

# Curriculum Vitae

## DR. JOE C. HUTCHINSON

Associate Professor and Chair  
Foodservice & Lodging Management Department  
Rosen College of Hospitality Management  
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Orlando, FL 32819  
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## 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. (2011). Management Consulting in *Hospitality and Tourism: An Introduction to the Industry*, 14<sup>th</sup> Edition, Brymer, R. and Hashimoto (eds.). Kendall/Hunt Publishing, Dubuque, Iowa.

### ***Undergraduate and Graduate Courses Taught***

- Introduction to Hospitality and Tourism
- Restaurant Management
- Case Studies in Restaurant Management
- Restaurant Entrepreneurship
- Restaurant Leadership Strategies and Tactics
- 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***

- Murphy, K., Torres, E., Ingram, W., & Hutchinson, J. Review of high performance work practices (HWPS) literature and recommendations for future research in the hospitality industry. *Journal of Contemporary Hospitality Management* (accepted for publication, 6/30/17)
- Kim, G., Ro, H, Hutchinson, J. & Kwun, D. (2016). The Effect of Jay-Customer Behavior on Employee Stress and Job Satisfaction, *International Journal of Hospitality and Tourism Administration*, 17(1).
- Kizaldag, M., Okumus, B., J., and Hutchinson, J. (2015). Food waste and financial performance: Should Olive Garden drop breadsticks and salad from its menu. *Journal of Hospitality & Tourism Cases*.
- Bujisic, M., Hutchinson, J., & Parsa, H.G. (2014), The effect of ambiance, food, and service quality on restaurant customer behavioral intentions, *International Journal of Contemporary Hospitality Management*, 26(8), 1270-1291.
- Pizam, A., Okumus, F., & Hutchinson, J. (2013). Forming a Long-Term Industry University Partnership: The Case of Rosen College of Hospitality Management, *Worldwide Hospitality and Tourism Themes*, 5(3), 244-254.

- Bujisic, M., Hutchinson, J., & Bilgihan, F. (2014). The Application of Revenue Management in Beverage Operations. *Journal of Foodservice Business Research*, 17(4), 336-352.
- Bujisic, M., Hutchinson, J., & Bilgihan, F. (in press). The Application of Revenue Management in Beverage Operations. *Journal of Foodservice Business Research*, 17(4).
- Wang, Y., Hutchinson, J., Okumus, F., and Naipaul, S. (2013). Collaborative Marketing in a Regional Destination: Evidence from Central Florida. *International Journal of Tourism Research*, 15, 285-297.
- Shani, A., Wang, Y., Hutchinson, J., and Lai, F. (2010). Applying Expenditure-Based Segmentation on Special Interest Tourists: The Case of Golf Travelers. *Journal of Travel Research*, August, 49 (3), 337-350.
- Fan, C., Tian, Y., and Hutchinson (2010). The Impact on Supplier Integration and Organizational Performance. *Journal of International Business Management & Research*, 1(1), 14-28.
- 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 Review***

- Okumus, B., Xiang, Y., & Hutchinson, J. Local cuisines and destination marketing: Cases of three cities in Shandong, China, *Tourism Management*

#### ***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 a 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.