

Duncan R. Dickson

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Rosen College of Hospitality Management
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Residence

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Education:

Ed.D., August 2007, University of Central Florida ~ Education Leadership

M.P.S., June 1977, Cornell University, School of Hotel Administration

B.A., June 1968, University of Maryland, College of Arts and Sciences. Major: History.
Minor: Political Science

Academic Experience:

August 2001 – Present

Assistant Professor – Rosen College of Hospitality Management, University of Central Florida
Visiting Assistant Professor 2001-2002

January – May 2006 – Seconded to the University of Aruba

August 1997 – July 2001

Adjunct Instructor – Rosen School of Hospitality Management, University of Central Florida

October 1973 – August 1975

Department Chair, Hotel & Restaurant Management Department, Central Texas College –
Europe

UCF Teaching Incentive Award (TIP) – 2009-2010

Teaching Experience:

Advanced Training – UCF (graduate class)

Organizational Communications – UCF (graduate class)

Guest Service Management - UCF

Hospitality Human Resources Management - UCF

Seminar in Hospitality Communications – UCF

Introduction to Theme Park Management - UCF

Managing the Guest Experience in Theme Parks -UCF

Managing the Employee Experience in Theme Parks –UCF

Tourism Geography – UCF

Event Promotion - UCF
Strategy and Leadership in the Hospitality Industry – UCF
Introduction to Vacation Ownership Management – UCF
Hospitality Law - UCF
Front Office Management - CTC
Food & Beverage Management - CTC
Sanitation - CTC
Hospitality Marketing – CTC
Guest Lecturer – Numerous American & International Universities

Business Experience:

A & D Partners – Consultants – January 1997 – Present
Clients include: Club Med, Institute of Internal Auditors, Southeast Toyota, Burroughs & Chapin, Horry County Schools, Wyndham Hotels, Starwood Hotels, Vistana, Inc., Michelangelo Hotel, Coastal Carolina University, Winter Park Memorial Hospital, Central Florida YMCA, Gevity HR

Vistana, Inc. (now Starwood Vacation Ownership) – Director of International Staffing, July 1999 to May 2000. Responsible for developing new staffing strategy for vacation ownership sales team. Created and executed successful strategy for staffing first of its kind vacation ownership project partnering with The Atlantis Hotel, Nassau, the Bahamas.

Kelly Services, Inc. Vice President of Human Resources – Staffing (Corporate Officer)
November 1995 to November 1996 – Responsible for consolidation of staffing function. Developed behavioral interviewing templates for field offices. Developed new staffing plan for service offices.

Walt Disney World, Co. June 1976 to November 1995

Director Disney University – February to November 1996. Created and taught the “Disney Keys to Service Excellence” program to external audiences. Three hour seminar program taught off Disney property. Developed into a \$1 million plus revenue stream.

Director of Casting – November 1988 to February 1995 (Employment). Led department of over 110 cast members and 30 contract employees, with annual budget in excess of \$7 million. The department hired between 12 and 18 thousand individuals each year in a variety of capacities and programs.

Directed the efforts of five managers in nine separate groups: Professional Staffing, Diversity Recruiting, Recasting, General Employment, College Relations, International Staffing, Employment Programs, Staff Housing, and I-9 monitoring and record keeping. Put in place part-time recruiting programs that enabled the company to shift percentage of fulltime to part-time employees

Acted as the chief visa officer for the company. Lobbied Congress for the inclusion of the Q-visa in the Immigration Reform Act of 1988.

Developed the staffing strategies for the build up of the Disney Hotels and for the opening of the Disney/MGM Theme Park & two water parks.

August 1991 – May 1992 on temporary assignment to Euro Disney. Responsible for opening staffing strategy. Created and executed the outside France recruiting strategy that enabled the team to hire 12,000 people in 13 weeks. Also worked with the French Hotel Schools to provide grand opening staff and staff for first three weeks of operation.

Manager of College, International, and Professional Staffing May 1980 to November 1988. Built the Professional Staffing team that staffed EPCOT Center. Created the Walt Disney World College Program and built the college recruiting network for the company.

Developed and executed the strategy that allowed EPCOT Center World Showcase to be staffed by individuals from the countries represented. Traveled to all of the World Showcase countries to establish the recruiting networks that are used. Created the International Staffing team

Professional Staffing Representative June 1978 to May 1980, responsible for manpower planning, sourcing, recruiting, interviewing, and hiring professional employees for a number of divisions of WDWCo. Developed the F&B Summer Assistant Supervisor program and the F&B training program that reduced F&B management turnover by 80%.

Food & Beverage Supervisor June 1976 to June 1978– managed F & B teams at the Village Restaurant (120 staff, four managers, annual volume of \$5million, including the Village Lounge, Captain Jack's Oyster Bar, & Heidelbergers Deli), Pinocchio Village House (Magic Kingdom) and The Lake Buena Vista Club.

Cornell University, School of Hotel Administration 1975-1977 – Assistant to the Director of Placement. Responsible for coordinating recruiters visit to campus. Arranging interview rooms and maintaining interview schedules. Assisted students in writing their resumes.

Administrative Experience:

Created the Hotel & Restaurant Management Department for Central Texas College – Europe Accredited by the Southwest Association

Established junior college programs on 35 military bases in Turkey, Italy, Spain, Germany, The Netherlands, and England. Developed curriculum, wrote all syllabi, hired instructors and integrated CTC programs with Army education centers. Purpose of the program was to prepare soldiers returning from service for their transition back to the civilian world as the military shrank at the end of the Viet Nam War.

Military Service:

Drafted January 1969

Graduated from Engineer Officer Candidate School, Ft. Belvoir, VA - December 1969
Graduated from US Army Military Club School, Ft. Lee, VA - February 1970

Managed the Crailsheim (Germany) Military Club System from February 1970 to September 1973. System consisted of three clubs (Enlisted, NCO, & Officer). Officer's Club led USAREUR in per member sales for two years,

Promoted to Captain. Awarded the Army Commendation Medal for military service.

Honors and Awards:

UCF Teaching Incentive Award (TIP) – 2009-2010

Lifetime Achievement Award ~ AMFORHT – presented at the bi-annual forum Lisbon, Portugal, October 2008.

CFHLA Allied Member of the month – August 2008.

Best Paper Award

Southern Management Association Conference, November 2004.

Charles Kettering Award – the Cooperative Education Association for contributions to the advancement of Cooperative Education

CHRIE Industry Achievement Award – The Council on Hotel Restaurant and Institutional Education for outstanding contributions to the field of Hospitality Education

Paul Harris Fellow – Dr. Phillips Rotary Club for service to the community through Rotary

Refereed Publications:

Markova, G., Dickson, D.R., & Ford, R. C. (2012) Professional associations and members' benefits: What is in it for me? *Nonprofit Management & Leadership*. (accepted).

Dickson, D. R., Nutta, J., & Youngblood, A. (2012). A case study of human resource directors' perceptions regarding the limited English proficiency of employees in the hospitality industry. *Cornell Quarterly*. (submitted).

Curtis, C. R., Upchurch, R. S., & Dickson, D. R. (2012). Rules are only guidelines: A look at prosocial rule breaking in the casual restaurant industry. *Journal of Foodservice Business Research*. (submitted).

Ford, R. C., & Dickson, D. R. (2012). Enhancing customer self-efficacy in co-producing their service experiences. *Business Horizons*, 55(2) p179-188.

Ford, R. C., Edvardsson, B., Dickson, D. R., & Enquist, B. (2012). The service innovation duality challenge: Lessons from Disney and Ikea. *Organizational Dynamics*. (accepted)

- Acharya, P., Ford, R. C., & Dickson, D. R. (2011). Role of individual level factors in reporting service errors. *Journal of Service Management*. (submitted).
- Severt, D., Dickson, D. R., & Aiello, T. (2010). "Who is my doctor? When can I go home? How long do I have to wait?" An investigation of the caregiver perspective to discover potential service design innovations for improving the patient experience through hospitality. *Health Care Management Review*. (submitted).
- Dickson, D. R., Markova, G., & Bohn, T. (2010). Does customer service make a difference? An empirical study of a professional association. *Journal of Applied Management & Entrepreneurship*, 15(3) p62-77.
- Avery, B. & Dickson, D. R. (2010). Insight into amusement park ride and device safety in the United States. *World Hospitality and Tourism Themes*, 2(3) 299-315.
- Milman, A., Okumus, F., & Dickson, D. R. (2010). The contribution of theme park and attractions to the social and economic sustainability of destinations. *World Hospitality and Tourism Themes*, 2(3) 338-345.
- Dickson, D. R. & Ford, R. C. (2010). Founding a science of service: A discussion with IBM's Jim Spoher. *Journal of Applied Management & Entrepreneurship*, 15(3) p94-110.]
- Bardes, M., Ford, R. C., Dickson, D. R., & Folger, R. (2010). Customer mistreatment: A test of the triangle model. *Journal of Service Management*. 15(3), 515-530.
- Allison, P., Severt, D., & Dickson, D. R. (2010). Mystery shopper motivations: A grounded theory analysis. *Journal of Hospitality Marketing and Management*. 19(6), 629-657
- Dickson, D. R. & Nusair, K. (2010). The global hunt for talent in the digital age. *Worldwide Hospitality and Tourism Themes*. 2(1), 86-93.
- Lee, S. & Dickson, D. R. (2010). Increasing learning in the classroom through experiential learning programs outside the classroom. *Journal of Hospitality Education*. 22(3), 27-34.
- Choi, Y. & Dickson, D. R. (2010). Is there benefit to manager training programs?: analysis of employee turnover and exit interview survey responses of a lodging company. *The Journal of Human Resources in Hospitality & Tourism*, 9 (1), 103-116.
- Ford, R. C. & Dickson, D. R. (2008). The father of guestology. *Journal of Applied Management & Entrepreneurship*, 12 (2), 80-99.
- Ford, R., Sivo, S., Dickson, D., Fottler, M., Bradley, K., & Johnson, L. (2006). Aligning internal organizational factors with a service excellence

- mission: An exploratory investigation in health care. *Healthcare Management Review*, 2006 31(4), 1-11.
- Dickson, D. R., Ford, R. C., & Upchurch, R. (2006). A case study in hotel organizational alignment. *International Journal of Hospitality Management*, 25 (3) 463-477.
- Fottler, M., Dickson, D. R., Ford, R., Bradley, K., & Johnson, L. (2006). Comparing hospital staff and patient perceptions of customer service: a Pilot study utilizing survey and focus group data. *Health Services Management Research*, 19 (1) 52-67.
- Dickson, D. R., Ford, R. C., & Laval, B. (2005). The top ten excuses for bad service. *Organizational Dynamics*, 34 (2) 168-184.
- Dickson, D. R., Ford, R. C., & Laval, B. (2005). Managing real and virtual waits in hospitality and service organizations. *Cornell Hotel & Restaurant Administration Quarterly*, 46 (1) 52-68.
- Crotts, J. C., Dickson, D. R., & Ford, R. C. (2005). Do your organizational actions fit your mission? conduct an alignment audit. *Academy of Management Executive*, 19 (3) 54-73.
- Roush, P., LeBruto, S., & Dickson, D. R. (1996). Disney's internship program: Giving students more than a hands-on experience. *FIU Hospitality Review*, 14 (1) 27-35.

Editor:

Co-Guest editor ~ Journal of Applied Management and Entrepreneurship; Volume 17 Number 3, 2012.

Co-Guest editor ~ Journal of Applied Management and Entrepreneurship; Volume 13 Number 3, 2009.

Co-Guest editor ~ International Journal of Service Industry Management; Volume 19 Number 2, 2008.

Grants:

Principal Investigator for Areas, USA grant that awarded the RCHM \$20,000.00 to study the "Merchandise Needs & Wants of Florida Turnpike Service Plaza Visitors." 2010-2011.

Co-Principal Investigator for the Orlando Health Systems Grant that awarded the RCHM \$47,500.00 to study the "Emergency Department Experience" at ORMC 2009-2010.

Co-Principal Investigator for the Doctor Phillips Hospital Grant that awarded the RCHM \$46,500.00 to study the “Hospitalist Experience” 2009-2010

Co-Principal Investigator for the Doctor Phillips Hospital Grant that awarded the RCHM \$96,000.00 for “Enhancing Service Excellence through Patient Advocacy and Skylight.” 2007-2009

Participating in the Dick Pope Institute grant to develop a tourism master plan for Guayas, Ecuador. Taught a ‘Guestology’ seminar to the Guayaquil community, November 2007.

Awarded the 2010 Rosen College of Hospitality Management Research Grant - \$2,000.00

Awarded the 2006 Rosen College of Hospitality Management Research Grant - \$2,000.00

Other Publications:

Developed 14 Tourism Geography vignettes for Tourism by John Walker published in 2010 by Prentice Hall.

“Theme Parks & Attraction” Chapter contributor to The Hospitality Industry: The Greatest Careers Ever, edited by J. Ninemeier & 2005 & 2007 editions

“Theme Parks”. Chapter contributor to Introduction to the Hospitality Industry edited by Robert C. Brymer. (1986 – 2005 multiple editions)

“Wrestling with Title IX” Florida School Law Review. February 2005

Presentations: Peer Reviewed

Dickson, D. R., Ford, R. C., & Acharya, P. (2012). “You Want What from Me?” Employee Provision of Customer Service and Organizational Support Resulting from Organizational Interpersonal (In)Justice. EuroCHRIE, Lausanne, Switzerland. Accepted

Breiter, D. & Dickson, D. (2012). Assessing Attendees’ Attitudes Towards a Special Event: Applying Hedonic-Utilitarian Dimensions. EuroCHRIE, Lausanne, Switzerland. Accepted

Dickson, D., Nutta, J., & Youngblood, A. (2011). Improving Performance Through English Fluency. Euro CHRIE 2011, Dubrovnik, Croatia - October

Dickson, D., Severt, D., & Aiello, T. (2011). Patient Satisfaction ~ Are We Asking the Right Questions? QUIS 12 Ithaca, NY - June.

Ford, R., Dickson, D., & Fottler, M. (2011). Individual factors that predict self reporting of service failures. QUIS 12 Ithaca, NY - June

- “Using the Skylight System to Enhance Service Delivery.” Severt, D. & Dickson, D. R. (2009) QUIS 11, Wolfsburg, Germany. June.
- “A Triangle Model of Mistreatment: Exploring Employee Responses to Customer’s Injustice.” Ford, R. C., Bardes, M., Dickson, D. R., & Folger, R. (2009) QUIS 11, Wolfsburg, Germany. June.
- “Does customer service make a difference? An empirical study of a professional association.” Ford, R. C., Dickson, D. R., & Markova, G. (2008). *Frontiers in Services*, College Park, MD October.
- “The global hunt for talent in the digital age: the role of CV/Resume scanning systems.” Dickson, D. R. & Nusair, K. (2008). EuroCHRIE, Dubai, UAE. October.
- “Extending the experience: enhancing hospitality for hospitals.” Dickson, D. R., Severt, D., Aiello, T., & Noland, K. (2008). EuroCHRIE, Dubai, UAE. October.
- “Customer Service in a Professional Organization.” Ford, R. C., Markova, G., & Dickson, D. R. (2008) Academy of Management, Los Angeles, CA
- “Aligning practices with mission statements: creating accountability in institutions of higher learning.” Dickson, D. R. (2008). World Universities Forum, Davos, Switzerland. January.
- “The Use of Roleplays in Hospitality Education.” With Robin DiPietro & Wifried Iskat. Euro-CHRIE, October 2007, Leeds, United Kingdom.
- “Customer experience path to loyalty.” Severt, D., Dickson, D. R., & Hyung-il, J. (August 2007). ICHRIE Conference, Atlanta, GA.
- “Preparing Students for the 21st Century: A Service Dominant Logic for Management Education.” With Robert C. Ford, David E. Bowen, Mark Davis, & Lynda Aiman-Smith. Academy of Management, August 2007, Philadelphia, PA.
- “Alignment of Mission in Universities” QUIS 10, Orlando, FL June 2007
- “Playing in the Classroom,” Florida/Caribbean CHRIE April 2007, Boca Raton, FL with Robin DiPietro & Wilfried Iskat.
- “The Janus Affect” (with R. Ford & M. Schminke) *Frontiers in Services Conference*, Tempe, AZ. October 2005.
- “Comparing Hospital Staff and Patient Perceptions of Customer Service: A Pilot Study Utilizing Survey and Focus Group Data.” (with R. Ford, M. Fottler, K. Bradley, & L. Johnson) Southern Management Association Conference, November 2004. *Best Paper Award*
- “Service Alignment in Hotels – a Pilot Study.” (with Robert C. Ford) Southern Management Association Conference, November 2004.
- “Aligning Service Practices with Mission.” (with Robert C. Ford) QUIS 9 Karlstad University Sweden June 2004

“Building an Internship Related Curriculum.” (with Taylor Demonte) CHRIE annual conference 2001 Toronto

“Careers in Timeshare.” (with Randy Upchurch) CHRIE annual conference 2000 New Orleans

“Internships for Credit” CEA annual conference 1986 Toronto

Other Presentations to Professional Organizations:

“HR Perspective for Employing Individuals with Disabilities” Panel Moderator – UCF College of Education Council of Administrators of Special Education (CASE) – January 2012

“Recruiting in a Social World” HHRA/CFHLA Seminar – June 2011

“Coaching & Counseling” HHRA/CFHLA Seminar – June 2010

“Careers in Hospitality” CFHLA Teacher’s Academy – June 2010

“Sustainable Tourism.” AMFORHT 40th Forum Paris, 7 December 2009.

“Walking the Talk: Aligning Strategies and Organizational Systems in Hospitality and Tourism Organizations.” (with R. DiPietro) University of Aruba Research Colloquium. February 2006.

“Guestology: A Wave of the Future.” (with R. DiPietro) Two Day Seminar for Aruba Hotel and Tourism Association, August 2006

“Enter the Experience Economy.” (with R. DiPietro & R. Peterson) Aruba Hotel and Tourism Association, April 2006

“Successful Management of Service Organization.” (with C. Dickson & R. DiPietro) Aruba Gastronomic Association Leadership Series. April 2006

“Management Development.” (with C. Dickson & R. DiPietro) Aruba Gastronomic Association Leadership Series. March 2006

“Synergistic Team Building.” (with C. Dickson & R. DiPietro) Aruba Gastronomic Association Leadership Series. February 2006

“The Affect of the Environment on Our Guests.” The Russian Federation 7th International Conference of Hotel & Restaurant Associations, Moscow, Russia, October 13 & 14 2004

“Guestology Does Translate.” The Hostmanship Group, Stockholm, Sweden, June 2004

“The Role of HR as an Advocate.” (with J. Peterson & D. Holloway) CFHLA, September 2004

“Guest Service Management”, Escola Superiore Hotel et Tourisme do Estoril, December 2003

“Labor Management Systems”, Hospitality Financial & Technical Professionals Conference, Orlando, FL, October 2003

“It’s Not Your Fault”, Hotel Food & Beverage Managers (HOTFAB) Conference , Washington, DC, September 2002

“Guestology” presented at the World Congress of The Association Mondial Formation de Holterie et Tourisme (AMFORHT), Marrakech, Morocco, February 8, 2002

“Staffing in the American Hospitality Industry”, SIPSI (Swedish training organization), October 20, 2001

“Why Our Graduates Leave the Industry”, presented at the annual meeting of AMFORHT, Nimes, France, October 9, 2001

“I-9 Requirements, Completion, and Self-audit”, Central Florida Hotel & Lodging Association, Human Resources Series, September 5, 2001

“Maintaining Guest Loyalty in the 21st Century”, The Virtual University (Brazil), June 2001

“Behavioral Interviewing Techniques”, CFHLA HR Series, May 2001

“Staffing in the American Hospitality Industry”, SIPSI (Swedish training organization), March 2001

“Staffing in the American Hospitality Industry”, SIPSI (Swedish training organization), October 2000

“Legal Aspects of Interviewing”, CFHLA HR Series, June 2000

“Changing the Timeshare Recruiting Paradigm”, International Hotel Show, November 1999

“Staffing in the American Hospitality Industry”, SIPSI (Swedish training organization), October 1999

“Using a Recruitment Advertisement Firm”, CHRIE, Miami, FL August 1998

“The Disney Approach”, Young Presidents Organization, Orlando, FL, June 1992

“A View from a Disney Leader”, Volvo Executive Management Team, Orlando, FL, September 1993

“How Lessons from the Theme Park Translate to the Mountains”, Canada Ski West Association, Jasper, SA, Canada, May 1991

“Service – It’s the Only Difference”, Colorado Mountain College, Vail Colorado, October 1990

“International Staffing”, Rollins College International Management Course, Orlando, FL

June 1986

“The Secrets of Mickey”, 5th International Hotel Association Forum, Geneva Switzerland,
November 1985

“Service Makes the Difference”, Hilton International General Managers meeting, Rome Italy,
August 1984

Professional Affiliations:

Vice President – North America, AMFORHT, 1998-present

Member, Advisory Board, HRTA Department, University of Delaware, 1992 to Present

Member, Orlando Hospitality Human Resources Association, 2000-present

Member, The International Institute for Quality and Ethics in Service and Tourism, 1991 to
2001

Member, CFHLA Human Resources Committee, 1997 to present

Member, Advisory Board, Department of Hospitality Management, UCF, 1992-1997

Member, Advisory Board, Department of Hotel & Restaurant Management, Norfolk State
University, 1986-1995

Member, Advisory Board, Department of Hotel & Restaurant Management, Morris Brown
College, 1980-1988

Member, Commission Scholaire, Centre International de Glion, Switzerland, 1992-2000

Member, Executive Board, Association for International Practical Training, 1984-1999

Member, Advisory Board, Department of Hotel & Restaurant Management, Mercyhurst
College, 1984-1988

University Service:

Member – Five-Year External Review Committee (FERC) Department of Marketing –
Montclair State University, Montclair, NJ – May 2011

Member UCF Senate Fall 2008 – Spring 2010

Member Graduate Appeals Committee – Fall 2011 - Present

Rosen College of Hospitality Management

Dissertation Chair ~ Catherine Curtis – graduated Spring 2010

Dissertation Committee ~ Pamela Allison – graduated Spring 2009

Taryn Aiello - current

Matt Boseo - current
Brian Avery – current
Masters' Thesis Committee ~ Kristen Malek (University of South Carolina) – current
Luis Romero - current
Undergraduate Research Mentor ~ Diehpdra Potter - current
Francesca Nutta – graduated Spring 2011
Undergraduate Honors Thesis Committee ~ Katie Rash – graduated Spring 2010
Undergraduate Honors Thesis Committee ~ Samantha Frazier – graduated Spring
2010
Parliamentarian Faculty Assembly 2003 – 2004 & 2006 to 2008; 2009- present
Committee Member – Scholarship, Continuing Education, International, Co-op, &
Appeals

UCF

Co-operative Education Search Committee 2003
Co-operative Education Search Committee 2006

Professional Service:

Central Florida Hotel & Restaurant Association Board of Directors – 2008 – 2011

Central Florida Hotel & Lodging Association – Employee Relations Committee 1997 –
Present

Hospitality Human Resources Association – Represent Rosen College – 2000 - Present

Ad Hoc Reviewer – Journal of Quality Assurance in Hospitality and Tourism 2010 - Present

Reviewer for papers and sessions ICHRIE – 2005, 2006, 2007

Vice President, CHRIE, 1984-1989, Member of the Executive Committee

Vice President, Area Director, Cooperative Education Association, 1982-1990

Workshops & Seminars Attended:

CFHLA Human Resources Series – since 2000

Council on Hotel Restaurant and Institutional Education Annual Conference 1978 – present

Cooperative Education Association Annual Conference – 1982-1994

Leadership Orlando, 1994

Fischer & Price Seminar in Human Resources – September 2001

HHRA Layoff Seminar – November 2001

Leadership in the 21st Century – November 2001

Steven Covey Seminar – January 2002

Deming Quality Management Seminar – August 1993

American Immigration Lawyers Association Conference on Immigration Law - 1986 & 1990

Community Service:

Dr. Phillips Rotary Club – member since 1980, President 1983-84, Sergeant-at-Arms 2005-06

Dr. Phillips YMCA – Board Member 1983-95, Board Chairman 1993-95

Youth soccer coach 1992-2000

International Experience:

Lived and worked in Europe 1970-1975

Created the WDWCo. International Staffing Department

Opening Team – Euro Disney 1991-1992

Traveled Extensively in the World Showcase Countries, Mexico, Norway, China, Germany, Italy, Japan, Morocco, France, Canada, United Kingdom

Basic Knowledge of German, French, & Spanish