foodservice and Lodging Dept.
- Assisted the Dick Pope institute in evaluating two grant proposals.
- Developed good relationships with the industry in lodging and the restaurant areas.
- Initiated several industry focused activities that included properties such as Universal Studios, Royal Pacific, Hard Rock Hotel, Nickelodeon Holiday Inn, Ritz Carlton.

1998-2007 at the **Ohio State University**, Columbus, OH

- As a member of the Dept Graduate Coordination Committee, successful in revising the departmental graduate committee hand book, policies for Graduate Teaching Assistants, student recruitment, mentoring, evaluation of GTAs /Research Assistants etc.
- Elected as the University Faculty Senator for a three year term.

- As a member of the Ohio Union Advisory Council, actively involved in reviewing Union remodeling proposals involving hospitality activities. Approved renovations have resulted in increased revenues by 27 percent.
- Chair & Founding Member, Departmental Seminar Committee, successful in reviving and organizing departmental seminars for 2002-present.
- Enhancing students' learning experiences at the **ViewPoint** – bistro food labs by reorganizing foodservices courses HM 350, HM 551 and HM 661. Currently over 100 students are participating in this Program.
- Developed a successful Club Management Internship Program at the Ohio State University in collaboration with local city and country clubs.
- Played an important role in revising the graduate and undergraduate hospitality curriculum. Presented six revised course outlines to the department.

1992-1998 at the SUNYC- Buffalo, NY

Responsible for advising selected graduate students, and 40 undergraduate students.

- **As the President of Faculty and Students Association, a nonprofit organization for auxiliary services at SUNYC-Buffalo campus completely reorganized the annual fund granting process**
- **Successful in developing a computer lab with 17 PCs to meet the academic needs of the hospitality students. Successful in receiving support of the administration to purchase appropriate hospitality software for the lab.**
- **Proposed and implemented successfully an annual dinner event wholly planned and executed by the students honoring the hospitality leaders of Western New York region (1995, '96, '97, 98).**
- **Led a team of faculty in exploring enhancement of teaching effectiveness in the department.**
- **Proposed and initiated a Quality Assurance Program (QAP) for the Hospitality Administration program.**
- **Initiated and chaired the first strategic planning committee of the department.**
- **Initiated and implemented expansion of the Hospitality Advisory Board at SUNYC from sixteen to twenty two members.**
- **In collaboration with another faculty member organized a guest speaker series titled Careers in Hospitality to benefit the hospitality students.**
- **Organized and advised the Association of Hospitality Students (AHS) in cooperation with another faculty member.**
- **Organized and advised the Catering Club, a student organization.**

Related Responsibilities

2007-2010 at the University of Central Florida.

- Faculty Senator, University of Central Florida, 2010 – present.
- Member, faculty Senate Steering Committee, University of Central Florida. 2010-present
- Co-Advisor, Florida Restaurant and Lodging Association – Student Chapter, Rosen College of Hospitality Management, UCF (2009-present)
- Co-Coordinator, Faculty Mentoring Workshop, Rosen College of Hospitality Management (2010)
- Volunteer, UCF Graduation Ceremonies (2010)
- Member, UCF University Graduate Program Review Committee
- Member, Graduate Admissions Committee, Rosen College of Hospitality Management
- Member, Faculty Search Committee, Rosen College of Hospitality Management
- Member, FLM Dept Research Policy Revisions Committee
- Member, Sustainability Ad-Hoc Committee, Rosen College of Hospitality Management.
- Organizer, Research SIG, International CHRIE

- Co-Advisor, Student Chapter, Florida Restaurant and Lodging Association, University of Central Florida.
- Advisor, *Green Knights*, student chapter promoting *Green* activities

1998-2007 at the Ohio State University, Columbus, OH

Campus-wide Committees

- Elected as a Member of the Ohio State University Faculty Senate representing the College of Human Ecology – 2002 -2005.
- Member of Faculty Council, Ohio State University 2002-present
- Member, Ohio Union Advisory Council, Ohio State University - 2002- 2004.
- Member, University Committee for Academic Misconduct 2004-2007.
- Member, Council on Students' Affairs, Faculty Senate, OSU – 2002-2003
- Member, Students' Affairs Sub-Committee on Program Funding, OSU – 2002-2003
- Member, Student Impact Grant Committee, OSU – 2003

College/Departmental Committees:

- Member, Search Committee for Dept Chair, Dept of CS, 2002-2003
- Member, College-wide Diversity Committee 2003 - 2007
- Member, College-wide Campus Campaign Committee, 2003
- Member, Dept Seminar Committee, 2002 – 2003
- Member, Dept Graduate Curriculum Committee 2003-2007
- Member, Faculty Welfare Committee 2003-2003
- Chair, Hospitality Management Graduate Committee 2001-2005.
- Member, Dept Social Committee (2005-2006)
- Member, United Way Community Drive Committee, College of Human Ecology, Ohio State University, Columbus, Ohio(1999-2000)
- Co-Advisor, Multiethnic Students of Human Ecology (2002 to 2007)
- Member, Summer Institute in Consumer Affairs Planning Committee, OSU, (1999-2000)
- Faculty Advisor, Hospitality Management Association, OSU 1998-2000.
- Mentor, Minority Students' Mentoring Program, OSU (1998-2007)
- Member, Committee for Assessment of Needs of Students with Disabilities, College of Human Ecology 1999-2000.

1992-98 at the SUNYC - Buffalo

- Member, Hospitality Graduate Curriculum Committee (1999-2000)
- Advisor Board Member, Hospitality Management Program, Niagara County Community College, Niagara Falls, NY. (1996-1998).
- President, Board of Directors, Faculty & Students Association, a non-profit corporation providing auxiliary services on the SUNYC campus (1995-1997).
- Led the self-study team of three faculty members for accreditation of the hospitality program by Accreditation Commission for Programs in Hospitality Administration (ACPHA).
- Coordinator, Hospitality Computer Lab (1993-1996)
- Coordinator, Food & Beverage Labs (1992-1996)

- Member, Search Committee for Dean of Faculty of Applied Sciences & Education, SUCB (1993-94).
- Chair, College Senate International Education Committee (1997-1998)
- Chair, Students' Appeal Judiciary Committee (1997-1998)
- Member, Campus Senate (1995-1997)
- Member, Campus Senate Research Committee (1995-1997)
- Member, Campus Senate International Education Committee (1996-1998)
- Chair, Dean's Research Committee, (1994-1995)
- Chair, Dept. Budget Committee (1994-1995)
- Chair, Department's Ad-hoc Committee for Strategic Planning (1993-1995)
- Faculty In-charge, search for new faculty for the hospitality program (1993-1994, 1997-1998)
- Co-advisor, Phi Upsilon Omicron honor society (1993-1995)
- Co-advisor, Association of Hospitality Students (1992- 1996)
- Advisor, International Students' Association (1995-1997)
- Advisor, National Society of Minorities in Hospitality, student chapter (1996-1998), SUCB

SOCIAL ORGANIZATIONS

- Member, Host Committee Inviting Honorable Dr. Abdul Kalam, Past President of India.
- Volunteer, *Meals-on-Wheels* - meal delivery program for elderly, Columbus, OH.
- Past Member, Toastmaster International
- Group Leader, Dale Carnegie Seminars
- Member, Telugu Association of Greater Orlando promoting Telugu culture and language.
- Member, Neighborhood *EcoTeam* promoting environmental awareness in the neighborhood.
- Extra Point Club, Football Program, St. Charles High School, Columbus, OH.
- Treasurer, Telugu Association of Central Ohio, Columbus Ohio.
- Band Booster Club Member, Worthington Kilbourne High School, Columbus, OH.
- Volunteer at *Friends of Night People*, a local soup kitchen, Buffalo, NY.
- Participated in the Lille, France – Buffalo, USA Sister City program.
- Strategic Planning Committee, Sweethome School District, Amherst, New York

Curriculum Vitae

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Objective

To create, contribute, and cultivate enhanced knowledge of service excellence through researching, teaching, and serving.

EDUCATIONAL EXPERIENCE

08/1993 to 05/2002	Doctor of Philosophy in Hospitality & Tourism Management Virginia Polytechnic Institute & State University Concentration: Service Management & Finance Dissertation Title: The Customer's Path to Loyalty	Blacksburg, Virginia
08/1989 to 05/1991	Master of Business Administration University of Oregon Concentration: Organizational Theory & Accounting	Eugene, Oregon
08/1984 to 05/1988	Bachelor of Science in Business Administration Appalachian State University Triple Major: Finance, Banking, & Economics - Cum Laude	Boone, North Carolina

UNIVERSITY EXPERIENCE

08/2003 to Present	Associate Professor	University of Central Florida, Rosen College	Orlando, Florida
08/2007 to 12/2007	Associate Professor	University of Aruba, Hospitality Tourism Studies	Oranjestad, Aruba
08/2005 to 12/2005	Associate Professor	University of Aruba, Hospitality Tourism Studies	Oranjestad, Aruba
08/1999 to 05/2003	Associate Professor	Eastern Michigan University, Hospitality Mgmt.	Ypsilanti, Michigan
08/2002		Tenure & Promotion, Eastern Michigan University	Ypsilanti, Michigan
08/1996 to 05/1999	Assistant Professor	Eastern Michigan University, Hospitality Mgmt.	Ypsilanti, Michigan
08/1994 to 05/1996	Instructor	Virginia Tech Hospitality Management	Blacksburg, Virginia
08/1993 to 05/1994	Research Assistant	Virginia Tech Hospitality Management	Blacksburg, Virginia

Research Experience

Funded Research \$245,000

Principal Investigator, 2010 to 2011 Funded Research from Orland Health, Inc. The Discharge Process at the Doctor P. Phillips Hospital, \$49,800.

Principal Investigator, 2009 to 2010 Funded Research from Orlando Regional Medical Center, Enhancing Service Excellence, \$98,400.

Principal Investigator, 2008 to 2009 Funded Research from the Doctor P. Phillips Hospital, Enhancing Service Excellence, \$48,418.

Principal Investigator, 2007 to 2008 Funded Research from the Doctor P. Phillips Hospital, Enhancing Service Excellence, \$48,418.

Refereed Journal Articles

- Kim, K., Severt, D., (Accepted 2010) . Entertainment attendees judgments of satisfaction, quality, and the associated behavioral intentions: The Case of Cricket Arena and Ovens Auditorium. *Journal of Travel and Tourism Marketing*, T(BA), xx-xx.
- Allison, P., Severt, D., Dickson, D. (2010). A conceptual model for mystery shopping motivations, *Journal of Hospitality Marketing & Management*, 19(6), 629-657.
- Aiello, T., Severt, D., Rompf, P., Breiter, D. (2010). X. An exploratory study of a hospital administrations perceptions of hospitality in hospitals, *Advances in Hospitality and Leisure Research*, x(xx), xx-xx.
- Severt, D., Tesone, D., Carpenter, M., Botoroff, T. (2009). A World Ranking of the top 100 Hospitality and Tourism Programs, *Journal of Hospitality and Tourism Research*, 11(3), 219-248.
- Rivera, M., Shani, A., Severt, D. (2009). The case of Service in a Religious Theme Site, *Journal of Vacation Marketing*. TBD, xx-xxx.
- Allison, P., Severt, D., Dickson, D. (2009). Mystery Shopping and Service. *Journal of Hospitality Marketing and Management*, 10(3), 223-238.
- Severt, K., Severt, D., Palakurthi, R. (2009). A Qualitative Investigation of Customer Equity. *Journal of Quality Assurance in Hospitality and Tourism Management*, 12(4), 128-143.
- Severt, D., Aiello, T., Elswick, S., & Cyr, C. (2008). Hospitality in hospitals. *International Journal of Contemporary Hospitality Management*, 12(4), 222-243.
- Tesone, D., Severt, D. & Carpenter, M. (2008). Modern learning theories provide applications for distance learning practice. *Journal of College Teaching and Learning*, 17-24.
- Severt, D., Xie, L., & DiPietro, R.B. (2008). Determinants of employee turnover intentions: A case study of university food service. *Journal of Foodservice Business Research*, 10(3), 25-56.
- Romph, P., & Severt, D. (2008). Tie strength and customer satisfaction. *Advances in Hospitality and Leisure Research*, Volume 5, 282-297.
- Curtis, C. R., Upchurch, R. S., & Severt, D. (2008). Employee motivation and organizational commitment: A Comparison of tipped and non-tipped restaurant employees. *International Journal of Hospitality & Tourism Administration*, 10 (3), 228-252.
- Severt, D., Wang, R., Chen P., & Breiter, D. (2007). Examining the motivation, perceived performance, and behavioral intentions of convention attendees: Evidence from a regional conference. *Tourism Management*. 28(2), 399-408.
- DiPietro, R.B., Severt, D., Welsh, D., & Raven, P. (2007). Franchisee leadership traits vs. manager leadership traits: An exploratory study comparing hope, leadership, commitment and service quality delivery. *International Entrepreneurship and Management Journal*, 4(1), 63-78.
- Shani, A., Riveria, M., & Severt, D. (2007). To bring God's word to all people: The case of the customer experience at a religious theme-site. *Journal of Tourism*, 55(1), 39-50.
- Croes, R., & Severt, D. (2007). Research report: Evaluating short-term tourism economic effects in confined economies – conceptual and empirical considerations. *Tourism Economics*, 13(2), 289-307.
- DiPietro, R., Wang, R., Romph, P., & Severt, D. (2007). At-destination visitor information search and venue decision strategies. *International Journal of Tourism Research*, 9(3), 175-188.
- DiPietro, R.B., Welsh, H.G.V., Raven, P.V., & Severt, D. (2007). A measure of hope in franchise systems: assessing franchisees, top executives, and franchisors. *Journal of Leadership and Organizational Studies*, 13(3), 61-68.
- Wang, R., Romph, P., Severt, D. & Peerapatdit, N. (2006). Examining and identifying the determinants of travel expenditure patterns. *International Journal of Tourism Research*, 8(5), 333-346.
- Severt, D., & Romph, P. (2006). Consumer's Perceptions of fairness and the resultant effect on customer satisfaction. *Journal of Hospitality and Leisure Marketing*, 15(1), 101-121.

- Kaufman, T., Severt, D., & Upchurch, R. (2006). Vacation ownership: Understanding the senior market regarding their customer awareness and customer satisfaction. *Journal Retail and Leisure Property*, 5(2), 95-103.
- Kaufman, T.J., Severt, D.E. (2006). Heritage Tourism: historic preservationist attitude and heritage site – A case study of William Faulkner's Home place. *Tourism Review International*, 10(3), 188-196.
- Severt, D. (2006). An investigation of perceived justices and customer satisfaction. *Advances in Hospitality and Leisure*, Volume 2, 275-290.
- Upchurch, R., Rompf, P., Severt, D. (2006). Segmentation and satisfaction preferences of specific looking glass cohorts profiles: A case study of the timeshare industry. *Journal of Retail and Leisure Property*, 6(3), 173-184.
- Severt, D., Tesone, D., & Murrmann, S. (2005). Prior experience satisfaction and subsequent fairness perceptions within the service experience. *Journal of Hospitality and Leisure Marketing*, 13(3/4), 121-137.
- DiPietro, R., Severt, D., Rompf, P., & Ricci, P. (2005). Visitor at-destination search for travel-related services, *Florida International University Hospitality Review*, 23 (1), 51-63.
- Tesone, D., Ricci, P., & Severt, D. (2005). Workplace motivation and mental development: Differences between foodservice managers and younger workers. *Journal of Foodservice Business Research*, 8(4), 21-36.
- Wang, R., Severt, D., & Rompf, P. (2005). Examining the nature and dynamics of at-destination recommendations: The local expert's experience. *Journal of Hospitality and Leisure Marketing*, 13(3/4), 139-160.
- Kaufman, T., Severt, D., & Upchurch, R. (2005). The relationship between vacation club program components and owner satisfaction: The case of the vacation ownership industry. *Tourism Analysis*, 10(4), 405-409.

Doctoral Dissertation

Severt, D. (2003). *The Customer's Path to Loyalty; A Partial Test of the Relationships of Prior Experience, Justice, and Customer Satisfaction*. Doctoral Dissertation. UMI & Proquest, Inc.

Refereed Papers & Proceedings Presented at International Conferences

- Kim, K., Severt, D., (2010). Customer Satisfaction at Owen's Auditorium and Cricket Arena, International Council on Hotel Restaurant and Institutional Education, Houston, Texas, x(xx),
- Bloom, B., Severt, D., Hummel, E., Aiello, T. (2009). Chain restaurant management service perceptions: An efficiency study, Graduate Student Annual Conference, So and so, TBA.
- Dickson, D., Severt, D., Aiello, T., & Nolan, K. (2008). Extending the experience: Bringing hospitality to the hospital: A comparison of two different studies. European Council on Hotel Restaurant Institutional Education, Dubai, United Arab Emirates, To be presented 10/2008.
- Knepp, S., & Severt, D. (2008). Spirituality and service in the hospital environment. Paper and proceedings presented at the 13th Annual Conference for Hospitality and Tourism Education, Orlando, Florida.
- Rivera, M., Shani, A., & Severt, D. (2008) The Factors of Service for a Religious Visitor Site, paper and proceedings presented at the 13th Annual Conference for Hospitality and Tourism Education, Orlando, Florida.
- Allison, P., Severt, D., & Dickson, D. (2008). Mystery shopping: A grounded theory approach to volunteer motivations. Paper and proceedings presented at the 13th Annual Conference for Hospitality and Tourism Education, Orlando, Florida.
- Severt, K., Severt, D., & Palakurthi, R. (2008). Components of customer equity in the convention Industry. The Third Annual International Conference on Service Quality, Pennsylvania State University, State College, Pennsylvania, Best Paper Award.
- Severt, D., & Jogaratnam, G. (2008). Internal communication satisfaction, commitment and intentions. The Third Annual International Conference on Service Quality, Pennsylvania State University, State College, Pennsylvania.
- Severt, D., & Matilla, A., (2007). The server and emotions. The Tenth Annual International QUIS Conference on Service Excellence, Orlando, Florida.

- Welsh, D., DiPietro, R., Raven, P., & Severt, D. (2007). Self-assessed leadership hope level of franchised systems: Franchisees, top executives, and franchisors. Paper & Stand Up Presentation, International Society of Franchising Conference to be presented in Las Vegas, Nevada.
- Rivera, M., Shani, A., & Severt, D. (2007). A customer experience approach to WordSpring Discovery Center. The Tenth Annual International semi-annual QUIS Conference in Orlando, Florida.
- Naipaul, S., Choi, Y., & Severt, D. (2007). An interactive teaching approach – A ranking and rating by students regarding interactive learning strategy preferences. Proceedings & Paper at the Annual International Society of Travel and Tourism Education Conference, Charleston, South Carolina.
- DiPietro, R., Wang, R., Rompf, P., & Severt, D. (2006). At-destination visitor information search, 2006 International Council on Hotel Restaurant Institutional Education Conference, Paper Presentation and proceedings, Washington, D.C.
- Wang, R., Rompf, P., & Severt, D. (2006). Visitor information search – the case of business-to-business. 2006 International Society of Travel and Tourism Education Conference, New Orleans, Louisiana.
- DiPietro, R., & Severt, D. (2005). Customer satisfaction, hope and management personality. Entrepreneurship Annual Conference, San Diego, California.
- Wang, R., Rompf, P., & Severt, D. (2005). Examining the nature and dynamics of at-destination recommendations: The local expert's perspective. The Annual Conference of Travel and Tourism Research Association, New Orleans, Louisiana.
- Wang, R., Rompf, P., & Severt, D. (2005). Examining and identifying the determinants of travel expenditure patterns, International Council on Hotel Restaurant and Institutional Education, Washington, D.C.
- Kaufman, T., & Severt, D. (2004). Heritage tourism: A historical perspective. International Council on Hotel and Restaurant Institutional Education Paper and Proceedings, Philadelphia, Pennsylvania.
- Severt, D., & Kaufman, T. (2004). The power of bias to member-based organizations. Southeast Council Hotel Restaurant Institutional Education, Paper Presentation and Proceedings, Atlanta, Georgia.
- Severt, D., Rompf, P., Wang, R., & DiPietro, R. (2004). Gratuitous referrals: The traveler's perspective. Southeast Council on Hotel Restaurant and Institutional Education Regional Conference, Paper Presentation and Proceedings, Atlanta, Georgia.
- Severt, D., & Kim, M. (2003). Restaurant image, customer satisfaction and customer loyalty in a franchise. The 2003 meeting of International Council on Hotel Restaurant and Institutional Educators, Wilmington, North Carolina.
- Severt, D. (2004). A breath of fresh air: A four poem rendition. The 15th Annual International Conference on College Teaching and Learning Paper Presentation, Jacksonville, Florida.

Refereed Posters at International Conferences

- Severt, D., McDowall, S., Okumus, F., & Breiter, D. (2008). Customer Relationship Management and Professional Convention Management Association, International-Council on Hotel and Restaurant and Institutional Education Conference, Atlanta, Georgia (Accepted).
- Aiello, T., & Severt, D. (2008). The Case of Patient Advocacy: Poster presented at the 13th Annual Graduate Student Conference for Hospitality and Tourism Education, Orlando, Florida.
- Severt, D., Dickson, D., & Jung, H. (2007). The Customers Experience Path to Loyalty-Defection. 2007 International Council on Hotel and Restaurant Institutional Administration Conference, Dallas, Texas.
- Severt, D., Dickson, D., & Rompf, P. (2005). Employee success factors. International Council on Hotel Restaurant and Institutional Education, Las Vegas, Nevada.
- Severt, D., & Severt, K. (2005). Teaching outside the box: teacher it is for you. International Society of Education on Teaching and Learning, Poster Presentation, Cocoa Beach, Florida.

- Breiter, D., Wang, R., Chen, P., & Severt, D. (2004). Convention attendees meeting selection factors. International Council on Hotel and Restaurant Institutional Education, Poster Presentation, Philadelphia, Pennsylvania.
- Basora, E., & Severt, D. (2005). Instant gratification and menu sales. Poster Presentation for The 10th Annual Graduate Student in Hospitality and Tourism Management Research Conference, Myrtle Beach, South Carolina.
- Breiter, D., Wang, R., Chen, P., & Severt, D. (2004), Convention attendee's satisfaction, 2004 Professional Convention Management Association, Poster Presentation, Chicago, Illinois.
- El-Awar, M., Jogaratnam, G., Severt, D., & Gregory, S. (2004). Hotel selection factors. 2004 International Council on Hotel and Restaurant Institutional Education, Poster Presentation, Philadelphia, Pennsylvania.
- Kaufman, T., Severt, D., & Upchurch, R. (2004, September). International American Resort Development Association, Member Satisfaction in time Share Industry, Poster Presentation, Hong Kong, China.
- Severt, D., & Murrmann, S. (2003). Fairness and Customer Satisfaction using Recalled Service Encounters. 2003 International Council on Hotel Restaurant and Institutional Educators, Orlando, Florida.
- Severt, D., & Murrmann, S. (2002). Justice as a Predictor of Customer Satisfaction, 2002 International Council on Hotel Restaurant and Institutional Education, Orlando, Florida.
- Severt, D. (2000). People Skills Class Results. 2000 International Council on Hotel Restaurant and Institutional Education, New Orleans, Louisiana.
- Severt, D. (1999). Being versus Becoming: The Path of the Student and the Role of the Educator, 1999 Association of Integrative Studies, Naperville, Illinois.
- Buchanan, P., & Severt, D. (1999). Student Journaling: By E-mail or by Hand? 1999 International Council of Hotel and Restaurant Institutional Education. Albuquerque, New Mexico.**
- Severt, K., & Severt, D. (1999). What do our future employees have to say about us? 1999 International Council of Hotel and Restaurant Institutional Education. Poster Session Albuquerque, New Mexico.
- Chan, K., Murrmann, S. & Severt D. (1996). Training from a multi-cultural perspective. 1996 Annual meeting of the International Council on Hotel Restaurant and Institutional Education, Poster Presentation, Naperville, Indiana.

Book Chapters

- Severt, D., & Curtis, C. (2008). In Abraham Pizam and Dana Tesone co-editors. The Importance of Service Culture to Human Resource Management, Editors: Butterworth Heineman Publishers, New York, New York.
- Severt, D. (2003). Hospitality Finance and Accounting. In R. Brymer (Editor). Introduction to Hospitality and Tourism Management 10th Edition. Wiley Publishing Company. New York City, New York.

Editorial Board Member

Journal of Hospitality and Tourism Education, 2009, 2010.

Journal Article Reviewer

International Journal of Contemporary Hospitality Management (2007, 2008)
 International Journal of Hospitality Management (2006, 2008, 2009, 2010)
 Journal of Hospitality Management and Marketing (2008, 2009, 2010)
 Journal of Hospitality and Tourism Research (2007, 2008)
 Journal of Vacation Marketing (2008, 2009, 2010)
 Tourism Management (2006 through 2008)

Conference Reviewer

2008 Euro-CHRIE Conference Committee
 2008 Graduate conference in Hospitality Management Paper Review Committee
 2006 Marketing Services Conference for American Marketing Association
 2004 to 2008 International CHRIE Symposium Review Committee

Non-refereed Invited Presentations

- Severt, D. (2007). The Smack on the Street. Invited Research Presentation to Rosen Advisory Board, Rosen College, Orlando, Florida.
- Severt, D. (2006). Teaching Outside the Box. Invited session speaker for new faculty orientation, University of Central Florida Faculty Center for Teaching and Learning New Faculty Orientation Speaker. .
- Severt, D. (2006). Come-On-O-Team-Come-On-O-Team-Come-On-Lift-Them-Up. Invited Motivational Presentation to the University of Central Florida Orientation Leaders Orientation Pep Rally 08/2006
- Severt, D. (2006). Service, Service, & Service. Invited Presentation to the University of Central Florida Office of the Registrar, Orlando, Florida.
- Severt, D. (2006). Aruba Police – the Bless Your Heart Theory of Service and the Ladder of Inference. Invited Motivational Presentation for Annual Training Workshop, Oranjestad, Aruba .
- Severt, D. (2006). Your Education at the University of Aruba. Invited Presentation to the Parent and Student Day at the University of Aruba, Oranjestad, Aruba.
- Severt, D. (2005). Service here, there, & everywhere etc. Invited Presentation to the University of Central Florida Advisors Annual Meeting held at Rosen College, Orlando, Florida.
- Severt, D. (2005). Service and people skills. Invited Presentation to the monthly meeting of Hospitality Technology and Financial Professionals Invited Presentation, Orlando, Florida.
- Severt, D. (2005). University of Central Florida Police Department. Delivering Safety in a Service-Oriented Way. Invited presentation to the Annual Meeting of University of Central Florida Police Department, Orlando, Florida.
- Severt, D. (2004). Teaching Excellence – Invited Presentation to Florida Special Education Society Conference, Orlando, Florida.
- Severt, D. (2003). People skills. Invited Presentation to the monthly of Hospitality Financial and Technology Professionals meeting, Orlando, Florida.
- Severt, D. (2002). Keeping the FISH at work. Invited Motivational Speech by Eastern Michigan University Dining Services Division, New Employee Annual Training Meeting, Ypsilanti, Michigan.
- Severt, D. (2001). Keeping motivated. Invited Motivational Speech by Eastern Michigan University Dining Services Division Annual Training Meeting, Ypsilanti, Michigan.
- Severt, D. (2000). People skills, should we, can we, are we teach/teaching them? Invited Presentation. Mid-west Council of Hotel Restaurant and Institutional Educators Annual meeting, Merrillville, Indiana.
- Severt, K., & Severt, D. (2000). Generation Y: What we need to know? Invited Presentation to the Marriott Human Resource Managers, Livonia Marriott, Livonia, Michigan, 02/2000.
- Severt, D. (1999). Honoring front-line employees. Invited Presentation by Detroit Coalition of Customer Service, Detroit, Michigan, 03/1999.

Research Guidance of Graduate and Undergraduate Students

Doctorate of Philosophy in Hospitality and Tourism Management & Education Committees

Member, Somyot Araneepad. (2008). Dissertation Title: Social Responsibility and Service Quality, Virginia Polytechnic Institute & State University, Pamplin School of Business in Hospitality Management.

Chairperson, Pamela Allison. (Completed 2009). Dissertation Topic: An Experiential Study of Mystery Shoppers, University of Central Florida Rosen College and College of Education.

Member, Amir Shani. (Completed 2009). Dissertation Topic: Animal Tourism, University of Central Florida Rosen College.

Member, Catherine Curtis (Completed 2010). Dissertation Topic: Deviant Behaviors of Restaurant Employees, University of

Central Florida, Rosen College.

Chairperson, Elizabeth LeBruto. Comprehensives complete, (ongoing, proposal development stage).

Chairperson, Taryn Aiello (ongoing). Comprehensive Stage then proposal development.

Chairperson, Matt Boseo (ongoing), 2nd year coursework.

Chairperson, Emily Hummel (ongoing), comprehensive stage then proposal development.

Master of Science in Hospitality & Tourism Management Thesis & Final Project Committees
On-going Master of Science Degree Thesis Committees

Master of Science Degree in Hospitality and Tourism Management Thesis Committees

Chairperson Gary Deel. (2010). Thesis Topic: Self-service technologies in the Lodging Industry, University of Central Florida Rosen College..

Chairperson, Taryn Aiello, (2008). Thesis Title: Top Management Perceptions of Service Excellence and Hospitality: The Case of the Doctor P. Phillips Hospital, University of Central Florida Rosen College.

Chairperson, Beem. (2005). Thesis Title: The Psychological, Sociological, and Demographic Profile of Travelers to Elkhart Indiana University of Central Florida Rosen College.

Chairperson, Laurel Secord. (2003). Thesis Title: Fashion Preferences: Do Teens and Tweens Differ? Eastern Michigan University Fashion Merchandising.

Chairperson, Lina Xie. (2002). Thesis Title: Employee Satisfaction and Behavioral Intentions, Eastern Michigan University Hospitality Management.

Member, Shen, Jui-Chun. (2001). Thesis Topic: Service Quality to Tourists, Eastern Michigan University Hospitality Management.

Member, Hua-Hsu, Hau. (2001). Thesis Title: Organizational Communication Satisfaction, Commitment, and Behavioral Intentions, Eastern Michigan University Hospitality Management.

Member, Joanna Pascuci. (1999). Thesis Title: Greening in the United States' Lodging Industry, Eastern Michigan University Hospitality Management.

Member, Verena Ward. (1999). Thesis Title: Workforce Motivation of Generation X. Eastern Michigan University, Hospitality Management.

Master of Science in Hospitality and Tourism Management Final Projects

Member, El-Awar, Marion. (2003). Project Title: Hotel Selection Factors, Eastern Michigan University.

Chairperson, Kim, Mikyung. (2002). Project Title: Restaurant Image, Customer Satisfaction and Customer Loyalty in a Franchise, Eastern Michigan University.

Chairperson, Beverly Sterling. (2002). Project Title: A Qualitative Assessment of the Service Encounter Using a Recall Method, Eastern Michigan University Hospitality Management.

Member, Ch, Kang, Mi-Hyun. (2001). Project Title: A ServQual Application of University Foodservice.

Chairperson, Samuel Baughey. (2001). Project Title: The Subtle Socialization Factor of Country Club Members, Eastern Michigan University Hospitality Management.

Bachelor of Science Research and Mentoring Project Student Committees (RAMP) and Honors in the Major

Member, x Tanner, (2010), Hospital Hospitality. Ongoing.

Member, Audris Bols. (2009, 2010 Ramp Student), Hospitality in Hospitals, Ongoing.

Chairperson, Mitzi Hahn, (2008). Patient Advocacy at the Doctor P. Phillips Hospital, Part II, Research and Mentoring Program, Poster & Paper.

Chairperson, Dana Baugh, (2007). Patient Advocacy at the Doctor P. Phillips Hospital, Research and Mentoring Program, Poster & Paper.

Member, Rachel Perez, (2007). Project Title: Committee Member Personality and Service Recovery, Assisted Miss Perez to frame her study, get IRB training and receive IRB approval, read and provided feedback to her several times, successfully defended undergraduate honor's thesis. Honors in the major.

Teaching Experience

University of Central Florida (2003 to Present)

<u>Student level</u>	<u>Course & Mode</u>	<u>Mode of Instruction</u>
HFT 2401	Financial Accounting	Traditional, Modified
HFT 3540	Managing the Guest Exp	Traditional, Modified
HFT 3431	Management Accounting	Traditional, Modified
HFT 6245	Graduate Service Management	Traditional, Modified
HFT 7456	Doctoral Seminar in Service	Traditional, Modified

University of Aruba (2005 to 2007)

HFT 3444	Information Technology	Traditional
HFT 3540	Managing the Guest Exp	Traditional, Modified
HFT 3431	Management Accounting	Traditional, Modified

Eastern Michigan University (1996 to 2003)

HRM 103	Introduction to Hospitality Mgt.	Traditional
COB 200	Introduction to Business	Traditional
MGMT 202	Management Communications	Traditional
HRM 251	Restaurant Management	Traditional
HRM 290	Improving Your People Skills	Traditional
HRM 376	Legal Issues in Hospitality Mgt.	Traditional
HRM 389	Cooperative Education	Traditional
HRM 396	Club Management	Traditional
HRM 400	Franchising in Hospitality	Traditional, Modified
HRM 450	Catering Management	Traditional
HRM 440	Finance and Accounting	Traditional
HRM 441	Purchasing in Hospitality	Traditional
HRM 470	Marketing of Services	Traditional
HRM 496	Strategic Management	Traditional
COB 300 ⁶	Entrepreneurship	World Wide Web
HRM 626	Productivity Management	Traditional
HRM 610	Foodsystems in Hospitality Mgmt.	Traditional
HRM 560	Service Quality Management	Traditional
HRM 655	Financial Management	Traditional
HECR 600	Research Applications	Traditional
HRM 686	Practicum	Traditional
HRM 699	Independent Study	Traditional

Virginia Polytechnic University (1993 to 1996)

HRM 250	Introduction to Services Mgt.	Traditional
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Washtenaw Community College (1999)

CUL 221	Cost Controls in Hospitality	Traditional
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Wilkes Community College (1991 to 1992)

MA 97	Basic Mathematics	Traditional
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DSC 103	Introduction to Data Processing	Traditional
ECO 101	Economics	Traditional

Service Experience

SERVICE TO THE UNIVERSITY

2010	Member, Graduate College Award and Appeals Committee
2009 to 2010	Member, Undergraduate Research Council Board.
2008	Member, University of Central Florida Interdisciplinary Aging Studies Committee. University of Central Florida Faculty for Teaching and Learning Hospitality Services Representative
2006	Member, University of Central Florida Undergraduate Curriculum Committee Member, University of Central Florida Course Review Committee
2005	Senator, Rosen College (DiPietro alternate while in Aruba for Spring semester) Member, University of Central Florida Budget Committee Member, University of Central Florida Committee on Committees Board Member, University of Central Florida Faculty Center for Teaching and Learning
2004	Senator, University of Central Florida Rosen College Faculty Fellow, University of Central Florida Faculty Center for Teaching and Learning
2003	Chairperson, Rosen College Equipment Committee
2002	Steward, Eastern Michigan University American Association of University Professors.
2001	Steward, Eastern Michigan University American Association of University Professors.
2000	Member, Eastern Michigan University President Shelton Appointment to North Central Association Accreditation Self Study Committee
1999	Member, President Shelton Appointment to North Central Association Accreditation Self Study Committee: Member, Five faculty appointed by the University President and Provost Member, Facilities Lab Update Board
1998	Member, Eastern Michigan University Constituent Services Excellent Service Committee Author, Eastern Michigan University Employee Customer Service Training Manual Member, & Author, Eastern Michigan University Basic Studies Task Force; comparison between Wayne State University's Basic Studies and Eastern Michigan Universities Basic Studies
1997	Chairperson, Eastern Michigan University Hosted and Directed 100 person reception for Congresswoman Lynn Rivers

SERVICE TO THE COLLEGE

2009 to 2010	Chairperson, Faculty Assembly
2008	Chairperson, Rosen College Awards Chairperson, Graduate Policy and Curriculum Sub-committee on Curriculum Redesign Search Committee Member, Hospitality Services Department Head Internal Search Faculty Reviewer, Dick Pope Institute Grant Awards Faculty Advisor, Hospitality Association
2007	Rosen College Graduate Policy and Curriculum Committee Faculty Advisor, Hospitality Association Chairperson of Master's and Doctoral Curriculum Redesign Sub-committee Member, Award's Committee

- 2006 Member, Rosen College Graduate Policy and Curriculum Committee
 Chairperson, Authored Doctoral Process for Comprehensives and Dissertation Sub-committee.
 Chairperson, Doctoral Rotation Committee and oversaw the administration of the first PhD Comps.
 Chairperson, Award's Committee
 Faculty Advisor, Hospitality Association
 Faculty Sponsor, Hospitality Association International Hotel, Restaurant and Motel Annual Show Trip
 Chairperson, Rosen College Sabbatical Committee
- 2005 Interim Chairperson, Rosen College Undergraduate Curriculum Committee
 Member, Award's Committee
 Chairperson, Sabbatical Committee
 Chairperson, Faculty Search Committee
 Member, Student Services Search Committee
 Member, Rosen College Lecturer Search Committee
 Faculty Interim Advisor, Hospitality Association (DiPietro & Dickson – Aruba)
 Chairperson, Accounting and Finance Search Committee
- 2004 Member, Rosen College Undergraduate Curriculum Committee
 Member, Faculty Search Committee
- 2003 Member, Rosen College Undergraduate Curriculum Committee
- 2002 Faculty Representative, Advisory Council, College of Health and Human Services, Eastern Michigan University
- 1997 Member, Grade Grievance Committee, College of Health and Human Services, Eastern Michigan University
- 1996 Alternate, Grade Grievance Committee, College of Health and Human Services, Eastern Michigan University

SERVICE TO THE DEPARTMENT

- 2010 Tenure and Promotion Committee
- 2009 Tenure and Promotion Committee
 Annual Evaluation Committee
- 2008 Member, Hospitality Services Department Evaluation Document Committee
 Faculty representative, University of Central Florida Commencement Platform Party
- 2007 Member, Hospitality Services Department Evaluation Document Committee
 Faculty Marshal, University of Central Florida Hospitality Services Department
- 2006 Grand Marshal, University of Central Florida Graduation Commencement, Fall
 Volunteer Speaker, Rosen College Student Visitation Day Classroom Experience
- 2004 Volunteer Speaker, University of Central Florida Parent Student Day Classroom Experience
 Volunteer Speaker, Rosen College Student Visitation Day Classroom Experience
- 2003 Volunteer Speaker, University of Central Florida Parent's Student's Day Visitation
- 1996 Member, Human Environmental and Consumer Resources Personnel and Finance Committee
 to Faculty Advisor, Hospitality Student Association
 2002 Faculty Steward, American Association of University Professors
 Chairperson, Human Environmental and Consumer Resources Evaluation Committee
 Volunteer Speaker, Livonia Technical Center Share the Campus Day Teacher and Guide
 Member, Human Environmental and Consumer Resources Scholarship Committee
 Member, Human Environmental and Consumer Resources Grade Grievance Committee
 Member, Livonia Technical Center Share the Campus Day Teacher and Guide

Member, Human Environmental and Consumer Resources Scholarship Committee
Member, Hotel and Restaurant Management Faculty Search Committee
Member, Interior Design Faculty Search Committee

Service to the Community

- 2009 to 2010 Board of Directors of the National Association for Hospital Hospitality Houses.
- 2007 to 2008 Hospitality Advisory Board, Doctor P. Phillips Hospital
Doctor P. Phillips Hospital. Project Title: Enhancing Service Excellence through Patient Advocacy, A Collaboration between the University of Central Florida and the Doctor P. Phillips Hospital.
- 2006 to 2008 WordSpring Discovery Center, Redesign and Evaluate the Service Experience, Manuel Rivera, Amir Shani.
- 2006 WordSpring Discovery Center, Mystery Shopping and Evaluation of the Service Experience, Judy Holcomb, Scott Smith.
- 2006 Doctor P. Phillips Hospital, Redesign and Evaluation of the Service Experience – Training in the case of a Hospitality House, Catherine Curtis, Pamela Allison.
- 2006 Orlando Regional Medical Center Hospitality House Training Project, Vivian Ray, Leonard Pollard.
- 2006 Give Kids the World, Redesign and Evaluation of the Service Experience, Earney Lasten, Andrew Walls, Peter Haaglund, Edward Nestor.

PROFESSIONAL DEVELOPMENT EXPERIENCE

- 2008 12th Annual Graduate Student Conference for Hospitality and Tourism Management, Orlando, Florida.
- 2007 International Council on Hotel Restaurant and Institutional Education, Dallas, Texas.
11th Annual Graduate Student Conference for Hospitality and Tourism Management, Houston, Texas.
International QUIS Service Excellence Conference, Orlando, Florida.
- 2006 International Council on Hotel Restaurant Institutional Education Conference, Washington, D.C.
- 2005 International Council on Hotel Restaurant Institutional Education Conference, Las Vegas, Nevada.
- 2002 International Council on Hotel Restaurant Institutional Education Conference, Orlando, Florida
Teaching Across the Curriculum Technology Workshop, Ypsilanti, Michigan
- 1999 International Council on Hotel Restaurant Institutional Education Conference, Albuquerque, New Mexico
Association for Integrative Studies Conference, Naperville, Illinois
Writing Across the Curriculum Teaching Workshop, Ypsilanti, Michigan
- 1998 National Restaurant Show, Chicago, Illinois
International Hotel, Motel and Restaurant Show, New York City, New York
Michigan Restaurant Show, Novi, Michigan
Eastern Michigan University World College 16th Annual Conference on Languages and Communications for World Business and the Profession, Ypsilanti, Michigan.
- 1997 International Asynchronous Learning Conference, New York City, New York
International Hotel, Motel and Restaurant Show, New York City New York
First Annual meeting of Mid-west Council on Hotel Restaurant Institutional Education, Merrillville, Indiana
Michigan Restaurant Show, Novi, Michigan
- 1996 Michigan Restaurant Show, Novi, Michigan

Professional Development Attended

- 2007 Attendee and Speaker, Faculty Center for Teaching and Learning Summer Workshop, \$1,000 Grant.
Faculty Center for Teaching and Learning Course Improvement Program on the Scholarship of Teaching and Learning
- 2006 Attendee, International Council on Hotel and Restaurant Institutional Education Research Symposium All-Day Symposium with Parsa, Matilla, Shoemaker and Olsen Washington, D.C.
Attendee and Presenter Faculty Center for Teaching and Learning Summer Workshop, \$1,000.
- 2005 Attendee, International Council on Hotel and Restaurant Institutional Education, Teaching Academy Philadelphia, Pennsylvania.
University of Central Florida Faculty Center for Teaching and Learning Summer Workshop, \$1,000 Grant
- 2004 University of Central Florida Faculty Center for Teaching and Learning Summer Workshop \$1,000 Grant
Attendee and Speaker, International Conference on College Teaching and Learning, Jacksonville, Florida.
- 2003 University of Central Florida Faculty Center for Teaching and Learning Teaching Circles
- 2002 Fellowship, Technology Across the Curriculum Teaching Workshop, Eastern Michigan University, \$1,000 Grant.
- 2001 Fellowship, Writing Across the Curriculum Teaching Workshop, Eastern Michigan University, \$1,000 Grant
- 2000 Fellowship, The First Year Experience Teaching Workshop, \$1,000 Grant

Professional Development for Teaching

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|--------------|--|----------------------------|
| 1999 | Certified Hospitality Educator Teaching Certification | East Lansing, Michigan |
| 2000 | The First Year Experience Teaching Workshop | Ypsilanti, Michigan |
| 2001 | Writing Across the Curriculum Teaching Workshop | Ypsilanti, Michigan |
| 2002 | Technology Across the Curriculum Teaching Workshop | Ypsilanti, Michigan |
| 2003 | UCF Faculty Center for Teaching and Learning Summer Workshop | Orlando, Florida |
| 2004 | UCF Faculty Center for Teaching and Learning Summer Workshop | Orlando, Florida |
| 2005 | I-CHRIE Teaching Symposium All-Day Seminar | Philadelphia, Pennsylvania |
| 2004 | Certified Hospitality Educator Teaching Certification Designated Teacher | Wilmington, North Carolina |
| 2005 | International Conference on College Teaching and Learning | Jacksonville, Florida |
| 2004 to 2006 | Three Faculty Center for Teaching and Learning Summer Workshop, \$3,000 | Orlando, Florida |
| 2007 | Faculty Center for Teaching and Learning CIP on SOTL | Orlando, Florida |

Workshops Taught for The Professional Development of other Faculty

- | | | |
|----------|--|----------------------------|
| 2006 | University of Central Florida New Faculty Orientation Featured Speaker | Orlando, Florida |
| 2005 | Teaching Outside the Box (2 Sessions) | Orlando, Florida |
| 2005 | Lures for Learning (2 Sessions) | Orlando, Florida |
| 2005 | It is for you! | Orlando, Florida |
| 2005 | Certified Hospitality Educator Workshop Trained & Taught | Myr. Beach, South Carolina |
| 2005 | Certified Hospitality Educator Workshop Taught | Orlando, Florida |
| 2005 | University of Central Florida New Faculty Orientation Featured Speaker | Orlando, Florida |
| 2003 | American Hotel Foundation: Educational Institute | East Lansing, Michigan |
| 2002 | Taught Certified Hospitality Educator (CHE) certification workshop | |
| 2002 | AMERICAN HOTEL FOUNDATION | EAST LANSING, |
| MICHIGAN | TAUGHT CERTIFIED HOSPITALITY EDUCATOR (CHE) INSTRUCTOR WORKSHOP | |

Professional Memberships and Association Experience

- 2008 Member, American Marketing Association
Member, Hospitality Financial Technology Professionals
- 2003 Member, Hospitality Financial Technology Professionals
to Member, International Council on Hotel and Restaurant Institutional Education

- 2008
- 2005 Member, National Restaurant Association
Member, American Marketing Association
- 1996 Member, American Marketing Association
to Member, Council on Hotel Restaurant and Institutional Education
2003 Club representative, Polo Fields Golf and Country Club Service Board
Mentor, Sam Walton Fellow for Students in Free Enterprise
Member, Club Management Association of American
Member, Association for Integrative Studies Member
Member, International Council on Hotel Restaurant and Institutional Education
Member, Polo Fields Golf and Country Club
Member, Michigan Restaurant Association
Member, National Restaurant Association
Member, American Hotel and Motel Association Research Review Committee

Recognition

- 2009 Teaching Incentive Award for Excellence in Teaching, University of Central Florida.
- 2008 Best Humor Professor, Rosen College Superlative Associated With Faculty Appreciation Day.
Best Paper Award, The Third Annual International Services Management Conference.
- 2007 Outstanding Professor Book Dedication Award from Phi Beta Phi Student.
Most Entertaining, Rosen College Superlative Associated with Faculty Appreciation Day.
- 2006 Outstanding Professor Book Dedication Award from Phi Beta Phi Student.
- 2005 International Innovativeness In Teaching Award presented at the annual International Council on Hotel and Restaurant Institutional Education, Philadelphia, Pennsylvania \$1,000 and a Plaque.
- 2004 Outstanding Professor Book Dedication Award from Phi Beta Phi Student.
- 2003 A teaching professor of the International Certified Hospitality Educator Workshop
Honorary Mention, Hospitality Student Association Professor of the Year
- 2001 Outstanding Advisor, Successfully advised 80 undergraduate and 20 graduate students.
Positive Professor to a Student Certificate as nominated by a Presidential Ambassador
Invited as "My Mentor" by an undergraduate and a graduate student to introduce the Outstanding Undergraduate Hospitality Management student at CHHS Honor's Ceremony.
- 2000 Teaching Fellowship \$1,000 at attend a one-week Technology Across the Curriculum
Teaching Fellowship \$1,000 to attend a one-week Undergraduate Experience Teaching Workshop
Invited as "My Mentor," by the Outstanding Undergraduate and graduate student to introduce the student at Eastern Michigan University's College of Health and Human Service's Annual Honor Ceremony
Honorary Certificate from Presidential Ambassador as Positive Contributor to a Student
- 1998 Employee of the year (80 employees), The Chuck A. Muer Corporation
Teaching Excellence Fellowship Winner of \$1,000 to attend the one-week teaching workshop
Writing Across the Curriculum Fellowship Winner
Nominated to the two-year North Central Association Accreditation Committee by President Shelton
- 1997 Eastern Michigan Service Excellence Award from Marketing Services Division at Eastern Michigan University.
- 1997 Certified Hospitality Educator Designation from the Educational Institute of American Hotel and Motel Association, East Lansing, Michigan.

Service Management Industry Experience

Service Management Experience

Six Years (Four Years as General Manager of a high volume family style restaurant & Two Years as a Country Club Assistant Manager)

- 2001 to 2003 Polo Fields Golf and Country Club Quintessa Service Excellence Ambassador and Dining Room Manager and Assistant to the General Manager, Ann Arbor, Michigan.
- 1997 to 1999 Spring and Summer Fill-in Manager, Schedule Writer, Server, Researcher and Full-phase Accounting. The Chuck Muer Corporation, Gandy Dancer, Ann Arbor, Michigan.
- 1992 to 1996 General Manager, Mountain Aire Seafood and Steak House, Taking Care of Business Management Corporation, West Jefferson, North Carolina
- 1988 to 1989 Human Resource Management Assistant, The Cato Corporation, Charlotte, North Carolina
Responsible for worker's compensation, employee benefit packages, COBRA assistance, benefit packages, advertising assistance to some 600 apparel stores, and Equal Employment Opportunity Commission.

Service Industry Front-Line Experience

16 Years of Front-line Service Experience as a Fine Dining Server in a Country Club (two-year period), a Fine Dining Restaurant (four-year period) and a family style seafood and steak house (10-year period).

- 1988 to 1989 Server, Steak and Ale Corporation, Provide full service to guests, one year Charlotte, North Carolina
- 1990 to 1991 Emerald Valley Resort, Fine Dining Restaurant Server, two years Eugene, Oregon
Responsible for serving guests while being a full time Masters in Business Administration student during the day at the University of Oregon.
- 1992 to 1993 Server (achieved #8 sales in nation in a six month period), two years Charlotte, North Carolina
Served guests in this casual dining chain. Rated #1 out of 60 servers in the area of attitude and consistently in the top 10 across the three attributes of attitude, skill, and professionalism for a two-year period of employment.
- 1978 to 1988 Taking Care of Business Management Corporation, 10 years West Jefferson, North Carolina
Started at age 12 in 1978 and was employed over a 10-year period then stopped to matriculate in 1988 eventually working all positions; returned as general manager from the period 1992 to 1996.



**Board of Trustees
University of Central Florida
Educational Programs Committee
March 15 , 2012, 10:45 a.m. – 12:00 p.m.
Live Oak Center
Conference call-in phone #800-442-5794, passcode 463796
Agenda**

I. Minutes

Ida Cook, Chair

II. New business

- Conferral of Degrees (approval) (EPC-1)

**Tony Waldrop, Provost and
Executive Vice President
Academic Affairs**

- 2014-15 Proposed Academic
Calendar (approval) (EPC-2)

**Maribeth Ehasz
Vice President for Student
Development and Enrollment
Services**

**DeLaine Priest
Associate Vice President for
Student Development and
Enrollment Services**

- New Degree Program (approval) (EPC-3)
- Hospitality Management, Ph.D.

**C. Ross Hinkle
Interim Vice Provost and Dean
of the College of Graduate Studies**

III. Other business

REVISED
University of Central Florida
Board of Trustees Meeting
March 15, 2012
Live Oak Center
Agenda
9:30 a.m. — 4:00 p.m.
Lunch 12:00 p.m.
800-442-5794, passcode, 463796

COMMITTEE MEETINGS

9:30 — 9:45 a.m.	Nominating and Governance, Ray Gilley, Chair
9:45 — 10:45 a.m.	Advancement, Rich Crotty, Chair
10:45 a.m. — 12:00 p.m.	Educational Programs, Ida Cook, Chair

BOARD MEETING: 1:00 — 4:00 p.m.

1. Welcome and Call to Order Michael J. Grindstaff, Chair
2. Roll Call Rick Schell, Vice President and Chief of Staff and Associate Corporate Secretary
3. Minutes of January 26 meeting Chair Grindstaff
4. Remarks and introductions John C. Hitt, President
5. Consent agenda Chair Grindstaff
 - EP-1** Concurrence Conferral of Degrees (Hitt)
 - EP-2** Approval 2014-15 Proposed Academic Calendar (Waldrop)
 - FF-4** Approval Minor Amendment to the 2010 Campus Master Plan (Merck)
 - NG-1** Approval Resolution for Exclusion of Certain Trustees or Officers of the University of Central Florida (Cole)

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| 6. | Advancement Committee report | Rich Crotty, Chair |
| | ADV-1 Approval | Authorizing the University of Central Florida to Name the John C. Hitt Library (Holsenbeck) |
| 7. | Audit, Operations Review, Compliance, and Ethics Committee report | Jim Atchison, Chair |
| 8. | Educational Programs Committee report | Ida Cook, Chair |
| | EP-3 Approval | New Degree Program (Waldrop) Hospitality Management, Ph.D. |
| 9. | Finance and Facilities Committee report | Olga Calvet, Chair |
| | FF-1 Approval | 2012-13 Medical Student Tuition and Fees (Merck and Waldrop) |
| | FF-2 Approval | Revisions to UCF-6.008 Vehicle Registration Fees: Parking Violation Fines (Merck) |
| | FF-3 Approval | Revision to UCF-6.009 Transportation Access Fee (Merck) |
| | FF-5 Approval | Mediamesh® on the UCF Arena (Merck) |
| 10. | Nominating and Governance Committee report | Ray Gilley, Chair |
| 11. | Strategic Planning Committee report | Alan Florez, Chair |
| 12. | New business | Chair Grindstaff |
| 13. | Announcements and adjournment | Chair Grindstaff |

Upcoming meetings:

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| Board of Governors meeting | March 21-22
(University of North Florida) |
| Board of Governors Select Committee
On USF Polytechnic | April 10
(Fairwinds Alumni Center) |
| AGB National Conference on Trusteeship | April 22-24
(Washington, D.C.) |
| Board of Trustees meeting | May 24
(Live Oak Center) |