

# Michael E. Nalley

## Curriculum Vita

Michael E. Nalley  
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### EDUCATION:

#### **Ph.D. Degree, Business Administration, Northcentral University, 2014**

Concentration: Business Management

Dissertation: "Evaluating the Relationship Between Hotel Employees' Extrinsic and Intrinsic Motivation in Obtaining a CHA Certification to Enhance Professional Development".

#### **M.A. Degree, Organizational Management, University of Phoenix, 1998**

Concentration: Business Management

Thesis: Business plan for startup consulting company, "GSI Consulting"

#### **B.A. Degree, Psychology, University of Central Florida, 1988**

### CERTIFICATIONS:

#### **The Educational Institute of A.H.L.A. (AHLEI)**

- **Certified Hotel Administrator (CHA)**

The Certified Hotel Administrator (CHA®) is the most prestigious certification available to a hotel general manager and hospitality executive in the hotel industry.

- **Certified Hospitality Educator (CHE)**

The Certified Hospitality Educator (CHE®) program is the only professional development opportunity designed for post-secondary hospitality educators around the world.

- **Certified Hospitality Trainer (CHT)**

The Certified Hospitality Trainer (CHT®) certification available to hospitality training professionals who by combining education and experience with dedication to the industry have achieved a high level of expertise.

**Accredited Certification Instructor (ACI)** certification designed to communicate key competencies for the consistent presentation of AHLEI certifications and the facilitation of their program reviews and testing.

#### **The Medallia Institute**

- **Customer Experience Management (CEM)**

The Medallia Operational CEM Certification, available to executive customer service professionals to enhance their knowledge and capability in managing their organization's customer experience to win and grow customers, achieve new levels of operational effectiveness and capture profitable growth.

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### **EXPERIENCE:**

**University of Central Florida      Assistant Professor, Hospitality Management      8/16 – Present**

- Instruct undergraduate courses in Lodging Operations, Brand Management and Guest Services Management.
- Plan semester course programs, develop course curriculum, select text books and additional learning resources
- Document students' attendance, participation, and academic progress by giving and grading assignments, projects, quizzes and/or examinations that lead to a final grade.
- Participate in university, college and department committees, maintain liaisons with appropriate professional groups and industry partners.
- Establish a strong research program focused on leadership, operations management, customer service, industry certification and actively publish in appropriate industry academic journals.
- Counsel and mentor students in matters related to academic success, career goals, and professional development.

**Best Western International      Director, Education, Training & Guest Feedback      05/01-12/15**

- Directed the Education, Training and Guest Feedback departments for the brand; managed the planning, research and facilitation of a range of blended learning solutions for 4200 hundred hotels in over 100 countries.
- Supervised the development and facilitation of training programs; including instructor led regional training, GM/Owner orientation, GM leadership training and the online learning management system (LMS).
- Managed a team of managers and regional based trainers to produce training programs and materials from general industry knowledge to specific positional certifications; provided and delivered to maximize the brand's quality, customer care and member stakeholder value.
- Proactively increased overall operating efficiencies by applying industry, economic and technology trends, best practices and standards.
- Achieved performance objectives by tracking performance to Key Performance Indicators (KPI) and business metrics, analyzing the impact and return on investment (ROI) for all programs.
- Supervised and managed the Guest Satisfaction Survey (GSS) System for the brand utilizing the Medallia tool; maximizing guest survey response and brand utilization of data.
- Provided analysis of GSS brand performance data, aligned training programs with performance gaps and established brand performance standards and dashboards for hotel compliance.
- Defined, implemented and maintained technological and procedural systems in training and guest feedback areas that positioned the Company as a leader in customer care and guest satisfaction.
- Accomplished financial objectives by directing overall budgets for Training and Guest Feedback areas, managed expenses and capital projects to optimize revenue contribution.
- Oversight of HR process for departments, implemented successful hiring, engagement and retention practices, established clear job performance standards, provided feedback and measurement against those expectations.
- Motivated and developed staff, coached for success and provided appropriate development opportunities.



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- I CARE II program
  - Brand wide award winning customer service cultural initiative to increase the level and consistency of hotel service, focused on problem elimination, housekeeping and maintenance. Received international recognition and press for the use of black lights and UV wands in housekeeping operations
- I CARE III program
  - Brand wide customer service cultural initiative to increase the level and consistency of hotel service, enhance customer loyalty, leadership and increase revenue generation
- Healthy Hotel Housekeeper (HHH) Certification
  - Developed program in association with the International Executive Housekeeper Association IEHA. First international hotel industry Executive Housekeeper certification developed, provided as a mandatory requirement for Best Western hotels.
- Over 150 regional training programs 4 to 8 hours in length focused on leadership, customer service, sales, marketing, revenue management and hotel operational departments including housekeeping, front desk, and maintenance.
- Online learning modules ranging from 15 minutes to 4 – 8 hours in length; provided on the brands learning management system (LMS). Focused on customer service, sales, marketing, revenue management and hotel operational departments including housekeeping, front desk, and maintenance.

### **University of Phoenix**

- ISCOM/386: Service Operations Management, April 2015
  - Subject matter expert (SME) on college course development in hospitality management.
- Best Western International Course Articulation
  - Managed integration of course curriculum for articulation with University of Phoenix, total of 15 hours of college credit awarded for Best Western training courses

### **The Educational Institute of A.H.L.A.**

- Certified Hotel Administrator (CHA) Advisor, June 2015
  - Subject matter expert (SME) on the revision and updating of certification core competencies and course materials for the CHA certification.

### **PRESENTATIONS:**

#### **Best Western Brand events (highlights)**

- Over 1000 8-hour training sessions provided throughout North America and Internationally.
  - 1-day regional sessions covering leadership, customer service, sales, marketing, revenue management and hotel operational departments including housekeeping, front desk, and maintenance.
  - Over 75 General Manager programs
    - 5-day program used as a brand orientation to new General Managers and Owners.
    - Introduction to the brand, vision/mission statements, key areas of focus, requirements, resources and training on operational areas to maximize efficiency and effectiveness.
  - Over 150 breakout sessions at the Annual Convention, District and Marketing Co-op meetings
    - 75 minute, 90 minute and 4 hour sessions on brand key performance indicators and key result areas.

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### Industry events

- Breakout sessions, CHART Conference, March 2004, February 2006, July 2013, July 2015
- Certification Panels, at the CHRIE Conferences; Summer conference 2012 & 2013
- Facilitator for Certification Panel at the International New York Hotel Show, November 2013

### The Educational Institute of A.H.L.A Certification Reviews

- Facilitated review classes and proctored exams for the CHA, CHE, CHT, CHSP, CFDM, CMHS, CHS & CGSP certifications.

### TEACHING EXPERIENCE:

University of Central Florida

- HFT-2254 Lodging Operations Management
- HFT-3540 Guest Services Management
- HFT-3540 Guest Services Management (Walt Disney Internship Program)
- HFT-4266 Brand Management

Adjunct Professor, Scottsdale Community College, 1999 -2000

- Introduction to Hospitality Management
- Facilities Management

Guest speaker, University of Central Florida (UCF) Introduction to Hospitality Management class November 2014.

Guest speaker, University of Nevada Las Vegas (UNLV) Masters level Food & Beverage class April 2015.

### INDUSTRY ASSOCIATIONS

Council of Hotel and Restaurant Trainers (CHART)

International Council of Hotel, Restaurant and Institutional Executives (ICHRIE)

American Training and Development (ATD)

### INDUSTRY BOARDS and COMMITTEES

**2011-Present**

**The Educational Institute of A.H.L.A.**

Education and Certification Advisory Committee, Chair

Academic Advisory Committee

Hospitality and Tourism Management Program (HTMP), Judge and Sponsor

**University of Phoenix, School of Business**

**1/12-12/15**

Hospitality Industry Advisory Board Member

**Northern Arizona University**

**1/13-12/15**

MBA-h Advisory Council, Council Member

### CURRENT RESEARCH

- The value of the Certified Hotel Administrator (CHA) certification from a revenue and reputation management perspective.
- The revenue impact of losing/gaining a AAA Diamond for a hotel

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### **RESEARCH INTEREST**

- The value of certification in business operations, use as a resource in professional development and tool in employee training.
- Enhancing the use of Customer Experience Management (CEM) in hotel operations to increase guest loyalty and drive ROI.
- The effect of Social Media on hotel management's attitudes and tactics for successful hotel operations.
- The evolution and use of soft skills in non-traditional service organizations and industries.

### **MILITARY SERVICE**

United States Army Reserve

Sergeant

1983 - 1993