

CHRIS ROBERTS

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EDUCATION

Ph.D. Strategic Management, University of Massachusetts at Amherst (1995)
Dissertation: Consensus on Strategic Decisions and Core Capabilities
Masters in Business Administration, University of Phoenix (1986)
B.S. Finance, University of Utah (1981)
B.S. Management, University of Utah (1975)

RESEARCH INTERESTS

The relationship of the strategic decision-making process and performance
Creating strategic understanding in middle managers
Strategies of the service sectors

TEACHING EXPERIENCE

09/90 - Present **University of Massachusetts at Amherst**, Amherst, MA.

Title: Professor of Strategy
HT-MGT 688 – Hospitality Research Methods
HT-MGT 644 – Strategic Management in the Hospitality Industry
HT-MGT 491 – Senior Seminar: Leading Firms & Industry Structure in Hospitality
HT-MGT 444 – Advanced Hotel Management [Undergraduate strategy capstone]
HT-MGT 397G – Meeting, Convention and Event Management
HT-MGT 391R – Resort Management
HT-MGT 370 – Managerial Accounting in the Hospitality Industry
HT-MGT 344 – Hotel Systems and Operations
HT-MGT 328 – Hospitality Business Ethics
HT-MGT 317 – Gaming and Casino Management
HT-MGT 240 – Hotel Operations
HT-MGT 190A – Global Issues in Tourism
HT-MGT 100 – Introduction to Hospitality and Tourism Management
MGT 365 – Business & Its Environment
MGT 330 – Organizational Behavior
MGT 301 – Principles of Management
SCH-MGMT 888 – Seminar in Hospitality Research
SCH-MGMT 497 – Business Policy & Strategy
SCH-MGMT 397T – Leadership and Team Building
SCH-MGMT 391A – Introduction to Global Business

05/95 - 06/95 **International College of Hospitality Administration**, Brig, Switzerland

05/96 - 07/96 Title: Academic Program Director/Professor
FOMGT 300 – Corporation Finance
HT-MGT 240 – Rooms Division Management
HT-MGT 368 – Advanced Personnel Management
HT-MGT 370 – Managerial Accounting in the Hospitality Industry

04/93 - 05/93 **St. Petersburg Technical University**, St. Petersburg, Russia

Title: Visiting Professor
Strategy & Business Policy

BOOKS

- Roberts, C., & Hashimoto, K. (January 2009). *Casino Operations and Culture*. New York: Prentice Hall.
- Shea, L. J., & Roberts, C. (In press; mid-2009). *Pioneers of the Hospitality Industry: Lessons from Leaders, Mentors and Visionaries*. Washington, DC: CHRIE.
- Neuman, W. L., Plano Clark, V. L., Lane, D., & Roberts, C. (2004). *Research and statistics guidebook*. Boston, MA: Pearson.

PUBLICATIONS

1. Roberts, C. (2008). The laws of communication applied to the lodging industry. In R. Schuttler (ed.), *Laws of Communication* (pp. xx-xx). Publisher: Location.
2. Roberts, C. (2008). The Organizational Culture And Its Role In Executing Strategy. In M. Olsen & J. Zhao (eds.), *Handbook of Hospitality Strategic Management* (pp. 375-389). Elsevier.
3. Roberts, C. (2008). Bargaining power. In A. Pizam & J. Holcomb (eds.), *International dictionary of hospitality management*, p. 15. Oxford, UK: Elsevier.
4. Roberts, C. (2008). Barriers to entry. In A. Pizam & J. Holcomb (eds.), *International dictionary of hospitality management*, p. 15. Oxford, UK: Elsevier.
5. Roberts, C. (2008). Barriers to exit. In A. Pizam & J. Holcomb (eds.), *International dictionary of hospitality management*, p. 15. Oxford, UK: Elsevier.
6. Roberts, C. (2008). Benchmarking. In A. Pizam & J. Holcomb (eds.), *International dictionary of hospitality management*, p. 16. Oxford, UK: Elsevier.
7. Roberts, C. (2008). Competencies. In A. Pizam & J. Holcomb (eds.), *International dictionary of hospitality management*, p. 43. Oxford, UK: Elsevier.
8. Roberts, C. (2008). Competitive advantage. In A. Pizam & J. Holcomb (eds.), *International dictionary of hospitality management*, p. 44. Oxford, UK: Elsevier.
9. Roberts, C. (2008). Industry analysis. In A. Pizam & J. Holcomb (eds.), *International dictionary of hospitality management*, p. 145. Oxford, UK: Elsevier.
10. Roberts, C. (2008). Industry life cycle. In A. Pizam & J. Holcomb (eds.), *International dictionary of hospitality management*, p. 146. Oxford, UK: Elsevier.
11. Roberts, C. (2008). Switching costs. In A. Pizam & J. Holcomb (eds.), *International dictionary of hospitality management*, p. 266. Oxford, UK: Elsevier.
12. Roberts, C., & Shea, L. J. (2007). Faculty salaries in the US: The 2006 survey of hospitality and tourism educators. *Journal of Hospitality and Tourism Education*, 19(4), 31-38.
13. Roberts, C., & Shea, L. J. (2006). Trends in the gaming industry and the curricular implications. *Journal of Hospitality and Tourism Education*, 18(2), 45-49.
14. Roberts, C. (2008). The past and future trends of gaming. In Hashimoto, K. (ed.), *Casino Management: A Strategic Approach*, 285-306. Prentice Hall: New York.
15. Roberts, C., Shea, L. J., & Sasso, S. (2005). Ray Kroc: A visionary CEO who reshaped an industry. *Journal of Hospitality and Tourism Education*, 17(1), 4-8.
16. Roberts, C., & Shea, L. J. (2005). Balance, enrichment and rigor. *Journal of Hospitality and Tourism Education*, 17(1), 2.
17. Roberts, C. (2004). Consolidation in the International Hotel Industry. *The Journal of Applied Hospitality Management*, 7(1), 71-80.
18. Griffin, R. K., Shea, L. J., & Roberts, C. (2004). An innovative approach to international hospitality and tourism management education: The traveling summer abroad program. *The Journal of Hospitality and Tourism Education*, 16(2), pp. 50-58.
19. Shea, L. J., & Roberts, C. (2004). Obsessions department: How online teaching cost me \$20,000. *Journal of Hospitality and Tourism Education*, 16(4), 4-5.
20. Roberts, C., & Shea, L. J. (2004). Educators as travelers and road warriors. *Journal of Hospitality and Tourism Education*, 16(3), 4-5.
21. Shea, L. J., & Roberts, C. (2004). The transformation of a diva: A tribute to entry-level food service

- positions and a call to secondary hospitality educators. *Journal of Hospitality and Tourism Education*, 16(2), 4-5.
22. Roberts, C., & Shea, L. J. (2004). Hospitality and tourism profiles. *Journal of Hospitality and Tourism Education*, 16(1), 4.
 23. Shea, L. J., & Roberts, C. (2003). Introducing new approaches and strategies. *Journal of Hospitality and Tourism Education*, 15(4), 4.
 24. Roberts, C., & Shea, L. J. (2003). Reflecting, reshaping and refining the mission and goals. *Journal of Hospitality and Tourism Education*, 15(3), 4.
 25. Roberts, C., & Shea, L. J. (2003). A comparison of hotel executive teams in Singapore and the USA. *Quest*. Singapore Hotel Association: Singapore.
 26. Shea, L. J., & Roberts, C. (2003). Organization, content and criteria. *Journal of Hospitality and Tourism Education*, 15(2), 5-6.
 27. Roberts, C. (2003). Creating core competencies to develop service excellence. *The Journal of Applied Hospitality Management*, 6(1), 102-113.
 28. Shea, L. J., & Roberts, C. (2003). Performance strategies: Establishing minimums. *Journal of Hospitality and Tourism Education*, 15(1), 52-58.
 29. Roberts, C., & Shea, L. J. (2003). Developing quality and style in journal articles. *Journal of Hospitality and Tourism Education*, 15(1), 4-5.
 30. Roberts, C. (2002). Keeping up with service enhancements. In J. Kandampully, *Services Management: The new paradigm in hospitality* (p. 175). Hospitality Press: Australia.
 31. Shea, L. J., & Roberts, C. (2002). Trends in hotel industry top management team composition: A longitudinal analysis – Phase 2. *The Journal of Applied Hospitality Management*, 5(1), 116-133.
 32. Roberts, C., & Shea, L. J. (2002). Facilitating scholarly interchange. *Journal of Hospitality and Tourism Education*, 14(4), 5.
 33. Roberts, C., & Shea, L. J. (2001). Hotel executive teams: A missing gender report. *Lodging Hospitality*, (March), 33-34.
 34. Roberts, C. (2001). Gaming and casino management. In B. Miller (Ed.), *Introduction to Hospitality: A Dynamic Experience* (pp. 93-104). Dubuque, IA: Kendall-Hunt.
 35. Roberts, C. (2001). Developing core competencies to create service excellence. *Achieving Service Excellence: Hotels*. Asian Pacific Economic Organization: Tokyo.
 36. Roberts, C. (2001). Competitive advantage of service quality. In J. Kandampully, C. Mok, & B. Sparks (Eds.), *Service Quality Management in Hospitality, Tourism and Leisure* (pp. 111-122). Hawarth Hospitality Press: Auckland, N.Z.
 37. Roberts, C. (2000). HOTS 2 is a hot learning tool. *CHRIE Communiqué*, 20(5), 6.
 38. Roberts, C. (1999). The 2000 convention call for presentations has been revised. *Journal of Hospitality and Tourism Education*, 11(2-3), 6-7.
 39. Roberts, C. (1999). Using computer simulations to enhance teaching: Overcome the fear. *Journal of Hospitality and Tourism Education*, 10(4), 42-44.
 40. Roberts, C., & Shea, L. (1999). Top management teams in the hotel industry. *The Journal of Applied Hospitality Management*, 2(1), 72-87.
 41. Soteriou, E., & Roberts, C. (1998). The strategic planning process in national tourism organizations. *Journal of Travel Research*, 37(1), 21-29.
 42. Roberts, C. (1998). Academic authorship trends in hospitality and management. *Journal of Hospitality and Tourism Education*, 10(1), 56-61.
 43. Shea, L. J., & Roberts, C. (1998). A content-analysis for post-purchase evaluation using customer comment logbooks. *Journal of Travel Research*, 36(4), 68-73.
 44. Roberts, C. (1997). Franchising and strategic decision-making. *Journal of Hospitality and Tourism Research*, 21(1), 160-178.
 45. Roberts, C., Shea, L. J., & Lattuca, F. (1997). The resort management course: A case study. *Journal of Hospitality and Tourism Education*, 9(4), 16-20.
 46. Shea, L. J., & Roberts, C. (1997). A shift in teaching paradigms: From pedagogy to andragogy. *Journal of Hospitality and Tourism Education*, 9(1), 33-36.
 47. Roberts, C., & Shea, L. J. (1996). Core capabilities in the hotel industry. *Hospitality Research Journal*, 19(4), 141-153.
 48. Shea, L. J., & Roberts, C. (1995). Linking business and marketing strategies: An empirical study of the hospitality industry. *Journal of Hospitality and Leisure Marketing*, 3(1), 47-64.

PRESENTATIONS

1. Roberts, C., & Shea, L. J. (2008) Electronic Access to *JHTE*, *Hosteur* and the *Guide to College Programs*. Council on Hotel, Restaurant and Institutional Education at Atlanta, GA.
2. Shea, L. J., & Roberts, C. (2008). 2008 Salary Study of Hospitality and Tourism Educators. Council on Hotel, Restaurant and Institutional Education at Atlanta, GA.
3. Roberts, C., & Shea, L. J. (2008). The service experience of your product; Do you know what your guest is experiencing? Singapore Hotel Association Tourism Education Center 2008 Lifestyle and Service Seminar. Singapore, January 24.
4. Roberts, C. (2008). Casinos and their possible impact to the Mohawk Trail. Mohawk Trail Travel and Tourism Council. North Adams, MA, January 15.
5. Roberts, C. (2007). Career Academy: How to publish in refereed journals. Council on Hotel, Restaurant and Institutional Education at Dallas, TX.
6. Shea, L. J., & Roberts, C. (2007). Strategies for online teaching and learning. Council on Hotel, Restaurant and Institutional Education at Dallas, TX.
7. Shea, L. J., & Roberts, C. (2006). An open discussion of *JHTE*: A session for contributors and reviewers. Council on Hotel, Restaurant and Institutional Education at Washington, DC.
8. Roberts, C., & Shea, L. J. (2005). The *Educator*: A session for contributors and reviewers. Council on Hotel, Restaurant and Institutional Education at Las Vegas, NV.
9. Shea, L. J., & Roberts, C. (2005). Strategies of teaching online: Share your knowledge. Council on Hotel, Restaurant and Institutional Education at Las Vegas, NV.
10. Shea, L. J., & Roberts, C. (2005). Strategic Management, Strategic Marketing in Lodging: Does it happen at the property level? Council of Hotel, Restaurant and Institutional Education at Las Vegas, NV.
11. Roberts, C., & Shea, L. J. (2004). The *Educator*: A session for contributors and reviewers. Council on Hotel, Restaurant and Institutional Education at Philadelphia, PA.
12. Roberts, C. (2004). Lodging industry consolidation: mergers and acquisitions in midsize city markets. Council on Hotel, Restaurant and Institutional Education at Philadelphia, PA.
13. Roberts, C., & Shea, L. J. (2004). Strategies of teaching online: Share your knowledge. Council on Hotel, Restaurant and Institutional Education at Philadelphia, PA.
14. Roberts, C. (2003). Careers in hospitality and tourism. Pioneer Valley Adult Education Center at Northampton, MA.
15. Roberts, C. (2003). Brave New World of Tourism: Ensuring Singapore Makes It. Keynote address to the 4th Singapore Hotel Assn. Industry Forum of General Managers, Singapore, August 28.
16. Shea, L. J., & Roberts, C. (2003). Composition of Hotel Executive Teams: Gender Similarities, Differences and Changes. Council on Hotel, Restaurant and Institutional Education at Palm Springs, CA.
17. Roberts, C., & Shea, L. J. (2003). What members want: Content of the *Educator*. Council on Hotel, Restaurant and Institutional Education at Palm Springs, CA.
18. Shea, L. J., & Roberts, C. (2003). Faculty performance: Beyond minimum standards. Council on Hotel, Restaurant and Institutional Education at Palm Springs, CA.
19. Roberts, C. (2003). An Online Hospitality Degree Program: The UMass Case. Presented to eight visiting Russian rectors at the University of Massachusetts, Amherst, February 5.
20. Roberts, C., & Williams, L. (2002). Research designs and standards. Invited presentation to the organizational studies doctoral faculty at the University of Phoenix Online at Phoenix, AZ.
21. Roberts, C., & Williams, L. (2002). Data collection and instrument selection. Invited presentation to the organizational studies doctoral faculty at the University of Phoenix Online at Phoenix, AZ.
22. Roberts, C. (2002). Bridging hotel strategy and operations. International Convention of Best Western Franchisees, Las Vegas, NV.
23. Roberts, C. (2002). Changing lodging distribution channels. Invited presentation to the Singapore Hotel Association, Republic of Singapore.
24. Roberts, C., & Shea, L. J. (2002). A comparative analysis of hotel top management demographics in Singapore and the U.S. Council on Hotel, Restaurant and Institutional Education at Orlando, FL.
25. Roberts, C. (2002). An Online Hospitality Degree Program: The UMass Case. Council on Hotel, Restaurant and Institutional Education at Orlando, FL.
26. Roberts, C., & Shea, L. J. (2002). Establishing Minimum Standards for Faculty Merit Pay Allocation: A Case Study. Council on Hotel, Restaurant & Institutional Education at Orlando, FL.
27. Roberts, C. (2002). Tourism development: Hitting the right notes. Keynote address for the Hospitality Summit 2002, Singapore.

28. Roberts, C. (2002). Strategic thinking: Understanding decision making perspectives. Singapore Hotel Association annual meeting of Hotel Owners and General Managers, Singapore.
29. Roberts, C. (2001). Industry Consolidation in the International Lodging Industry. EuroCHRIE Conference at Brig, Switzerland.
30. Roberts, C. (2001). Developing core competencies to create service excellence. Asian Pacific Economic Organization at Singapore.
31. Roberts, C. (2001). Strategic Understanding in the Hotel Industry. Council on Hotel, Restaurant and Institutional Education at Toronto, Canada.
32. Roberts, C., & Fladmoe-Lindquist, K. (2001). Casino foodservice outlets as a strategic positioning tool. Council on Hotel, Restaurant and Institutional Education at Toronto, Canada.
33. Shea, L. J., & Roberts, C. (2001). Top management teams in the hotel industry: a longitudinal study – phase 2. Council on Hotel, Restaurant and Institutional Education at Toronto, Canada.
34. Roberts, C. (2001). Strategies for developing new international exchange partners. Council on Hotel, Restaurant and Institutional Education at Toronto, Canada.
35. Roberts, C. (2001). Forum on Studying and Living Internationally: HRTA in Switzerland. UMass College of Humanities and Fine Arts, Language Day, April.
36. Roberts, C. (2000). Creating strategic understanding in middle managers. Invited presentation to the Singapore hotel industry, Temasek Polytechnic, Republic of Singapore.
37. Roberts, C., & Fladmoe-Lindquist, K. (2000). Hypercompetition and the mega-casinos. Council on Hotel, Restaurant and Institutional Education at New Orleans, LA.
38. Roberts, C. (2000). Web-enhanced vs. web-based courses. Council on Hotel, Restaurant and Institutional Education at New Orleans, LA.
39. Roberts, C. (2000). Consolidation in the hotel industry. Council on Hotel, Restaurant and Institutional Education at New Orleans, LA.
40. Roberts, C. (2000). Real world in class. I-CHRIE at New Orleans, LA.
41. Kosky, L., & Roberts, C. (1999). Faculty Internships. NERCHRIE at Providence, RI.
42. Roberts, C., & Anderson, S. (1999). Integrating travel management services into a travel management program. Society for Collegiate Travel Management at Savannah, GA.
43. Roberts, C. (1999). Faculty internships: A win-win for industry and academics. Council on Hotel, Restaurant and Institutional Education at Albuquerque, NM.
44. Roberts, C., & Kline, S. F. (1999). Internet and gaming homework assignments. Council on Hotel, Restaurant and Institutional Education at Albuquerque, NM.
45. Roberts, C., & Shea, L. J. (1999). Top management teams in the hotel industry: An overview. Council on Hotel, Restaurant and Institutional Education at Albuquerque, NM.
46. Roberts, C. (1998). Going public: How IPOs change management realities. Eastern Academy of Management at Springfield, MA.
47. Roberts, C. (1998). Using computer simulations to enhance teaching. Council on Hotel, Restaurant and Institutional Education at Miami, FL.
48. Shea, L. J., & Roberts, C. (1998). Interdisciplinary pedagogical enrichment using computer simulation technology: Integrating strategic management and marketing. Council on Hotel, Restaurant and Institutional Education at Miami, FL.
49. Roberts, C. (1998). The future of casinos and the gaming industry. Mini-Series lecture, University of Massachusetts Amherst.
50. Roberts, C., & Mir, R. (1997). Overcome your fear: Using computer simulations to enhance teaching strategy. Eastern Academy of Management at New Brunswick, NJ.
51. Roberts, C., & Shea, L. J. (1997). Linking strategic planning and implementation: A communication model and empirical test of strategic understanding. Strategic Management Society at Barcelona.
52. Shea, L. J., & Roberts, C., & Lattuca, F. (1997). Developing a resort management course. Council on Hotel, Restaurant and Institutional Education at Providence, RI.
53. Roberts, C. (1995). Building core capabilities in the hotel industry. Executive Development Program, International College of Hospitality Administration at Brig, Switzerland.
54. Roberts, C. (1994). The next generation: Who will teach them? Eastern Academy of Mgt panel at Albany, NY. Subsequently published: Forray-Mannheim, J. 1996. Doctoral education and the teaching mission: A dialogue with Lee Burke, Jean Batrunek, Craig Lundberg, Jane Giacobbe Miller, Pushi Prasad, and Chris Roberts. *Journal of Management Education*. Vol. 20 (1), Feb.
55. Roberts, C. (1993). Communicating strategic understanding among managers. Western Academy of Management at San Jose, California.
56. Roberts, C. (1993). A model and preliminary test of communication and strategic understanding. Eastern Academy of Management at Providence, RI.

57. Roberts, C. (1993). Enriching the stakeholder concept in case study: Putting `meat' into *steakholders*. Organizational Behavior Teaching Conference at Lewisburg, PA.
58. Roberts, C. (1993). Communicating strategic understanding among managers. Invited paper presentation to the Management Faculty of the University of Utah at Salt Lake City, UT.

WORK IN PROGRESS

1. Roberts, C. (2009). Lodging industry consolidation: the impact of mergers and acquisitions in midsize city markets. Article in development for the *Journal of Applied Hospitality Management*.
2. Roberts, C., & Fladmoe-Lindquist, K. (2009). Hypercompetition and Mega-Casinos: A Las Vegas case study. Article in development for the *California Management Journal*.

HONORS & AWARDS

1. I-CHRIE Stephenson W. Fletcher Achievement Award, winner, 2007.
2. I-CHRIE Stephenson W. Fletcher Achievement Award, finalist, 2005, 2006.
3. Distinguished Advising Award nominee. University of Massachusetts, 2006-2007.
4. Distinguished Teaching Award nominee, University of Massachusetts, 1998-1999, 2005-2006.
5. Outstanding Teaching Recognition-UMass Division of Continuing Education, 1998, 2004, 2005.
6. Faculty Graduation Marshal, 2001.
7. TEACHnology Fellowship, University of Massachusetts, 1999-2000.
8. Distinguished Teaching Award Finalist, University of Massachusetts, 1999-2000.
9. Outstanding Teaching Award recognition, CFNR, University of Massachusetts, 2000.
10. Outstanding Peer Reviewer Award, International CHRIE, 1998-1999.
11. Recognition as an outstanding reviewer, Eastern Academy of Management, 1996, 1997.
12. Teaching and Learning in the Diverse Classroom Project, Univ. of Massachusetts, 1995-1996.
13. Beta Gamma Sigma. Inducted at the University of Massachusetts at Amherst, April 1994.
14. Best Paper Award at the Western Academy of Management, San Jose, California. 1993:
Communicating strategic understanding among managers.
15. President, University of Massachusetts Ph.D. Student Association, 1992-1993.
16. Phi Beta Lambda. Inducted July 1992.
17. Doctoral consortium for the Business Policy and Strategy Division during the 52nd Annual Meeting of the Academy of Management at Las Vegas, NV. 1992.

COMMUNITY SERVICE

1. Benevolent Order of the Elks, Lodge #2521, Turners Falls, MA. (2008)
2. Council on Aging-Teaching bridge to senior citizens, Northampton, MA (1993-1996)
3. Lathrop Community Center-Teaching bridge to senior citizens, Northampton, MA (1994-96)
4. Applewood Community Center-Teaching bridge to senior citizens, Amherst, MA (1996)
5. Pluralism Workshops-Leading in a Diverse Workplace: Facilitator (1987-1989)
6. Utah AIDS Foundation-Volunteer: Pre-test counseling and hotline (1989)
7. Junior Achievement-Executive Advisor (1982-1985)
8. Adopt-A-School Program-Tutor (1981-1983)
9. Big Brothers/Big Sisters of Utah-Big Brother (1979-1986)
10. American Contract Bridge League
 - President, Board of Directors, Northampton Bridge Club (1992-1998)
 - Member, Board of Directors, Northampton Bridge Club (1999-2001)
 - Board Member, Board of Governors, Dist. 25 (W. Mass.) Unit 196 (1993, 1996)
 - Treasurer, Board of Directors, District 18 (Utah), Unit 386 (1988-1990)

SERVICE

Professional Activities:

1. Chair, I-CHRIE Symposium Paper Committee, 1999-2003.
2. Chair, I-CHRIE Electronic Submission Project. 1999-2001.
3. Chair, I-CHRIE Non Refereed Paper Committee, 1998-1999
4. Co-Chair, CHRIE Non Refereed Paper Committee, 1997-1998.
5. Committee Member, Eastern Academy of Mgt-Local Arrangements, 1997-1998.
6. Committee Member, CHRIE Conference-National Program, 1996-1997.
7. Committee Member, CHRIE Symposium Paper Committee, 2004-2006.
8. Director, I-CHRIE Publications and Information, 2006-2008.
9. Editor, *Perspectives in Asian Leisure and Tourism*. 2008-2011.
10. Editor, *Journal of Hospitality and Tourism Education*, 2002-2006.
11. External Evaluator, Temasek Polytechnic School of Business, Singapore. 1998-2000.
12. Moderator, CHRIE, Finance Session, August 1996, 2001.
13. Moderator, CHRIE, Human Resource Management Session, August 1997.
14. Moderator, CHRIE, Law and Ethics Session, July 1998.
15. Moderator, CHRIE, Panel Discussion, August 1999.
16. Outreach: Best Western Hotel Corporation, Bridging Strategy & Operations, 2002.
17. Outreach: Cooper Island Beach Club, British Virgin Islands, 1996, 1997, 1999, 2004.
18. Outreach: FSA Design (Station Casinos), 1997.
19. Outreach: Islands Development Advisory Council, Sentosa, Singapore, 2002-2004.
20. Outreach: Mandarin Maritus Hotels, Transformational Leadership workshop, 2004.
21. Outreach: Munson High School: Strategic Planning workshop, 2003.
22. Outreach: Ponte 16 Casino Resort, Macau China, Corporate Strategy, 2006.
23. Outreach: Singapore Hotel Association, Keynote speech, CEO/GM Conference, 2004.
24. Outreach: Singapore Hotel Association, Mental Models workshop, 2002.
25. Outreach: Singapore Hotel Association, Transformational Leadership workshops, 2004.
26. Outreach: Singapore Hotel Association, Service Recovery and Quality program, 2008.
27. Outreach: Singapore Hotel Association, Integrated Resort Management workshop, 2008.
28. Board of Reviewers, *Journal of Hospitality Information Technology*. 1997-1998.
29. Reviewer, *Journal of Hospitality Financial Management*, 1997.
30. Reviewer, Academy of Business Administration International Conf. Cairo. June 1993.
31. Reviewer, Academy of Management Conference, BPS Track, 1996, 2002.
32. Reviewer, Eastern Academy of Management, BPS Track. 1993-1994, 1996-1997.
33. Reviewer, I-CHRIE Conference, Finance Track, 2001, 2003-2004.
34. Reviewer, I-CHRIE Conference, Lodging Track. 1999, 2002, 2004.
35. Reviewer, I-CHRIE Conference, Gaming Track. 1998-2004.
36. Reviewer, I-CHRIE Graduate Student Conference, 2004.
37. Reviewer, Southern Management Association, Strategy Track, 1995, 1997-1998.
38. Member, Int'l Council on Hotel, Restaurant and Institutional Education, 1996-2007.
39. Member, Strategic Management Society, 1991-2007.
40. Member, Academy of Management Association, 1991-2007.
41. Member, Eastern Academy of Management, 1991-2007.
42. Member, Western Academy of Management, 1992-1994.
43. Member, Hospitality Information Technology Association, 1997-1998.

University and College:

1. Co-Chair, International Studies Council (ISC), 2004-2005.
2. Chair, SIS Level I Committee (SPIRE), 2003-2005.
3. Chair, Campus Beverage Selection Committee, 2004.
4. Chair, Campus Committee for Organizational Restructuring-Travel Policy, 1998-1999.
5. Member, Ad Hoc Committee on Certificates, 2008.
6. Member, Administrative Redesign Committee-Travel Reimbursement, 1996-1998.
7. Member, Campus Calendar Committee, 2004-2005, 2006-2008.
8. Member, Campus Services Committee, 1994-1995.
9. Member, Continuing Education, Winter/Summer Program Director Search Comm., 2006.
10. Member, Corporate Card Selection Committee, 1996, 2001-2002.
11. Member, Fine Arts Center-Marketing Committee, 1994-1997.
12. Member, Fine Arts Council (FAC), 1995-2009.
13. Member, International Studies Council, 2008-2009.
14. Member, Internet Technology Policy Steering Committee (ITPSC), Spring 2004-2005.
15. Member, North East Regional Teaching Conference, Planning Committee, 2002.
16. Member, Search Committee for CPE Winter/Summer Program Director, 2006.
17. Member, SIS Governing Board, Spring 2004-2006.
18. Member, Travel Agency Selection Committee, 1998-1999, 2002-2003, 2007-2008.
19. Representative, CFNR Spring Open House, 1994, 1995, 1997, 2001.
20. Representative, ISOM Spring Open House, 2004.

Department:

1. Acting Department Head, Fall 2003.
2. Associate Department Head, 01/2001-01/2007.
3. Academic Director, ICHA, Summer 96, Academic Year 1996-1997, 1997-1998.
4. Chair, ACPHA Re-Accreditation Steering Committee, 1999-2001.
5. Chair (1995-1997), Curriculum Committee, 1994-1997; 2000-2001; 2002-2006.
6. Chair (2001-2003), International Committee, 1997-2006.
7. Chair, Technology Committee, 1999-2001.
8. Chair, (2001-2005) Academic Matters Committee, 09/1996-12/2006.
9. Coordinating Supervisor, Junior Year Writing Program, 1995-1996.
10. Coordinator, Guest Lecture-Student Records, 1995-1996.
11. Coordinator, Independent Study Program, 1993-1996.
12. Director, Exchange Programs, 09/2000-01/2007.
13. Director, International Programs, 09/1999-01/2007.
14. Director, Summer Abroad Program in Switzerland, 1994-1997, 1999, 2007.
15. Director, ICHA Semester Exchange Program in Switzerland, 1994-1998.
16. Faculty Advisor, Future Hoteliers of America Club, 1995-1997.
17. Faculty Advisor, Hotel Managers Association, 09/1997-01/2007.
18. Member, Department Executive Committee, Spring 1994, 1994-1995.
19. Member, Executive Development Committee, 1996-1997.
20. Member, Executive Masters Committee, 1996-1997.
21. Member, Facilities Possibilities Committee, 1996-1997.
22. Member, Graduate Faculty, 1995-2008.
23. Member, International Committee, 1997-2008.
24. Member, Ph.D. Program Development Committee, 2003-2008.
25. Member, Search Committee: Hotel Operations Position, 1994-1995.
26. Member, Search Committee: Finance Position, 1994-1995.
27. Member, Search Committee: Food Service Management Positions (2), 2002-2003.
28. Member, Search Committee: Program Manager Staff Position, 2004.

INDUSTRY EXPERIENCE

- 12/89 - present **Diamond Communications Company**
Title: Management Consultant
Duties: Developing, implementing and/or assessing strategic plans; organization studies
- 10/78 - 11/89 **U S West Communications (Mountain Bell)**
Title: Project Manager, Marketing Staff:
New Product Development; Product Management
Duties: Product development of Electronic Messaging:
product mix, marketing mix, distribution channels, billing and
methods/procedures. Duties also included Product Life Cycle Management for
this product and for the 976 Information Delivery Service
Title: Account Executive
Title: Distributor Consultant
Title: Market Administrator - Voice/Data
- 03/82 - 02/90 **Salt City Travel/Western Travel**
Title: Sales Manager - Outside Sales
Duties: Established company with investor Bill Hutchinson; ensure compliance with
regulatory/certifying agency; coordinating and directing the internal and outside
sales force; selecting and managing the computer reservation system: System
One Direct Access (SODA - Eastern Airlines); generating personal sales
- 09/79 - 10/81 **Colt Travel Agency Corporation**
Title: President/Manager
Duties: Established company with partner Leslie Burket; operations and financial
management; 2 full time employees and 3 outside sales agents; generating
personal sales
- 09/72 - 09/80 **Holiday Inns, Inc.**
Title: Supervisor, Reservation Center. Memphis, TN.
Duties: Managed 5 assistants and 70 reservation agents; co-managed 700 agents

Title: Supervisor, Reservation Center. Salt Lake City, UT.
Duties: Managed 200 regular reservation agents and 25 special service agents

Title: Evening Manager, Downtown Hotel. Salt Lake City, UT.
Duties: Front desk operations, night auditor; management training program: 2-3 months
experience in every Food & Beverage and Front Desk position (5 years hotel
experience; 3 years reservation center experience)