

Scheduling of classes is the responsibility of the Program Coordinator with approval of the Director. The primary consideration for scheduling classes is student need with regard to meeting program or major requirements within a reasonable time frame. In addition, the scheduling of some classes may be determined by the need to serve nontraditional students.

H. **Summer Teaching Assignments**

The Director welcomes requests for summer teaching assignments from all full-time faculty members. Summer teaching cannot be guaranteed to any faculty member and most summer teaching assignments are for a partial load. The size, content, and staffing of summer courses are dictated by budgetary constraints and curricular needs. Within these requirements, faculty members are offered summer teaching assignments on an annual rotation system. Faculty members may elect not to accept a summer assignment.

I. **Other Faculty Duties**

Faculty members are expected to schedule and attend at least five (5) office hours per week (See, University Policy Register 3342-6-18.101). The office hours shall be posted and communicated to the School office as well as to the faculty member's students. If a student, for a legitimate reason or reasons, is unable to meet during the faculty member's scheduled office hours, the faculty member shall make appointments to meet with the student at an alternate time. Part-time and adjunct faculty are expected to be available to students at arranged times as needed.

The university maintains a system enabling students and faculty to communicate via E-mail using @kent.edu e-addresses and a server-system hosted by the university. It is expected that faculty will use this system to maintain communication with students, advisees and other constituencies.

In order to assist in student advising, faculty members should maintain current knowledge of University, College, and School programs and requirements.

Faculty members are expected to participate in recruitment programs, graduation ceremonies and other activities which are appropriate to their role as a faculty member in the School.

J. **Sanctions**

A sanction is a documented corrective action in response to a faculty member's unsatisfactory performance of his/her duties and responsibilities as a member of the faculty. (See, "Sanctions for Cause" in the *Collective Bargaining Agreement*)

K. **Faculty Information System**

All Faculty members are required to prepare and submit an annual workload summary report for the previous academic year. It will include the following items:

1. An updated curriculum vitae submitted via the Faculty/Staff Portal.
2. Course evaluations (provided by the School Director) and syllabi for each course taught.
3. A brief summary of professional activities related to the 24 credit hour workload (e.g., if a faculty member has a 3 hour assignment for program coordination, a brief summary of activities related to their work as a Program Coordinator should be provided; if a faculty member has a 3 hour assignment for research, a brief summary of research activities should be provided).

L. **Faculty Leaves**

All leaves, sponsored or unsupported, personal or professional, are subject to the approval of the Director, the Dean and the Provost. University leaves include but are not limited to:

1. Research leaves.
2. Leaves of absence without pay.
3. Faculty professional improvement leaves.
4. Research/Creative Activity appointments.

M. **Faculty Absence and Travel Policy**

Faculty members who will be absent from campus for professional or personal reasons must submit a *Faculty Absence Authorization Form* with the Director. The request should be made at least one (1) month prior to the planned absence and is subject to the approval of the Director and the Dean. Arrangements for any classes to be missed during the absence must be addressed to the satisfaction of the Director before approval will be granted.

1. **Anticipated Absences**

Anticipated absences might result from attendance at the meeting of a professional organization, scholarly presentation at a conference, conflicting administrative or committee responsibilities, and so forth. When provision cannot be made for the class to be covered by another instructor, direct communication about the anticipated absence should be provided to the School Director or designated representative (e.g., Administrative Assistant). When direct communication with the Director prior to an unanticipated absence is not possible, the faculty member shall submit a written rationale within 10 working days following the absence. In every instance when a class must be cancelled, a *Faculty Absence Authorization Form* must be submitted to, and approved by, the School Director.

2. **Unanticipated Absence**

In rare instances an unanticipated absence may occur, the result of a personal medical condition, illness or death of a family member, or some other emergency. When provision cannot be made for the class to be covered by another instructor, direct communication about the unanticipated absence should be provided to the School Director or designated representative (e.g., Administrative Assistant). When direct communication with the Director prior to an unanticipated absence is not possible, the faculty member shall submit a written rationale within 10 working days following the absence. When such an absence does occur and (following notification from the faculty member) a class needs to be cancelled, School staff will make every attempt to contact students in the class prior to the time it meets, as well as post a notice on the classroom door indicating that the class has been cancelled.

3. **Professional Meetings**

Attendance at professional meetings is encouraged and approved travel expenses incurred in attending such meetings will be reimbursed when approved prior to travel according to the University's travel policies and are subject to the availability of School funds. In general, greater amounts of support will be granted to meeting participants (i.e. those presenting a paper or chairing a session) than to faculty members who simply attend professional meetings.

N. **Faculty Sick Leave**

The Director is responsible for keeping complete records of faculty sick leave; however, faculty members are also required to submit the appropriate sick leave forms to the Director. Sick leave forms should be completed and submitted to the Director within forty-eight (48) hours after an absence.

O. **Outside Employment and Other Outside Activities**

Faculty members may engage in professional activities outside the university provided the activities do not interfere with the faculty member's teaching, research, or service responsibilities to the School, Campus, College or University (*See*, University Policy Register 3342-6-24). These activities must not compete with University activity or the faculty member's employment with the University and must be approved in advance by the Director and the Dean. Each academic year, each faculty member must disclose and seek approval for all outside employment or other outside activities on the form provided by the University. Any outside employment or other outside activities are subject to the Faculty Code of Ethics and the University's conflict of interest policies. (*See*, University Policy Register 3342-6-17 and 3342-6-23)

P. **Copyright Restrictions**

All faculty members should be aware of current copyright laws which restrict the copying of published materials. For further information, contact the University's Office of Legal Affairs.

Q. **Academic Misconduct**

The University policy regarding misconduct in research and scholarship and the Administrative policy and procedures regarding allegations and instances of misconduct in research and scholarship is included in the University Policy Register. (See, University Policy Register 3342-3-05 and 3342-2-05.01)

R. **Office Assignment**

When an office assigned to the school becomes available, faculty will be notified by memorandum at least two weeks prior to the assignment of the office. While the Director may exercise discretionary authority in the assignment of workspace and offices, when possible preference should try to give preference to those at a higher rank (i.e., professor, associate professor, and assistant professor) and when rank is equal, preference may be given based on seniority.

SECTION V
REAPPOINTMENT, TENURE, AND PROMOTION
CONSIDERATION FOR TENURE-TRACK FACULTY

A. Reappointment

The policies and procedures for reappointment are included in the University policy and procedures regarding Faculty reappointment (*See*, University Policy Register 3342-6-16). Each academic year, reappointment guidelines for Kent and Regional Campus Faculty are distributed by the Office of the Provost. Probationary Faculty members are reviewed by the School's Ad Hoc RTP Committee (*See*, Section III of this Handbook). Probationary Faculty are expected to work with the School Director to identify at least one Faculty member each year to visit their class and evaluate their teaching performance. A written report of the evaluation is submitted to the Director for placement in the Faculty member's reappointment file. Probationary Faculty will also create an updated file that is presented to the Director who will make these materials available to the Ad Hoc RTP Committee. Each probationary Faculty member is discussed by the committee, which then votes on the Faculty member's reappointment. The Director independently assesses the accomplishments of each probationary Faculty member and forwards her/his recommendation and the committee's recommendation to the Dean. The Director informs probationary Faculty of the committee's recommendation and provides a copy of her/his recommendation to the Dean. Probationary Faculty members who are not to be reappointed must be notified according to the schedule established in the *Collective Bargaining Agreement*. For Faculty members whose appointment is in the Regional Campuses, recommendations on reappointment from the Director are forwarded to the Dean and the appropriate Regional Campus Dean.

For probationary Faculty, reappointment is contingent upon demonstration of adequate progress toward the requirements for tenure. Moreover, the Faculty member must have established and articulated short and long term plans for achieving these goals. For Faculty members following the traditional tenure clock for Assistant Professors, the review after completion of three (3) full years in the probationary period at Kent State University is particularly critical. Upon completion of the third year of the probationary period, Faculty reviewing a candidate for reappointment should consider the record of the candidate's achievements to date. This record should be considered a predictor of future success. The hallmark of a successful candidate is compelling evidence of the potential to have an impact upon the discourse of her/his discipline. This record can be demonstrated through peer reviewed work and other significant scholarly contributions in one or more established lines of inquiry, as well as a clear and focused plan for building on this work. Specific concerns expressed by the Ad Hoc RTP Committee and/or the Director during this stage of the probationary period should be addressed by the candidate in subsequent reappointment reviews. Finally, a sound ethical approach to all aspects of teaching, research, publication, and the academic profession is expected of all who seek reappointment in the School. An overall evaluation of a candidate for reappointment must include consideration of the Faculty member's professional behavior as recognized by the University community. A candidate who fails to demonstrate likely success in the tenure process will be notified according to the

official University policy timeline that she/he will not be reappointed.

In the event that concerns about a candidate's performance are raised during the reappointment process, the Ad Hoc RTP Committee and the Director shall provide detailed, prescriptive comments to serve as constructive feedback. If such concerns arise during a review that occurs after completion of three (3) full years in the probationary period, the Director, in consultation with the FAC, will advise and work with the candidate on a suitable, positive plan for realignment with the School's tenure and promotion expectations; however, the candidate is solely responsible for her/his success in implementing this plan.

From time to time, personal and/or family circumstances may arise that require an untenured Faculty member to need to request that her/his probationary period be extended. Upon request, a Faculty member may be granted an extension of the probationary period which has been traditionally called "tolling" or "stopping the tenure clock." The University policy and procedures governing modification of the Faculty probationary period is included in the University Policy Register. (*See*, University Policy Register 3342-6-13)

B. Tenure and Promotion

The policies and procedures for tenure are included in the University policy and procedures regarding Faculty tenure (*See*, University Policy Register 3342-6-14) and the policies and procedures for promotion are included in the University policy and procedures regarding Faculty promotion (*See*, University Policy Register 3342-6-15). Each academic year, tenure and promotion guidelines for Kent and Regional Campus Faculty are distributed by the Office of the Provost. Tenure and promotion are separate decisions. The granting of tenure is a decision that plays a crucial role in determining the quality of university Faculty and the national and international status of the University. The awarding of tenure must be based on convincing documented evidence that the Faculty member has achieved a significant body of scholarship that has had an impact on her/his discipline, excellence as a teacher, and has provided effective service. The candidate is also expected to continue and sustain, over the long term, a program of high quality teaching, scholarship and service relevant to the mission of the candidate's academic unit(s) and to the mission of the University. Tenure considerations can include evaluation of accomplishments prior to arrival at Kent State University to examine consistency in research and publication productivity, grant proposals submitted but not funded, proposals submitted, papers in press, students advised, along with any other materials that may reflect on the candidate's potential for a long-term successful career. The tenure decision is based on all of the evidence available to determine the candidate's potential to pursue a productive career. On the other hand, promotion is recognition based on a candidate's accomplishments completed during the review period and promotion decisions are based on papers published and in-press, grants received and students served through committee work and/or graduated during the review period, as well as teaching evaluations and service to the University and the profession.

Consideration for promotion to Professor differs from consideration for promotion to

Associate Professor. Promotion to Associate Professor is recognition for establishing a career likely to achieve national/international prominence as evidenced by a record of scholarly work (refereed articles, books, grants, etc.) appropriate to the Faculty member's respective field. Promotion to Professor recognizes the highest level of university achievement and national/international prominence, which must include record of scholarly work (refereed articles, books, grants, etc.) of sufficient quality and quantity necessary to demonstrate increased prominence in and impact in the Faculty member's respective field. Finally, a sound ethical approach to all aspects of teaching, research, publication, and the academic profession are expected of all who seek tenure and promotion in the School. The overall evaluation of a candidate for tenure and promotion shall include consideration of the Faculty member's professional behavior as recognized by the University community.

C. **Criteria for Tenure and Promotion**

The Ad Hoc RTP Committee shall consider the following areas of Faculty performance when making recommendations on tenure and promotion. The tables and text below are designed to facilitate assessment of performance of those candidates who are being evaluated for tenure and promotion. During the probationary period, these tools should be used for developmental assistance and projection of future success in achieving tenure and promotion.

Tables 1 (A and B), 2, and 3 provide guidelines for the assessment of a Faculty member's performance and a rating scale for use in the evaluation of candidates. For promotion from Assistant to Associate Professor the Faculty member must meet the criteria for a "Level III" rating in scholarship and a "Level II" rating in teaching. University citizenship must at least meet the minimum School criteria as outlined in Table 3. These same categories and assessment tools apply for tenure decisions. A candidate for promotion to Professor must meet the criteria for a "Level IV" rating in scholarship and a "Level III" rating in teaching. University citizenship must exceed the minimum School criteria. A candidate for promotion to Professor may not have equal activity in scholarship, teaching and service as he/she becomes more specialized.

In the School of Foundations, Leadership, and Administration "scholarship" is broadly defined to include research, scholarly and creative work. For the purposes of this School "service" is broadly defined to include administrative service to the university, professional service to the Faculty member's discipline(s) or field(s) of study, and the provision of professional expertise to public and private entities beyond the university.

1. **Scholarship**

Scholarship is an essential and critical component of University activity. The originality, quality, impact and value of the work must be assessed. To assist this process, the candidate shall submit the names of at least five (5) experts in her/his field who are considered capable of judging the candidate's work. The School Director will then choose at least three (3)

individuals from this list and request they review the candidate's materials.

In addition, the candidate must provide the Ad Hoc RTP Committee with suitable and informative descriptive evidence of his/her scholarly activity. This must include refereed scholarly publications and candidates should strive to have a sustained record of publication with emphasis on lead and/or sole authorship. In addition to scholarly publications and grant funded research appropriate to the discipline and the rank for which the candidate is being considered, other scholarly activities including but not limited to serving on national grant review bodies, presenting at refereed professional meetings, chairing society committees, and presenting papers before learned societies should be considered. These later activities complement scholarly publications. Faculty members are expected to hold membership in professional societies, attend and participate in institutes and seminars, organize institutes, seminars, and workshops, insofar as such activities enhance their professional competency (See Table 1A for expectations regarding tenure and promotion).

Standards for the Evaluation of Scholarship and Research:

All Faculty of the School are expected to demonstrate the impact of their scholarly activity. The contextual statement is the vehicle for narrating the evolution of one's line of inquiry, discussing the impact of one's scholarship, and providing a rationale for decisions about the dissemination of one's work (e.g., audience). A Faculty member seeking tenure and/or promotion must also provide evidence of the impact of his/her scholarship in one or more of the ways listed in Table 1B. Some forms of evidence listed may be more appropriate than others at different stages of the tenure and/or promotion process. In turn, the members of the School's Ad Hoc RTP Committee and the Director shall evaluate a candidate's record in light of the School's expectations for a successful tenure decision.

Table 1A. Scholarship and Research Expectations for Faculty Standing for Promotion and Tenure

Recognition	Quality and Impact of Scholarly Work
<p>Level 4 (Promotion to Full Professor):</p> <p>Nationally or internationally recognized research program</p>	<p>The candidate has a nationally and/or internationally-recognized research program, demonstrated by a sustained record of scholarly work that has had an impact on the candidate's field.</p> <p>Examples of scholarly work include a sustained record of refereed publications¹ with emphasis on lead and/or sole authorship, invited publications in leading or key publishing venues, grant² writing activity appropriate for the discipline, (invited) presentations at national and/or international conferences, and awards/recognition from scholarly organizations.</p>
<p>Level 3 (Tenure and Promotion to Associate Professor):</p> <p>Emerging nationally or internationally recognized research program</p>	<p>The candidate has established an emerging nationally and/or internationally-recognized research program, demonstrated by a record of scholarly work that is beginning to have an impact in the candidate's field.</p> <p>Examples of scholarly work include a sustained record of refereed publications¹ with emphasis on lead and/or sole authorship and grant² writing activity appropriate for the discipline, presentations at national and/or international conferences.</p>
<p>Level 2 (Pre-Tenure/Promotion to Associate):</p> <p>Developed research program with some evidence of an emerging nationally-recognized research program</p>	<p>The candidate is developing an emerging nationally-recognized research program, demonstrated by a record of scholarly work that has an emerging impact in the candidate's field.</p> <p>Examples of scholarly work include publications¹, grant² writing appropriate for the discipline, and presentations at professional meetings. The candidate's body of scholarly work includes several refereed publications and is developing a sustained record of publication with an emphasis on lead and/or sole authorship.</p>
<p>Level 1 (Pre-Tenure/Promotion to Associate):</p> <p>Emerging research program</p>	<p>The candidate is developing a research program, demonstrated by a record of scholarly work that is related to the candidate's field.</p> <p>The candidate's body of scholarly work includes some refereed publications or meeting presentations.</p>

Note: definitions in footnotes below refer to the meaning of "publications" and "grants" throughout Table 1 A.

¹Includes: published and in-press papers in peer-reviewed journals of recognized quality (See Table 1B), books, and book chapters. Evaluation of publication record will include an assessment of quality and impact on the field as well as quantity. Papers of exceptional length, impact and quality are given particular consideration.

²Refers to internal or external extramural funding where the role of the faculty member in securing the funding is clearly demonstrated and which are of sufficient magnitude to fully support research at a level and duration appropriate for the discipline. Grantsmanship should be commensurate with the field of research with the recognition that the dollar amount of awards varies among fields.

Table B: Approaches to Providing Evidence of Impact of Scholarly Work

Approach A	Number of times your work was cited.
Approach B	Acceptance rate of the journals in which you have published.
Approach C	Impact factors of the journals in which you have published.
Approach D	Circulation rates of the journals in which you have published.
Approach E	Indicate the ranking of each of the journals in which you have published as a first tier, middle tier, or lower tier journal. This ranking must be accompanied by a program area produced list of journal rankings that is updated yearly.

2. Teaching

Rooted in the teaching mission of the University, Kent State University has a Faculty that is well-prepared and committed to providing high quality lifelong learning. Candidates for tenure and/or promotion must develop and sustain creative and innovative approaches to teaching and facilitating student learning in a variety of contexts. The following items are required components of tenure and promotion files:

- Student evaluations (including student comments).
- Analysis and reflection on the student evaluation data.
- Peer reviews of teaching.
- Statement of teaching philosophy.
- Representative syllabi.

In addition to providing supporting narrative in one's contextual statement, candidates must also demonstrate their reflection on teaching practice through various means. These may include, but are not limited to evidence presented in Table 2.

Standards for the Evaluation of Teaching.

Consideration for promotion to Professor differs from consideration for promotion to Associate Professor.

Candidates standing for promotion to Associate Professor and Tenure must provide evidence of good to excellent student and peer evaluations of teaching and several examples of engagement in activities listed in Table 2, Level II that extends beyond the activities expected at Level I.

Candidates standing for promotion to Full Professor must provide evidence of excellent peer evaluations of teaching, a pattern of consistently strong student evaluations and several

examples of engagement in activities listed in Table 2, Level III that extends beyond the activities expected at Level II.

Table 2. Scholarship of Teaching Expectations and Evidence for Faculty Standing for Promotion and Tenure

Recognition	Evidence
Level III (Promotion to Full Professor): Teacher Scholar Leader	<ul style="list-style-type: none"> • In addition to several examples of evidence from the previous two levels candidates should have several examples of documented evidence in these areas: • Excellent peer evaluations • A pattern of consistently strong student evaluations • Developing community partnerships for learning contexts that is appropriate to their discipline(s) or field(s) of study.
Level II (Tenure and Promotion to Associate Professor): Teacher Scholar Innovator	<ul style="list-style-type: none"> • In addition to several examples of evidence from the previous level candidates should have several examples of documented evidence in these areas: • Developing curricula • Developing teaching-related publications and presentations • Involving students in research • Advising and mentoring students, including on capstone projects (e.g., dissertations, master's theses, honors theses)
Level I (Pre-Tenure/Promotion to Associate): Emerging Teacher Scholar	<ul style="list-style-type: none"> • Co-advising students on capstone projects (e.g., dissertations, master's theses, honors theses) • Engaging in effective teaching practices • Participating in faculty professional development • Developing sample assignments, assessments, and other teaching artifacts • Good peer evaluations • Good student evaluations

3. Service and Citizenship to the University and Professional Organizations

For the purposes of this policy “service” is broadly defined to include administrative service to the university, professional service to the Faculty member’s discipline, and the provision of professional expertise to public and private entities beyond the university.

A Faculty member's contributions as a University citizen include service to the School, the

Campus, the College, and the University. Being an active citizen of the School, Campus, College and University is expected and valued; however, service of any magnitude cannot be considered more important than a candidate's research and other scholarly activity and instructional responsibilities.

At the School level, important components of citizenship include active committee participation, participation in Faculty and graduate student recruitment, seminars, School meetings and seminars, etc. Committee participation and engagement are expected at the University and College level although the extent of this service will vary depending on the rank of the candidate. These expectations increase during the Faculty member's career and, therefore, candidates for promotion to Professor will be held to a higher standard in relation to these activities.

The merits of University service should be evaluated as to (1) the nature of the initiatives of the committee, (2) whether or not the candidate chaired the committee listed, and (3) the importance of the service to the mission of the unit served.

Faculty members are expected to hold membership in professional societies; attend and participate in institutes, seminars, and academic conferences; and organize institutes, seminars, workshops, and academic conferences insofar as these activities enhance their professional competency. Examples of this kind of service and citizenship include reviewing manuscripts and conference proposals, obtaining leadership roles in professional organizations, serving on national grant review bodies, chairing society committees, and so forth.

In the School of Foundations, Leadership, and Administration, Faculty members are sometimes expected to be involved in public outreach and other forms of professional service. These expectations increase during the Faculty member's career and, therefore, candidates for promotion to Professor will be held to a higher standard in relation to these activities. Recognitions from learned societies are expected for candidates for promotion to Professor. These could include, for example, election to office, editorial board membership, editorship, as well as service to federal/state institutions, service on federal proposal panels, site visits, and other research related activities

Candidates should delineate service on their CV and provide any explanatory narrative in their contextual statement. Candidates can provide supporting documents as evidence of service as necessary.

Table 3. Assessment of University Citizenship for Promotion and Tenure.

Citizenship Assessment	Examples of Accomplishments Corresponding to the Assessment Score
Exceeds obligations	Significant role in School/Campus, College and/ or University as evidenced by productive service on committees, active participation in significant events, effectively chairing committees, specific administrative assignments, meaningful public outreach and/or other professional service.
Meets obligations	Meets the minimal School/Campus, College and/or University obligations, minimal involvement in public outreach and other professional service.
Does not meet obligations	Does not actively participate in significant School/Campus events, very little or no involvement in public outreach and professional service.

D. Criteria for Tenure and Promotion of Tenure Track Faculty of Regional Campuses

Regional campus candidates for promotion and tenure will be reviewed both at the unit and regional campus level according to the University Policy and Procedures outlined in the *Collective Bargaining Agreement* (Addendums B and C).

The University Policy regarding Faculty tenure and promotion outlined in the *Collective Bargaining Agreement* recognizes that different Faculty roles and rank may foster differential weighting of criteria. The School of Foundations, Leadership and Administration recognizes that there may be differences in both mission and teaching load at the Regional Campuses. These differences will be recognized and considered during deliberations and evaluation of Regional Campus Faculty. The following differential application and weighting of criteria will be considered when evaluating Regional Campus Faculty:

- 1) Documented evidence of quality scholarship of research is necessary for promotion in rank but expectations of quantity can be less than that expected of Kent Campus Faculty; and
- 2) Greater consideration will be given to the scholarship of teaching and university service activities. In terms of service activities Faculty will need to provide evidence of sustained and significant contributions to the university, profession, or community, active membership in at least one campus committee, one college/ department/ university/ community committee, and one learned society or professional association.

SECTION VI

RENEWEL OF APPOINTMENT, THIRD-YEAR FULL PERFORMANCE REVIEW AND PROMOTIONCONSIDERATIONS FOR NON-TENURE TRACK FACULTY

A. **Renewal of Appointment**

Appointments for full-time non-tenure track (NTT) faculty are governed by the applicable *Collective Bargaining Agreement* and are made annually. Renewal of appointment is contingent upon programmatic need, satisfactory performance of previously assigned responsibilities, and budgeted resources to support the position.

B. **Full Performance Reviews**

The full performance reviews of NTT faculty who are in their third or sixth year of consecutive employment are governed by the applicable *Collective Bargaining Agreement*. Each academic year, guidelines for the full performance reviews for NTT faculty at the Kent and Regional Campus are distributed by the Office of the Provost. The full performance review concludes with the College level's of review and determination. The period of performance to be reviewed is the three (3) full academic years of consecutive appointments including that portion of the third appointment which is subject to evaluation and assessment at the time of the review.

The following guidelines are provided to assist bargaining unit members in the preparation of the documentation to be submitted for the Full Performance Review. The Full Performance Review file for NTT faculty in the School of Foundations, Leadership and Administration will include the following items:

- a. A self-evaluation providing an assessment of the candidate's teaching during the period under review, as well as the candidate's performance of other responsibilities, if any;
- b. An up-to-date curriculum vita;
- c. The syllabi for courses taught during the period under review;
- d. The Evaluation Summaries of Student Evaluations of Instruction (SEI)/Student Surveys of Instruction (SSI) for all courses taught during the period under review; and
- e. Peer evaluations of teaching at the invitation of the candidate being reviewed.

At his/her discretion, the NTT faculty member may include other materials which document his/her responsibilities during the period under review.

NTT faculty will submit an updated file that is presented to the Director who will make these materials available to the Ad Hoc RTP Committee. Each NTT faculty member is discussed by the committee which votes on a recommendation for renewal of the faculty member's appointment. The Director independently assesses the accomplishments of each NTT faculty member and forwards to the Dean her/his recommendation and the committee's recommendation. The Director informs the NTT faculty member of the Ad Hoc RTP Committee's deliberations and provides the faculty member a copy of the recommendation that the Director sends to the Dean. NTT faculty members whose appointments will not be renewed must be notified by the timelines established in the applicable *Collective Bargaining Agreement* whether lack of adequate satisfaction with performance or the absence of anticipated continuing programmatic need or budgeted resources to support the position is the reason.

The overall evaluation during the full performance review shall include consideration of the faculty member's professional behavior as recognized by the University community. A sound ethical approach to all aspects of teaching, research, publication, and the academic profession is expected of all who seek renewal of appointment in the School. Recommendation for a successful full performance review shall be based on the following criteria:

Performance: To be assessed on the performance of assigned duties and responsibilities associated with the assigned track of the candidate (Instructional, Clinical, Practitioner or Research).

Professional Development: To be assessed as it relates to the assigned track of the candidate.

University Citizenship: To be assessed as it relates to the assigned track of the candidate.

Evidence of significant accomplishments in both Performance and Professional Development is required. Accomplishments and/or contributions in the area of University Citizenship are neither required nor expected, but will, when they exist, contribute to the NTT faculty member's overall record of accomplishments.

C. **"Simplified" Performance Reviews**

NTT faculty members who are in their ninth year of consecutive employment and any subsequent third year of consecutive employment thereafter (e.g., 12th, 15th, 18th, *et. seq.*) must successfully complete a "simplified" performance review as described in the applicable *Collective Bargaining Agreement*. Each academic year, guidelines for the "simplified" performance reviews for NTT faculty are distributed by the Office of the Provost. The "simplified" performance review concludes with the College's level of review and determination. The period of performance to be reviewed is the three (3) full academic years of consecutive appointments including that portion of the third appointment which is subject to evaluation and assessment at the time of the review. NTT faculty who must complete a

“simplified” performance review will submit documentation as described in the *Collective Bargaining Agreement*.

D. Full-time Non-tenure Track Faculty Promotion

Promotion of NTT faculty is governed by the applicable *Collective Bargaining Agreement*. A promotion is recognition of a faculty member’s sustained contributions and distinguished service to the University. Beginning in the academic year 2011-12, NTT faculty members who have completed at least six (6) consecutive years of service and at least two (2) successful full performance reviews may apply for promotion at the time of their second full performance review or with any scheduled performance review thereafter. Promotion is from rank to rank and is sequential. Candidates for promotion shall submit a promotion file consisting of the following materials:

- a. Curriculum vitae;
- b. Narrative supporting the rationale for promotion;
- c. Peer review(s) of teaching at the invitation of the candidate being reviewed;
- d. Summary sheets for Student Surveys of Instruction for candidates who have instructional assignments;
- e. Workload statements for at least the past three academic years; and
- f. Other materials supporting the request for promotion.

Promotion files must be submitted to the appropriate College office by the second week of the spring semester in which the bargaining unit member is applying for promotion. For promotion to the rank of Associate or Professor a faculty member must hold the terminal degree in his/her field. For promotion to Associate or Senior Lecturer the terminal degree is not required. Recommendation for promotion shall be based on the following criteria:

Performance: To be assessed on the performance of assigned duties and responsibilities associated with the assigned track of the candidate (Instructional, Clinical, Practitioner or Research).

Professional Development: To be assessed as it relates to the assigned track of the candidate.

University Citizenship: To be assessed as it relates to the assigned track of the candidate.

Evidence of significant accomplishments in both Performance and Professional Development is required for promotion. Accomplishments and/or contributions in the area of University Citizenship are neither required nor expected, but will, when they exist, contribute to the bargaining unit

member's overall record of accomplishments. The College's Non-Tenure Track Promotion Advisory Board (NPAB) shall be composed of NTT faculty representatives. The NPAB will review the applications for promotion and make a recommendation to the Dean.

SECTION VII FACULTY EXCELLENCE AWARDS

Faculty Excellence Awards are established pursuant to the applicable *Collective Bargaining Agreement*. Procedures and timelines for determining Faculty Excellence Awards for any given year shall be conducted in accordance with guidelines issued by the Office of the Provost.

Faculty Excellence Awards (Merit).

During years that the university allocates funds for Faculty Excellence Awards (FEA), faculty members shall receive notice from the School Director of the requirements for the documentation of requests for FEA's and the due date for the submission of this documentation. In accordance with the Collective Bargaining Agreement, two broadly-defined areas of demonstrated Faculty excellence, are to be recognized through Faculty Excellence Awards: (1) the *Scholarship of Teaching/University Citizenship*, including student advisement and efforts in support of student recruitment and retention activities of the unit/campus, college, and/or University; and (2) demonstrated productivity and substantiated achievement in the *Scholarship of Research*.

Faculty may apply in either or both categories. Each faculty member who applies for an excellence award must provide a current vita and summary evidence of her or his performance for consideration. Unlike promotion and tenure files, actual documentation for merit need not be submitted unless the summary is unclear or is questioned. Works considered "in press" can be included in the evaluation. Faculty are responsible for submitting their documentation materials, in accordance with departmental guidelines (established by the FAC), to the School Director by the due date.

The FAC is the representative body charged with recommending to the Director the criteria and procedures for FEA evaluations. There is no fixed number or percentage of faculty who should receive awards.

Procedures for Determining Faculty Excellence Awards.

The rating scale used for FEA's is: Not Meritorious; Meritorious; and Outstanding Meritorious. Each FAC member will rate the applicant's file in the appropriate category on a 1-7 point scale. Ratings at the low of the scale will be associated with work that may meet expectations in a category but is not considered as having reached a meritorious level. Ratings in the middle of the scale will be associated with work that is considered to have reached a meritorious level. Ratings at the high end of the scale will be associated with work that is considered to have greatly exceeded expectations in a category and would be considered as being outstanding meritorious. The School's Administrative Assistant will assign a code to each file and prepare a randomized anonymous matrix of average rankings for candidates applying for merit in each category. In determining the average rankings for each applicant, the highest and lowest ranking will not be considered. Clusters within the distribution of rankings will be unanimously agreed upon by the FAC. The same dollar

allocation will be made to members of the faculty within each cluster. Each faculty member in the outstanding meritorious category will receive 2 units of the total allocation. Faculty members rated as being in the meritorious level would receive 1 unit of the total allocation. The FAC will make recommendations regarding allocations to the School Director who will then make final decisions related to these allocations. The School Director will assign dollar amounts to each successful applicant when preparing the School's recommendations for FEA's to the Dean.

Faculty will be notified in writing by the School Director of the preliminary determination of her or his FEA. Prior to forwarding a final determination as to Faculty FEA's, a faculty member may make a request for reconsideration in writing to the FAC. The FAC will review any requests for reconsideration and make a final recommendation to the School Director.

SECTION VIII
FACULTY GRIEVANCE AND APPEAL PROCEDURES

A. Informal Procedure

Any faculty member who believes that he/she may have a grievance is strongly encouraged, before initiating a formal grievance or appeal, to talk with the Director about any issue(s) of concern. The Director may seek the advice and recommendation of individual faculty members or faculty advisory groups in seeking informal resolution of a dispute or complaint.

B. Formal Procedure

Formal procedures for addressing grievances affecting the terms and conditions of employment of faculty are described in the applicable *Collective Bargaining Agreement*. Disputes involving substantive academic judgments are subject to a separate academic appeals process governed by the applicable *Collective Bargaining Agreement*.

Faculty grievances that are not directly related to the terms or conditions of employment and are not academic appeals are appropriately addressed within the School, whenever possible. The Director and/or faculty members will initiate an informal dialogue with all parties involved in a dispute and strive to reach a resolution agreeable to all parties.

SECTION IX STUDENTS

Students, both undergraduate and graduate, are of primary concern to all faculty members, and students' academic needs are of primary importance to the School. Students participate in various School committees including the Curriculum Committee and various ad hoc committees where students' viewpoints are useful and appropriate. Student appointments to committees are made by the Director in consultation with the FAC and the faculty members involved in and affected by a specific committee's work.

A. Advising

Faculty are required to advise and counsel undergraduate and graduate students on academic matters. General advising at the undergraduate level is coordinated by the Director of the Vacca Office of Student Services who serves as the School representative for College and University functions related to undergraduate programs and activities. Individual faculty members are responsible for providing academic counseling to undergraduate students assigned to them and to other undergraduate students who seek such advice, as needed. Student advising at the graduate level is conducted by the student's "major professor" and the student's dissertation committee members.

B. Student Academic Misconduct

The University's **Administrative policy regarding student cheating and plagiarism** is included in the University Policy Register. (See, University Policy Register 3342-3-01.8)

C. Student Grievances and Academic Complaints

The University's policies and procedures which govern student grievances and student academic complaints are included in the University Policy Register. (See, University Policy Register 3342-4-02.102, 3342-02-3 and 3342-8-01.4)

D. Transfer Credit Procedure

Transfer credit for Undergrad students is evaluated by advisors from the Vacca Office of Student Services in the College of Education, Health and Human Services. Program area faculty are consulted when evaluations require additional content area considerations.

Graduate transfer credit is evaluated according to the process described in the current Graduate School Catalog. Both master's and doctoral transfer credit may be accepted if the criteria are met and the student's adviser, the Graduate Studies Committee, and the Dean approve the transfer credit.

E. Privacy of Student Records

The Director is responsible for ensuring that all members of the School comply with all laws and University Policies which govern the privacy of student education records, including but not limited to the Family Educational Rights and Privacy Act (FERPA). These regulations require, among other things, that faculty members keep thorough academic records and forbid the posting of grades by name, social security number or any other system which might identify a student with her/his education record. For further information, contact the University's Office of Legal Affairs.

F. **Student Evaluations**

All courses are evaluated each semester, including summer sessions, using the approved Student Survey of Instruction (SSI). Faculty must provide an opportunity for students to evaluate their courses within the last two weeks of the semester following the university policies and procedures. The School Administrative Assistant arranges for the appropriate scoring of SSIs according to the approved group norms for the School. SSIs are not available to individual faculty members until after grades are submitted to the Registrar. SSIs and the results are maintained the School office and are available for faculty review. SSIs for Regional Campus faculty are administered and maintained by the campus at which the course is taught.

SECTION X CURRICULAR POLICIES AND PROCEDURES

A. Curricula

Curricular changes for programs may be proposed by any faculty member within a program area. Proposals must first be reviewed and voted on at the program level. Proposals supported at the program level are submitted to the School Curriculum Committee for review and if recommended by a majority, the proposal is forwarded to the Director whose recommendation is sent to the College for consideration.

B. Final Exams

Final examinations in all courses must be offered at the time and date specified in the University's schedule of final examinations. Changes of the time and/or date of a final examination require prior approval of the Director and the Dean, but in any case, the exam must also be offered at the time scheduled and publicized by the University for those students who desire to take the exam at that time.

C. Grades

Faculty members must inform students of their progress throughout the semester. Grades are a faculty member's responsibility and should be assigned fairly and objectively. Submission of final grades must comply with University Policy, including but not limited to the deadline for the timely submission of grades. Failure of faculty members to provide grades in compliance with University Policy will be taken into consideration in reappointment, promotion, tenure and merit decisions.

Materials used in computing grades (e.g., exams, papers, reports, etc.) should be retained by the faculty member for five (5) years after final grades are submitted. Students have a right to inspect the written work performed during a course and discuss the grade with the faculty member.

D. Audits

Students may audit any course subject to space availability and approval of the Director. Faculty members have the discretion to determine conditions and requirements for the audit.

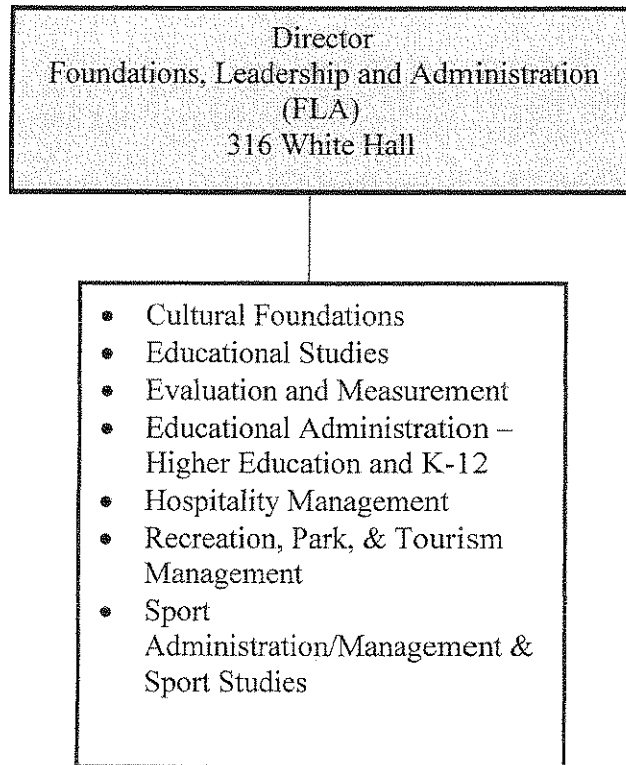
SECTION XI

HANDBOOK MODIFICATION, AMENDMENT AND REVISION

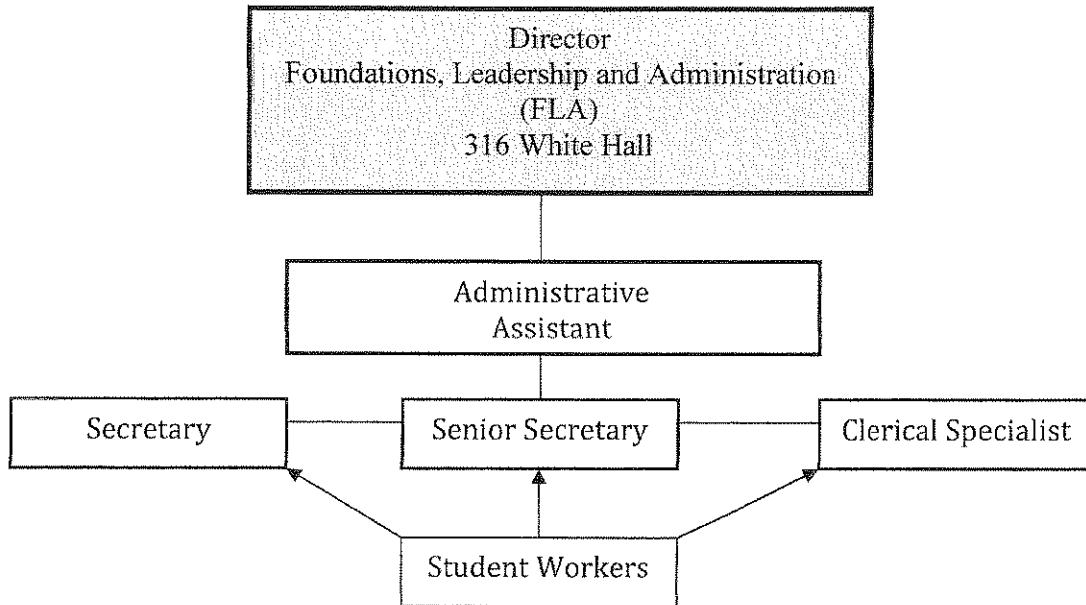
The implementation, modification, amendment and revision of this Handbook are governed by the applicable *Collective Bargaining Agreement*. The School faculty will review and update this Handbook, as needed, but at least every three (3) years. Suggestions for modifications or amendments to the Handbook may be initiated at any time by the Director or by any faculty member. Proposed modifications or amendments are subject to discussion, revision, and recommendation by the FAC. When a proposed modification or amendment involves a major change in School policy or practice the Director may seek the recommendation of the entire faculty. If the Director concurs with a proposed modification, amendment or revision, he/she will recommend the change(s) to the Dean. All modifications, amendments and revisions of the Handbook require the approval of the Dean. In reviewing this Handbook the Dean may request revisions before lending final approval. If these revisions are not adopted by the School, the Dean shall consult the CAC with regard to the provision(s) in dispute before making a final determination and certifying final approval of the Handbook. Further, the Dean may direct that the Handbook be modified, amended or revised to reflect changes in College or University policy.

APPENDIX A

Foundations, Leadership and Administration Academic Organization



Foundations, Leadership and Administration
Administrative Organization



Appendix G

Curriculum vitae of the Hospitality Management faculty

NING-KUANG CHUANG

Hospitality Management Program, School of
Foundations, Leadership, & Administration
Kent State University, Kent, OH, 44224
Tel: (330) 672-2303 E-mail: nchuang@kent.edu

EDUCATIONAL BACKGROUND

Ph.D. in Hospitality Administration (May, 2005)
Department of Nutrition, Hospitality, and Retailing
College of Human Sciences, Texas Tech University, Lubbock, TX

M.A. in Food Studies and Food Service Management (January, 1997)
Department of Nutrition, Food Studies, and Public Health
The Steinhardt School of Education, New York University, New York, NY

B.S. in Hospitality Management (May, 1995)
Department of Hospitality and Tourism Management
College of Consumer and Family Sciences, Purdue University, West Lafayette, IN

PROFESSIONAL EXPERIENCE- ACADEMIC

- Assistant Professor, Hospitality Management Program, School of Foundations, Leadership, & Administration, Kent State University, Kent, Ohio (August, 2005 – present)
- Graduate Part-Time Instructor, Department of Nutrition, Hospitality, and Retailing (DNHR), Texas Tech University, Lubbock, Texas (February, 2004 – May, 2005)
- Research/Teaching Assistant, DNHR, Texas Tech University (August, 2001 – February, 2004)
- Instructor, Department of Leisure, Recreation, and Tourism Management, Southern Taiwan University of Technology, Taiwan (August, 1999 – July, 2001)
- Part-Time Instructor, Department of Restaurant and Hotel Management, Chung-Hwa University, Taiwan (August, 1998 – July, 1999)

PROFESSIONAL EXPERIENCE- INDUSTRY

- Executive Assistant and Hotel Opening Team Member, Hotel Royal Hsinchu, Taiwan (April, 1998- July, 1999)
- Laboratory Coordinator, Chemistry Laboratory of Societe Generale De Surveillance, Taipei County, Taiwan (September, 1997- March, 1998)
- Assistant to Food and Beverage Cost Controller, Windows on the World, World Trade Center, New York, NY (January, 1996 – August, 1997)
- Baker, University Student Center-Bake Shop & Pastry Kitchen, Purdue University-Memorial Union, West Lafayette, IN (1994)
- Assistant Manager, Memories of China, Fort Wayne, IN (1993)
- Supervisor, Great Wall and Kyoto Japanese Steak House, Fort Wayne, IN (1992)
- Assistant to Marketing and Quality Controller, Konig Food Company, Kaohsiung, Taiwan (1990)
- Catering and Banquet Captain, Kingship Hotel, Kaohsiung, Taiwan (1988-1989)

PUBLICATIONS

- **Chuang, N.K.**, Goh, B.K., Stout, B.L., & Dellmann-Jenkins, M. (2007). Hospitality undergraduate students' career choices and factors influencing commitment to the profession. *Journal of Hospitality & Tourism Education*, 19(4), 28-37.
- **Chuang, N.K.**, Yin, D., & Dellmann-Jenkins, M. (2009). Intrinsic and Extrinsic Factors Impacting Casino Hotel Chefs' Job Satisfaction. *International Journal of Contemporary Hospitality Management*, 21(3), 323-340.
- Lei, S. A., & **Chuang, N.K.** (2009). Undergraduate research assistantship: A comparison of benefits and costs from faculty and students' perspectives. *Education*, 130(2), 232-240.
- **Chuang, N.K.**, Walker, K., & Caine-Bish, N. (2009). Students' perceptions of career choice: The impact of academic major. *Journal of Family and Consumer Sciences Education*, 27(2), 18-29.
- **Chuang, N.K.**, & Dellmann-Jenkins, M. (2010). Career decision-making and intention: A study of hospitality undergraduate students. *Journal of Hospitality and Tourism Research*.
- Lei, S. A., & **Chuang, N.K.** (2010). Demographic factors influencing selection of an ideal graduate institution: A literature review with recommendations for implementation. *College Students Journal*, 44(1), 84-95.
- **Chuang, N.K.** (2010). The impact of gender on hospitality undergraduates' perceived career barriers. *Journal of Hospitality and Tourism Education*, 22(4).
- Lei, S. A., & **Chuang, N.K.** (2010). Research collaboration and publication during graduate studies: Evaluating benefits and costs from students' perspectives. *College Students Journal*.
- **Chuang, N.K.** (2011). Job-related barriers and coping behaviors in the career development of hospitality undergraduates. *Journal of Human Resources in Hospitality & Tourism*, 10(1).
- **Chuang, N.K.** & Lei, S. A. (2011). Job stress among casino hotel chefs in a top-tier tourism city. *Journal of Hospitality Marketing & Management*.

Book Chapter

- **Chuang, N. K.** (2011). Career planning and development of hospitality undergraduate students. In Z. Zhou (Eds.), *Series on Western Research in the Humanities and Social Sciences*. Monumental Book Project by ACPSS: China Renmin University Press.

REFEREED PRESENTATIONS & CONFERENCE PROCEEDINGS

International Professional Meetings

- **Chuang, N. K.**, Hu, S. M., Yeh, R., & Goh, B. (July, 2010). Guest complaints and guest relations. The 2010 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), San Juan, Puerto Rico, USA.
- Hu, S. M., **Chuang, N. K.**, Oberkircher, O., & Jurasinski, D. (July, 2010). Techniques of healthy cooking: Acceptability of ice cream prepared using okra gum as fat and cholesterol ingredient substitutes. The 2010 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), San Juan, Puerto Rico, USA.
- **Chuang, N. K.**, Hu, S. M., Ho, J. Y., & Yeh, R. (July, 2010). A study of online complaints in the lodging industry. The 2010 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), San Juan, Puerto Rico, USA.
- Yin, D., **Chuang, N. K.**, Goh, B. K., Boyce, J., & Yuan, J. J. (July, 2009). Competency profiles among hotel chefs at three managerial levels. Paper presented at the 2009 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), San Francisco, CA.
- Ho, J. Y., Goh, B. K., & **Chuang, N. K.** (July, 2009). Hotel expatriates' motivations to work overseas and their competences for success. Paper presented at the 2009 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), San Francisco, CA.
- Hua, P. P., Yeh, R., **Chuang, N. K.**, & Hu, S. M. (July, 2009). Decisions related to booking airline tickets online. Paper presented at the 2009 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), San Francisco, CA.
- Yeh, R. Miao, L. S., **Chuang, N. K.**, & Hu, S. M. (July, 2009). Hospitality research: Academic journal editors' and reviewers' perceptions of articles' quality and acceptability. Paper presented at the 2009 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), San Francisco, CA.
- Hu, S. M., **Chuang, N. K.**, & Yeh, R. (July, 2009). Techniques of Healthy cooking: Using okra gum as fat and cholesterol ingredient substitutes in drop quick bread. Paper presented at the 2009 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), San Francisco, CA.
- **Chuang, N.K.**, Yin, D., Lei, S., & Jenkins-Dellmann, M. (July, 2008). Job satisfaction of casino hotel chefs. Paper presented at the 2008 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), Atlanta, GA.

-
- Yin, D., **Chuang, N.K.**, & Cho, M. (July, 2008). Young hotel chefs: A research study examining their career paths. Paper presented at the 2008 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), Atlanta, GA.
 - Yin, D., Lei, S., & **Chuang, N.K.** (July, 2007). Leadership traits among hotel executive chef. Paper presented at the 2007 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), Dallas, TX.
 - Lei, S. A., Yin, D., & **Chuang, N. K.** (January, 2007). Impacts of campus activities on academic achievement and satisfaction of hospitality students. Paper presented at the Twelfth Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism, Houston, TX.
 - Yin, D., Lei, S. A., & **Chuang, N. K.** (January, 2007). Professional competencies among hotel executive chefs in the United States. Paper presented at the Twelfth Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism, Houston, TX.
 - **Chuang, N.K.**, Dellmann-Jenkins, M., & Goh, B. K. (July, 2006) Career barrier among hospitality undergraduate. Paper presented at the 2006 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), Crystal City, VA.
 - Yin, D., **Chuang, N.K.**, & Lei, S. (July, 2006) Job satisfaction and stress levels among hotel banquet chef in the U.S. Paper presented the 2006 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), Crystal City, VA.
 - Ho, J. Y., Goh, B. K., & **Chuang, N. K.** (June, 2006). Three years of hotel performance reviews in China, Hong Kong, and Taiwan. Paper presented at the Fourth Asia Pacific Tourism Association & APacCHRIE Joint Conferences, HuaLien, Taiwan.
 - Kim, Y. H., Goh, B. K., & **Chuang, N. K.** (January, 2006). Community engagement course for hospitality management programs. Paper presented at the Eleventh Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism, Seattle, WA.
 - **Chuang, N. K.**, & Goh, B. K. (2005). Hospitality undergraduate students' commitment toward their career choices in the hospitality industry after graduation. Paper presented at the Tenth Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism, Myrtle Beach, SC.
 - **Chuang, N. K.**, & Goh, B. K. (January, 2005). Factors that affect hospitality undergraduate students' career intention in the hospitality industry after graduation. Paper presented at the Tenth Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism, Myrtle Beach, SC.

- **Chuang, N. K.**, Goh, B. K., Blum, S., & Watts, E. (January, 2004). The effectiveness of government tourism websites as marketing tools: A content analysis. Paper presented at the Ninth Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism, Houston, TX.
- **Chuang, N. K.**, Lai, H. S., Goh, B.K., Huffman, L.M., & Stout, B.L. (August, 2003). The effectiveness of computer-assisted instruction and its comparison with traditional based lecture in hospitality management education. Paper presented at the 2003 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), Palm Spring, CA.
- Lai, H. S., **Chuang, N. K.**, Chen, H. H., Stout, B.L., & Huffman, L. (August, 2003). Defining the role of computer-assisted instruction (CAI) in distance education for hospitality education in challenging times: A framework for deliberation and research initiatives. Paper presented at the 2003 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (CHRIE), Palm Spring, CA.
- **Chuang, N. K.**, Wu, C. K., Stout, B.L., and Goh, B.K. (January, 2003). Factors Influencing Taiwan Outbound package tour travelers' selection of travel agencies and satisfaction with tour services. Paper presented at the Eighth Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism, Las Vegas, NV.
- **Chuang, N. K.**, Lai, H. S., Goh, B., & Wu, C.K. (January, 2003). The effectiveness of computer-assisted instruction in hospitality management and foodservice education. Paper presented at the Eighth Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism, Las Vegas, NV.
- Lai, H.S., **Chuang, N. K.**, Chen, H. H., & Stout, B.L. (January, 2003). Computer-assisted instruction in distance education for hospitality education: A Framework for deliberation and research initiatives. Paper presented at the Eighth Annual Graduate Education and Graduate Students Research Conference in Hospitality & Tourism, Las Vegas, NV.
- **Chuang, N. K.**, Wu, C.K., & Stout, B.L. (August, 2002). Taiwan outbound travelers' satisfaction with the service quality of package tours. Paper presented at the 2002 International Council on Hotel, Restaurant, and Institutional Education Annual Conference (I-CHRIE), Orlando, FL.

State and Regional Professional Meetings

- Yin, D., Lei, S., & **Chuang, N. K.** (June, 2006). Impacts of campus academic involvement on hospitality student achievement and satisfaction. Paper presented at the 2006 Texas Council on Hotel, Restaurant, and Institutional Education Annual Conference (Texas-CHRIE), Lubbock, TX.

- Lei, S.A., Yin, D., & **Chuang, N. K.** (June, 2006). Criteria for selecting an ideal graduate institution. Paper presented at the 2006 Texas Council on Hotel, Restaurant, and Institutional Education Annual Conference (Texas-CHRIE), Lubbock, TX.
- Kim, Y. H., Goh, B. K., & **Chuang, N. K.** (June, 2006). The application of community engagement in hospitality programs. Paper presented at the 2006 Texas Council on Hotel, Restaurant, and Institutional Education Annual Conference (Texas-CHRIE), Lubbock, TX.

Local Professional Meetings

- Goh, B. K., & **Chuang, N.K.** (March, 2002). Parents of east Lubbock schools survey: Attitude towards Texas Tech University, Texas Tech University Human Science Week- Research Presentation, Lubbock, TX.

TEACHING

Courses Taught:

- HM63022 Current Issues in Hospitality and Tourism Management: Fall 2010
- HM43032 Food Production & Services Management (Lecture & Lab): Spring 2010, Spring 2009, Spring 2008, Spring 2007 (Lecture), Spring 2006 (Lecture)
- HM41096 Independent Investigation: Spring 2009
- HM41095 HM Organizational Behavior and Leadership: Spring 2009, Spring 2008
- HONR40095 Individual Honor Work: Spring 2010, Fall 2009
- HM33040 Hotel Convention Group Sales and Services: Fall 2009, Fall 2008, Fall 2007, Fall 2006
- HM33026 Hospitality Cost Control: Fall 2005
- HM23030 Lodging Operations and Management: Fall 2010, Spring 2010, Fall 2009, Spring 2009, Fall 2008, Spring 2008, Fall 2007, Spring 2007, Fall 2006, Spring 2006
- HM13022 Sanitation & Safety: Fall 2005

Committee for Graduate Student Thesis:

- Li, M. (Spring 2010). Leisure as a coping strategy for Taiwanese international students.
- Tu, Y. T. (Fall 2009). Employees' uniform on company image and employees' self-perceptions.
- Turner, J. (Fall 08). Eating disorder between dietitians and dietetic students in Ohio.

GRANT ACTIVITY

- Heiman, R., **Chuang, N. K.**, & Dellmann-Jenkins M. (Spring 2009). Center of Excellence in Hospitality Management. KSU Foundation Annual Grant, Kent State University, Kent, OH. (\$39,000, not funded).
- **Chuang, N. K.** & Lin, M. C. (Summer 2009). Hotel Training for Service Quality Excellence. Summer/Academic Year Research/Creative Activity, Kent State University, Kent, OH. (\$6,500, not funded).
- Wang, P., **Chuang, N. K.**, Lepp, A., Cushner, K., & Seeberg, V. (Summer 2006). The Center for Hospitality and Tourism Development (CHTD). 2005/2006 Research Challenge Proposal, Kent State University, Kent, OH. (\$9,700) (Proposal submitted at Nov., 2005-Granted \$7,500 in Jan., 2006)
- Wang, P., **Chuang, N. K.**, & Uhlik, K. (Summer 2006). From Here and There: Sustainable Development of Ohio's Wine Tourism. 2005/2006 Research Challenge Proposal, Kent State University, Kent, OH. (\$30,500, not funded)
- **Chuang, N. K.** (Summer 2006). The Perceived Career Barriers, Foreclose Tendency, and Career Decision Making Self-efficacy in Hospitality Undergraduate Students' Career Development. Summer/Academic Year Research/Creative Activity, Kent State University, Kent, OH. (\$6,500, not funded).
- Yuan, J. J., Wu, C. K., & **Chuang, N. K.** (2005). Service learning: Education through Engagement and Partnership. Teaching, Learning, and Technology Center (TLTC) Grant Proposal, Texas Tech University, Lubbock, TX. (\$4,000, not funded)
- Goh, B. K., Huffman, L. M., **Chuang, N. K.**, & Tsai, C. J. (April – August, 2004). Service Skills Preparation Project: Workforce of the South Plains, Lubbock, Texas (\$50,000; Awarded \$44,100).
- **Chuang, N. K.** (Summer, 2004). A Study of Hospitality Student's Career Development Process in the Hospitality Industry. Summer Dissertation/Thesis Research Award, Lubbock, Texas (\$2,000)

SERVICE AND CITIZENSHIP

Committee Work University

- Committee, University Commencement, Kent State University, 2007-2010
- Committee, Student Center Advisory Board, Kent State University, 2007-2008
- Scholarship Reviewer, Founders Scholarship and Oscar Ritchie Memorial Scholarship held by the Fourteenth Annual Founders Scholars Program, Kent State University, 2006

- Faculty Advisor, Taiwanese Students Christian Fellowship, Kent State University, 2005-2008
- Coordinator/ Faculty Representative, International Travel Fair, Taichung, Taiwan, 2000
- Faculty Representative, Taiwan University Tourism Cup, Taichung, Taiwan, 2000
- Faculty Representative (for Southern Taiwan University of Technology), International Exhibition for University Affair, Taipei & Taichung, Taiwan, 1999 & 2000

College

- Committee, College and Graduate School of Education, Health, and Human Services (E.H.H.S.) Scholarships, Kent State University, 2010
- Committee, Student/Faculty Leadership and Service Award, College and Graduate School of Education, Health, and Human Services, Kent State University, 2007-2010
- Member, Internationalization of the Curriculum, College and Graduate School of Education, Health, and Human Services, Kent State University, 2008
- Co-investigator, Center for Hospitality and Tourism Development (CHTD), School of Family & Consumer Studies (FCS) / School of Exercise, Leisure, and Sport (SELS), Kent State University, 2005

School/Department/Program

- Committee, School of Family & Consumer Studies Scholarship, Kent State University, 2010
- Library Faculty Liaison, School of Foundations, Leadership, and Administration, Kent State University, 2010
- Poster Judge, Marion Korllos Tour Design Contest, Gerald H. Read Center for International and Intercultural Education/Global Tourism Class, Kent State University, 2007 & 2010.
- Faculty Representative, Academic Exploration Days, Hospitality Program, Kent State University, 2009
- Committee, Director Review, School of Family & Consumer Studies, Kent State University, 2008
- Co-Chair and Advisory Board Committee, Student Professional Development Division, Hospitality Management Mentoring Program, Kent State University, 2007-present
- Lead Faculty, Hospitality Management Student Ambassadors, School of Family & Consumer Studies, Kent State University, 2008-2009
- Library Faculty Liaison, Hospitality Program, School of Family & Consumer Studies, Kent State University, 2005-2009

- Graduate Faculty Committee, School of Family & Consumer Studies, Kent State University, 2005-2009
- Faculty Committee, Hospitality Graduate Program Development, School of Family & Consumer Studies, Kent State University, 2005-present
- Academic Advisor, Hospitality Program, School of Family & Consumer Studies, Kent State University, 2006-present

Involvement in Professional Organizations

- Textbook Chapters Reviewer for Foundations of Lodging Management, 2010
- Ad-hoc Paper Reviewer for International Journal of Revenue Management, 2010
- Referred Paper Reviewer for International Journal of Travel & Tourism Marketing, 2010
- Referred Paper Reviewer for International Journal of Contemporary Hospitality Management, 2008-2010
- Referred Conference Paper Reviewer for International Asia-Pacific Council on Hotels Restaurants & Institutional Education (APacCHRIE) Conference, 2009
- Referred Conference Paper Reviewer for International Society of Travel & Tourism Educators, 2008
- Referred Conference Paper Reviewer for International CHRIE Conference, 2007 – present
- Refereed Conference Paper Reviewer for The Graduate Education and Graduate Student Research Conference, 2005 – present
- Attendee, Faculty Advising Workshop, Undergraduate Studies, Kent State University, 2006-2007
- Exam Reviewer (Foreign Language), ServSafe Food Protection Manager Certification, National Restaurant Association Educational Foundation, 2007
- Member, Hospitality Sales & Marketing Association International (HSMAI), 2007
- Member, Phi Beta Delta – Honor Society for International Scholars, Beta Zeta Chapter. 2004 – present
- Member, International Council on Hotel, Restaurant, and Institutional Education. 2001 – present
- Member, Graduate Restaurant, Hotel, & Institutional Management Society at Texas Tech University. 2001-2005
- Vice Chairperson, Kaohsiung Presbyterian Evangelical Student Fellowship, Kaohsiung, Taiwan, 1985-1990
- Committee, German Department Student Association and Student Government, Wen-Tzao Junior College, Kaohsiung, Taiwan, 1985-1989

Qualifications and Certifications

- Certified Hospitality Educator (CHE.) by American Hotel & Lodging Educational Institute, 2008-2013
- Certified ServSafe Course Instructor and Registered Proctor, National Restaurant Association Educational Foundation, 2008-2013
- Certificate of Completion in Event and Meeting Management by California State University, 2007 & 2010 (4.8 CEU's or 48 hours of instruction)
- Certificate of Completion in Research Consortium by International CHRIE's Career Advancement Academy, 2006-2010
- Smart Starter Certificate for the Completion in 7 technology related workshops held by Faculty Professional Development Center, Kent State University, 2006
- ServSafe Certification by National Restaurant Association Educational Foundation. Certification No. 4658006. Valid: December 13, 2005-December 13, 2010
- Certificate of Participation for Graduate & Professional Student Association, 3rd Annual Poster/Research Session, Texas Tech University, 2004
- Certificate of Completion in Microsoft Access Short Course by Texas Tech University, Lubbock, TX, 2004
- Certificate of Participation in Hazard Analysis Critical Control Point (HACCP) Implementation and Management at Texas Tech University, 2001
- Certificate of Completion in Regression of the Research Methodology Training Program by Jeng-Chi University, Taipei, Taiwan, 1999
- Certificate of Completion in Category Analysis of the Research Methodology Training Program by Jeng-Chi University, Taipei, Taiwan, 1999
- Certification of Excellence in Certified Computer Systems Engineer Professional Program by Telecommunication and Technology Inc., New York, NY, 1997
- Certificate of Completion in the Study of Wines and Wine Service by Windows on the World, World Trade Center, New York, NY, 1996

AWARDS AND COMMENDATIONS

- C.J. Davidson Scholarship, Texas Tech University, 2003
- Mary Goodyear Scholarship, Texas Tech University, 2002
- Distinguished Faculty, Southern Taiwan University of Technology, 2000-2001
- Dean's List (3.8 GPA), Purdue University, 1994
- Wen-Tzao Outstanding Youth Award, Wen-Tzao Junior College, Taiwan, 1988

Doctor of Philosophy **Texas Tech University**, Lubbock, Texas
Hospitality Administration - Fall 2007 to Summer 2010
Research interest(s): Millennials, Restaurant Wine Marketing, Food and Wine Pairing, Food and Beverage Service Management, Service Training
August 2010 - GPA: 3.93/4.00

M.S. **Purdue University**, West Lafayette, Indiana
Master of Science, Hospitality and Tourism Management
May 2007 - GPA: 3.82/4.00

B.S. **Nicholls State University—Chef John Folse Culinary Institute**, Thibodaux, Louisiana
Bachelor of Science, Culinary Arts — Graduated Summa Cum Laude
December 2004 - GPA: 3.96/4.00

A.A.S. **Ozarka College**, Melbourne, Arkansas
Associate of Applied Science, Culinary Arts
May 2002 - GPA: 4.00/4.00

School of Foundations, Leadership and Administration, Kent State University

Assistant Professor Fall 2010-Present

HM 43027: Hospitality Human Resources Management (Upper level/writing intensive)

- Instruct undergraduate students in application of human resource management principles, practices, theories and legal issues relevant to hospitality organizations.
- Develop daily lesson plans; present class demonstrations; arrange for guest speakers; develop class activities, exams and class projects.

HM 43031: Layout & Design of Foodservice Operations (Upper level)

- Instruct undergraduate students in layout and design of commercial foodservice operations through the application of the principles of design, space analysis, equipment layout, equipment selection, use and care of equipment, engineering and architecture for foodservice facilities.

Department of Nutrition, Hospitality and Retailing, Texas Tech University

Graduate Instructor

RHIM 4312: Beverage Control Management (Upper level) Fall 2009 – Summer 2010

RHIM 2312: Introduction to Beverage Management Spring/Fall 2008 – Fall 2009

- Instruct undergraduate students in beverage management, food and beverage pairing, costing, purchasing and storage practices as well as alcohol safety and labor issues.

Texas Wine Marketing Research Institute

Research Assistant

Fall 2007 – Summer 2009

- Collect data on wine consumption, demographics and winery production for the State of Texas.
- Prepare reports for presentation regarding research related to the Texas wine market.

Department of Hospitality and Tourism Management, Purdue University

Graduate Teaching Assistant / Chef Instructor

HTM 492: Advanced Foodservice Management Aug 2005 – Spring 2007

HTM 291: Quantity Food Production and Service Labs Summer 2006

- Supervised students in a class that manages the John Purdue Room; an 85 seat, fine dining restaurant on campus.
- Supported students in all front and back-of-the house responsibilities including, but not limited to, personnel management, marketing, menu development and costing, wine pairing, work station planning, equipment skills and safety; proper food storage, basic cooking techniques, food preparation, food service, and customer service.
- Assisted faculty in curriculum development, project grading, grade management, and student counseling.

Nicholls State University - Chef John Folse Culinary Institute

Research and Teaching Assistant

Summer 2004 – Fall 2004

- Conducted research with Dr. Robert Harrington, Dean of Chef John Folse Culinary Institute, on wine and food pairing training for undergraduate culinary students and assisted in developing course curriculum on the subject.
- Taught food and wine pairing course in conjunction with Dr. Harrington as an elective for undergraduate seniors at Chef John Folse Culinary Institute.

Camp Culinary Executive Chef

Summer 2004

- Developed curriculum and recipe compendiums for the two culinary summer camps for children ages 10 to 15.
- Recruited, scheduled, and directed camp staff and the daily functions of the camps and campers.
- Purchased and maintained inventory for the camps.

Culinary Arts Department, Ozarka College

Student Assistant

Spring 2001

- Organized and assisted the director of the Culinary Arts Department in the maintenance of the daily operations of the culinary classes and lab environments including file maintenance, inventory management and purchasing.

Teaching Evaluation Scores

Course: RHIM 2312- Introduction to Beverage Management, Texas Tech University
 RHIM 4312- Beverage Control Management (Prerequisite: Junior/Senior classification)

	Spring 2008 RHIM 2312	Fall 2008 RHIM 2312	Spring 2009 RHIM 2312	Fall 2009 RHIM 2312	Fall 2009 RHIM 4312	Fall 2010 RHIM 4312
Overall this instructor was effective.	4.35	4.55	4.81	4.74	4.04	4.60
The instructor was available for consultation during office hours or by appointment.	4.27	4.65	4.63	4.57	4.34	4.64
The instructor stimulated student learning.	4.35	4.56	4.81	4.74	4.08	4.64
The instructor treated all students fairly.	4.48	4.63	4.88	4.73	4.26	4.66
The instructor treated all students with respect.	4.55	4.56	4.91	4.78	4.28	4.62
The instructor welcomed & encouraged questions and comments.	4.74	4.76	4.88	4.75	4.45	4.74
The instructor presented the information clearly.	4.37	4.65	4.88	4.78	4.04	4.62
The instructor emphasized the major points & concepts.	4.51	4.72	4.84	4.75	3.98	4.69
The instructor went beyond presenting the information in the text.	4.24	4.62	4.88	4.76	4.25	4.67
The instructor demonstrated knowledge of the subject.	4.63	4.76	4.94	4.81	4.43	4.83
Overall this course was a valuable learning experience.	4.37	4.62	4.84	4.68	3.91	4.50
The assignments were relevant & useful.	4.23	4.46	4.78	4.64	3.58	4.21
Course materials were relevant & useful.	4.39	4.56	4.84	4.73	3.83	4.21
Expectations were clearly stated either verbally or in the syllabus.	4.39	4.65	4.84	4.73	4.15	4.38
The testing and evaluation procedures were fair.	4.39	4.65	4.88	4.78	4.09	4.50
The workload was appropriate for the hours of credit.	4.40	4.63	4.84	4.78	3.60	4.35

Rating scale: 5=Strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree.

*Rating scale: 5=Excellent, 4=Good, 3=Fair, 2=Poor, 1=Very Poor4.34.

Course: HTM 492 - Advanced Foodservice Management, Purdue University
 HTM 291 - Quantity Food Production and Service Labs, Purdue University

(Evals were not conducted for Fall 2005)	Spring 2006 HTM 492			Summer 2006 HTM 291		Fall 2006 HTM 492		Spring 2007 HTM 492	
	Sec 2	Sec 3	Sec 4	Sec 1	Sec 2	Sec 2	Sec 4	Sec 2	Sec 4
The objectives of this course were clearly explained to me.	4.8	4.1	3.8	4.4	4.1	4.5	4.2	3.9	4.2
This course material is pertinent to my professional training.	4.0	4.0	3.7	3.6	3.6	4.6	3.7	4.0	3.9
My instructor seems well-prepared for class.	4.5	4.2	3.7	4.3	4.2	4.4	4.1	3.9	4.2
My instructor has an effective style of presentation.	3.5	3.8	2.7	3.9	3.7	4.2	3.8	3.9	3.8
Teaching methods used in this course are well chosen.	4.0	3.8	3.2	4.0	3.4	4.2	3.8	3.8	3.9
My instructor is actively helpful when students have problems	4.2	4.1	3.5	4.3	3.5	4.6	4.0	4.0	4.0
Exams are fair.	4.8	4.2	3.5	4.1	3.7	4.2	3.8	3.8	4.1
When I have a question or comment I know it will be respected.	4.5	4.1	3.9	4.4	3.5	4.5	4.1	4.0	4.2
My instructor relates to me as an individual.	4.5	3.8	3.3	4.0	3.9	4.5	4.1	4.0	4.1
My instructor displays enthusiasm when teaching.	4.8	4.3	4.1	4.4	4.1	4.7	4.3	4.1	4.4
Overall, I would rate this instructor as: *	4.0	4.1	3.5	4.3	3.7	4.0	3.9	3.8	3.5

Consulting Experience

Windows on the Levee at Capp and Gino's Wine and Tapas Bar, Lafayette, Indiana

Food and Wine Menu Consultant

Dec 2005 – Aug 2007

- Advised owners during initial startup.
- Conducted research and provided recipes suitable for menu application.
- Advised management on specific wine pairing suggestions for menu items.
- Developed menus and provided advice for special events.

Internships/Fieldwork

The Fisherman's Daughter, Thibodaux, Louisiana

Mar 2003 – May 2005

Front of the House Manager/Sous Chef

- Coordinated and managed front of the house requirements for off-site events for a small catering business.
- Assisted executive chef/owner with menu development, food and wine pairing, food preparation, and event set up and execution.

Oak Alley Plantation Restaurant & Inn, Vacherie, Louisiana

Hostess/Server/Catered Event Server

Nov 2002 – Dec 2004

- Managed hostess station and dining room of a casual restaurant seating 67.
- Managed action stations and served in various capacities at catered events.

Westchester Country Club, Rye, NY

Prep Cook / Garde Manger

Summer 2003

- Prepared food for a la carte, banquet and special events for the multiple outlets of the 15th nationally ranked private country club under the direction of Edward G. Leonard, CMC, AAC.
- Managed various action stations for functions including the Buick Classic Golf Tournament, wedding parties, and other special events.
- Managed cold line responsibilities at the Beach Club's open kitchen, casual dining restaurant The Gun Club Grill including salad and dessert preparation and service.

Old Bay Café and Bakery, Mountain View, Arkansas

Line Cook/Prep Cook

Jun 2002 – July 2002

- Planned lunch specials.
- Created prep lists.
- Maintained inventory.
- Worked in all areas, including hot line, prep, and expediting.
- Supervised a minimum of 5 people at any given time for a restaurant seating 200.

Puttin' on the Ritz, Mountain View, Arkansas

Kitchen Staff/ Line Cook

May 2001 – Jun 2002

- Managed hot line responsibilities including sauté, fry and grill stations.
- Managed cold line duties including salad, side dish and dessert preparation along with all other expediting responsibilities in a fine dining restaurant seating approx 150.
- Coordinated and set up running of outside catering assignments.

Other Professional Experience

Sail Caribbean, Tortola, British Virgin Islands	
Dive Instructor and Counselor	Summer 2000
Sand & Sea Scuba, Dallas, Texas	
Staff SCUBA Instructor	Nov 1999 – May 2000
Island Time Scuba, Lancaster, TX	
Assistant and Contract SCUBA Instructor	Sept 1997 – May 2000
Fairchild Fasteners and Flite Components, Inc., Arlington, TX – Dallas, TX	
Customer Service Manager / Office Manager	Jun 1997 – May 2000

PUBLICATIONS

Refereed Journal Articles: Published

Harrington, R. J. & Hammond, R. (2009). The impact of wine effervescence levels on perceived palatability with salty and bitter foods. *Journal of Foodservice Business Research*, 12(3), 234 -246.

Hammond, R., Barber, N. & Almanza, B. (2009). Retirees' restaurant wine service preferences. *Journal of Culinary Science & Technology*, 7(1), 19-33.

Barber, N., Hammond, R., Broz, C., & Boyce, J. (2009). Silicone poaching pods: Do they meet manufacturer's claims? *Journal of Foodservice*, 30(3), 117-122.

Harrington, R. J. & Hammond, R. (2007). Body deviation-from-match: The yin and yang of wine and food pairing. *The Journal of Culinary Science & Technology*, 5(1), 51-69.

Harrington, R. J. & Hammond, R. (2005). The direct effects of wine and cheese characteristics on perceived match. *Journal of Foodservice Business Research*, 8(4), 37-55.

Journal Articles: Under Review

Hammond, R. & Kolyesnikova, N. (Under review). Effects of processing styles on the preference of restaurant menu type: How do Millennials compare to other segments?

Journal Articles: In Progress

Hammond, R. & Almanza, B. Working Title: *Consumers' Restaurant Wine Service Point-of-Sale Information Preferences: The impact of providing specific wine pairing suggestions on a menu, its affect on consumers' satisfaction*

Industry Presentations

Hammond, R. (2010). *Characteristics of Today's Millennials*. 2010 Annual Conference and Trade Show of the Texas Wine Grape Growers Association. Richardson, TX, USA.

Conference Proceedings

- Hammond, R. & Kolyesnikova, N. (2010). *Information Sources Used by Restaurant Wine Consumers: Are Millennials that Different?* Proceedings of the 15th Annual Graduate Student Research Conference in Hospitality and Tourism. Chantilly, VA, USA.
- Hammond, R. & Kolyesnikova, N. (2010). *Effects of Processing Styles on Information Used for Restaurant Wine Purchasing: How do Millennials Compare to Other Segments?* Proceedings of the 15th Annual Graduate Student Research Conference in Hospitality and Tourism. Chantilly, VA, USA.
- Hammond, R. & Kolyesnikova, N. (2009). *Preferred restaurant wine point of sale information & service of the millennial consumer.* Proceedings of the 14th Annual Graduate Student Research Conference in Hospitality and Tourism. Las Vegas, NV, USA.
- Broz, C., Hammond, R., Boyce, J., & Barber, N. (2009). *Silicone poaching pods: Do they meet manufacturer's claims?* Proceedings of the 14th Annual Graduate Student Research Conference in Hospitality and Tourism. Las Vegas, NV, USA.
- Hammond, R., Barber, N., & Almanza, B. (2007). *Retirees and their restaurant wine service preferences.* Proceedings of the 12th Annual Research Graduate Conference in Hospitality and Tourism. Houston, TX, USA.
- Harrington R. J. & Hammond, R. (2006). *Which wine with chicken, pork or beef? The impact of food and wine texture elements on perceived match.* Proceedings of 2006 International CHRIE Conference, Washington D.C., USA.
- Harrington R. J. & Hammond, R. (2005). *A change from anecdotal to empirical: An alternative approach to predicting matches between wine and cheese.* Proceedings of 2005 European International CHRIE Conference, Paris, France.
- Harrington R. J. & Hammond, R. (2005). *Predicting synergistic matches in wine and food: Instrument testing and evaluation.* Proceedings of 2005 International CHRIE Conference, Las Vegas, NV, USA.
- Hammond, R. & Harrington R.J. (2005). *Wine and food pairing: Undergraduate curriculum techniques and instrument development.* Proceedings of the 2005 Annual Graduate Research Conference. Myrtle Beach, SC, USA.

BOOK CONTRIBUTIONS

- Harrington, R. J. (2008). *Food and wine pairing: A sensory experience.* Hoboken, NJ: John Wiley & Sons, Inc.
- Research assistance acknowledged.

Folse, J.D. (2004). *The encyclopedia of Cajun and Creole cuisine*. Gonzales, LA: Chef John Folse & Company.

- Research cited and assistance acknowledged.

ACADEMIC AWARDS & HONORS

- Helen DeVitt Jones Excellence in Graduate Part-Time Instructor Award 2010
- Purdue University HTM Department Outstanding Master Student 2007
- National Dean's List 2005
- Graduated Suma Cum Laude with BS in Culinary Arts, Nicholls State University 2004
- L'Académie Brillat-Savarin and Chaîne des Rôtisseurs Foundation
2004 Jeune Professionnel Award
- Nicholls State University: President's and Dean's List 2002-2004
- Ozarka College Student of the Year 2001-2002

PROFESSIONAL AND ACADEMIC ASSOCIATIONS

- International Council on Hotel, Restaurant, and Institutional Education 2009
- Slow Food USA – Founding member of the High Plains Chapter, Lubbock, TX 2008-Present
- Purdue HTM Graduate Student Association 2005-2007
- Phi Kappa Phi Honor Society 2004
- Eta Sigma Delta Honor Society (Vice President 2004) 2002-Present

SCHOLARSHIPS AND FELLOWSHIPS

- Helen Devitt Jones Fellowship 2007-2010
- Lafcadio Hearn Scholarship 2004
- Alumni Federation Scholarship 2004
- Eastman /Auto-Chlor Scholarship 2003-2004

CERTIFICATES AND LICENSES

- National Restaurant Association Registered ServSafe Exam Proctor 2009
- National Restaurant Association Certified ServSafe Instructor 2009
- Indiana Alcohol and Tobacco Commission Certification 2006
- Court of Master Sommeliers Level One Sommelier Certification 2005
- National Restaurant Association Bar Code Designated Server Certification 2003
- National Restaurant Association ServSafe Certification 2002 & 2007

SPECIAL TRAINING

- Learning Styles and College Teaching 2007
 - Workshop conducted by the Center for Instructional Excellence, Purdue University
- Vocational Industrial Clubs of America Skills USA Championships
 - State Culinary Arts Competition – First Place* 2002
 - National Food and Beverage Service Competition - Third Place* 2001
 - State Food and Beverage Service Competition – First Place* 2001

SERVICE

Graduate Restaurant, Hotel, and Institutional Management Organization GRHIM Fall 2007-Present

- Serving as Treasurer for the graduate organization at Texas Tech University.

Grade Appeals Committee Member April 2009

- Served as graduate student representation to facilitate a formal grade appeal hearing for a graduate student at Texas Tech University.

Healthy Cooking Demonstrations Spring/Fall 2008 – Fall 2009

- Working with FitTech at Texas Tech University to present healthy cooking demonstrations to students, faculty, and staff.

Food & Wine Pairing Education Spring 2008

- Worked with local artisanal cheese maker and her students.

Food & Wine Pairing Consultation Spring 2008

- Worked with local artisanal cheese maker and local winery.

Sous Chef - Gratis Catering, Lubbock, Texas Fall 2007- Spring 2008
First Friday Art Trails, Lubbock, TX Sept 2007-May 2008

- Served wine to participants as a representative of Gratis Catering, a non-profit organization that supports the arts with their culinary art skills.

Medici Circle Fundraising Program, Texas Tech University School of Art, Lubbock, Texas Sept 2007

- Served as Sous Chef through Gratis Catering. Prepared food and catered the fund raising event known as "An Evening with Ken Little" in support of the scholarship program.

University Place Retirement Community, West Lafayette, Indiana Spring 2005–
Fall 2006

- Conducted various wine tasting sessions for the residents including food and wine pairing lessons.
- Guided residents in wine selections during field trip to a specialty grocery store.

CURRICULUM/VITAE

ROBIN LEE HEIMAN
7214 COUNTRY LANE
BAINBRIDGE, OHIO 44023
(440) 543-4432 / (440)-773-8903

Educational Background

<u>Degree(s)</u>	<u>Granting Institution</u>	<u>Year Completed</u>
Master of Business Administration Marketing	University of Akron Akron, Ohio	1982
State Teacher Certification Business Education-Secondary Education	Cleveland State University Cleveland, Ohio	1976
Bachelor of Science Hotel/Restaurant Management Minor: Business Administration	University of Wisconsin-Stout Menomonie, Wisconsin	1972

Professional Certifications:

Certified Food Executive (C.F.E.)
International Food Service Executives Association

American Hotel and Motel Instructor Certification
Educational Institute of the American Hotel & Motel Association
Educational Foundation of National Restaurant Association - Official Proctor

Continuing Education:

Moulton Hall Faculty Development Workshops
Fall 2000 – Present
Educational Technology Related

Digital Linear Programming
Dr. Joe Murray
Kent State University
Spring 2002

Darden Restaurants, Inc.
Faculty Internship
Summer 2000

KSU – Moulton Hall
Computer Boot Camp
Computer Microsoft Seminar
Fall 1998/Spring 1999

Disney Educator's Forum
Kent State Representative in Orlando
January 1998

Kent State University
6 credits: Graduate Coursework
Educational Foundations/Administration
1988-1992

Lotus - Smartsuite 97 Education Seminar
Fall 1996

National Restaurant Association, Chicago, Illinois
Advanced Computer Application Seminar

National Restaurant Association, Chicago, Illinois
Catering and Banquet Production Seminar

Ohio Restaurant Association, Columbus, Ohio
Employee Motivation/Ethics in Hospitality

National Restaurant Association, Cleveland, Ohio
Food Cost Management Seminar

National Restaurant Association
Soups and Sauces Seminar

Remanco, Inc., Cleveland, Ohio
Computer Application Workshop

PROFESSIONAL ACADEMIC EXPERIENCE

<u>Inclusive Dates</u>	<u>Position Title</u>	<u>Employer</u>
<u>Academic</u>		
1982-Present	Assistant Professor Hospitality Management	School of Family and Consumer Studies – Kent State University
1978-1982	Instructor	Hospitality Management Community and Technical College University of Akron
1976-1979	Part-time Instructor	Department of Hospitality Management Cuyahoga Community College

Non-Academic Work Related Professional Experience

Consultant Activities

Spring 2003 – Present

Spring 2010 Marketing and Nutritional Analysis	Pizza Pan, Inc North Ridgeville, Oh
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Spring 2008 Nutritional Analysis	Winking Lizard Restaurants, Bedford, Oh
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Spring 2003 Concept Development	Dick Symon, Inc. Kent/Stow, Ohio
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Fall 1998-Summer 2001:

Certification Development Service Training Seminars Market Research and Strategy Formulation	Sheraton Suites Cuyahoga Falls, Ohio
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Fall 1989 - Fall 1998

Contract food Service Bid Analysis Marketing Proposal Menu/Cost Analysis	Lorain School District Hilton Inn Rob Lee Restaurant Youngstown, Ohio
Menu Development Concept Formulation Budgeting	Finegan's Restaurant Munroe Falls, Ohio Tim Ryan's Cafe Cleveland, Ohio

Pro Forma Financial Analysis
Control/Accounting Systems
Development
Computer Programming

Mall Company
Alliance, Ohio
Solon Saloon

Powell Business Systems, Inc.

Professional Employment Experiences

Nov. 1977 to May 1985	Training Server/Prep Cook Promotions Manager Cost Control Consultant	Victoria Station Restaurants, Inc. Orange, Ohio
July 1976 to Jan. 1977	Restaurant Manager	Heck's Restaurants Pepper Pike, Ohio
Oct. 1974 March 1976	Assistant Restaurant Manager	Strang Management, Inc. Mayfield, Ohio
Oct. 1976 - Feb. 1985	Convention/Banquet Sales Representative	Boykin Management, Inc. Marriott Inn, Cleveland, Ohio
Jan. 1974 - Oct. 1974	Specialty Food Sales Representative	Brandt Food Company Cleveland, Ohio
Oct. 1972 - Jan. 1974	Assistant Food and Beverage Director/Kitchen Steward	Debartolo Corporation Holiday Inn North Randall, Ohio
Sept. 1970 - May 1972	Bartender, Cook	Frontier Supper Club Elk Mound, Wisconsin
Summer 1971	Food Service Worker	T. Grant Company Shaker Heights, Ohio
Summer 1970	Grill Cook	Manners Restaurants Shaker Heights, Ohio

Scholarship of Discovery Scholarship of Integration

PROFESSIONAL PRESENTATIONS:

Non-Refereed / Invited

- 'Movie-Making in the Undergraduate Classroom Research Projects', Moulton Hall Scholar Faculty Presentations, March 2003
- 'Integrating Team-Cuisine into the Undergraduate Curriculum', Council on Hotel, Restaurant, Institutional, Education; National Conference, Orlando, Fl. August 2002
- 'Mac Movies 101' Moulton Hall Scholar Faculty Presentations, February 2002
- 'Multi-Media Digital Video in Student Presentations' – Kent State University. Professional Development Center, January, 2002
- 'Team Cuisine and Higher Education', Ohio Construction Technology forum, Ohio Department of Education, Columbus, Ohio November, 2000
- 'Service Attitude and Competencies' Sheraton Suites, Cuyahoga Falls, Ohio, Summer, 1999, March 1999, Summer 1999
- 'Hospitality Education in the Four Year University', KSU Admission Guidance Counselor Luncheon, Spring 1999
- 'Articulation to the Bachelor Degree', Pennsylvania Culinary Institute, Pittsburgh, PA Summer 1999, Spring, 1998
- 'Opportunities in the Hospitality Industry', Chagrin Valley School District, Bainbridge, Ohio, Fall 1997, Fall 1998, Fall 1999
- 'Career Opportunities in the Hospitality Industry' Ravenna School System, Fall 1998
- 'Motivations of today's 20-something generation', IFSEA meeting, Cleveland, Ohio Spring, 1998
- 'Goal Setting For Effective Management', RR & TM Inc., Hilton Head, SC., May, 1997
- 'Basic Management Principles', RR & TM Inc., Hilton Head, SC., January, 1997
- 'How to Motivated the '20-something' Generation', Greater Cleveland Club Managers Association, Avon, Ohio May 1997

‘Conducting a Positive Interview’, RR & TM Inc., Hilton Head, SC., April 1997

‘Lotus and Hospitality Cost Control’ Ohio Conference on Hotel, Restaurant, and Institutional Education, Hocking Valley, Ohio Spring 1997

‘Career Opportunities in the Hospitality Industry’, Springfield High School, February, 1997

‘Industry/Academic Internships: To Benefit or Exploit’, ELS Colloquium Kent State University, November, 1996

‘Career Opportunities in the Hospitality Industry’, Kenston High School, November, 1996

‘Accreditation’ Ohio CHRIE, Columbus, Ohio Spring, 1995

‘The Use of Computer Spreadsheet in the Hospitality Classroom’ Ohio CHRIE, Columbus, Ohio, Fall 1994

‘Bid Analysis: Food Service Operation’, Lorain School Board, Summer, 1993

‘Sharing the Hospitality Industry and Careers’, All-Ohio Vocational Education Conference, Columbus, Ohio Summer, 1992

‘Professional Food Service Careers’, Tri-County Restaurant Association, January, 1992

‘Resource Material Roundtable’ Ohio CHRIE, Worthington, Ohio Fall 1991

‘Qualifications of Food Service Managers: How to Know You Are Hiring the Right Person?’, American Camping Association, Bellefontaine, Ohio Fall, 1988

‘The Ohio Hospitality Educator’, CHRIE Conference, Atlanta, Georgia, Summer 1987

‘Cooperative Education and the Foodservice Industry’, Youngstown Area Restaurant Association, Warren, Ohio Spring 1987

‘The Merger Continues: Industry and Education’ Ohio CHRIE, Tiffin, Ohio, Fall 1986

‘Today’s College Student’, IFSEA (Food Service Executive Association) Conference Fall 1986

‘Food Service Education: 1970-1985’, Tri-County Restaurant Association, (Ohio Power Conference) Canton, Ohio Fall 1985

‘Use of Video in Education’ Ohio CHRIE, Brecksville, Ohio Spring, 1985

‘Trends in Foodservice Today’, Cleveland Food Service Executive Association Conference, Cleveland, Ohio Spring, 1985

‘Formal Education in the Foodservice Industry’, Akron Area Chef’s Association, Akron, Ohio Summer 1985

‘Articulation to Higher Education’ Akron Area Public School Advisory Committee, Akron, Ohio Spring 1984

‘Hospitality Management Industry’, TV 45/49 Feedback, Kent State, Fall 1984

Refereed Presentations

“Industry and Education” Faculty Internship, Darden Restaurants, Inc., Orlando, Florida, Summer, 1999

“Experiential Education-Internship Standardization: Explanation and Assessment”, Council on Hotel, Restaurant, and Institution Education, (CHRIE) International Conference, Miami, Florida Summer, 1998

“Accreditation of Hospitality Administration: An Evaluation: CHRIE Conference, Washington D.C., Summer 1996

“‘Business vs. Service:’ Why and How We Deal with Business Demands and still Provide Quality Service”, National Association of University Food Service Conference, Kent, Ohio Summer 1994

“The NRA Diploma Program/Educational Foundation”, CHRIE Conference, Houston Texas, Summer, 1991

Grants Received

Partnerships in Transforming Teaching and Learning with Technology Grant; \$20,000 Spring 2004 Nixon Hall, Kent State University

PUBLICATIONS

Refereed:

Revised Book Chapter 11 “ Contract Foodservice Management”, Hospitality and Tourism: An Introduction to the Industry. Wiley Publishing, November 2003

Book Chapter 11, “Contract Foodservice Management” Hospitality and Tourism: An Introduction to the Industry, Wiley Publishing, November 2

Heiman, R.L., The Impact of the Restaurant Critic, Florida International University Review, Fall Issue, 1997

Heiman, Sneed, Accreditation of Hospitality Administration Programs: An Evaluation; Hospitality and Tourism Educator 1996

Sneed, Heiman, What Program and Student Characteristics do Recruiters Consider Most Important? Hospitality and Tourism Educator, 1995

Heiman, R.L., “Industry and Education, The Merger Continues”, Florida International University Hospitality Review, Fall 1987

Heiman, R.L. “The Use of the Broadline Distributor, Forum, Foodworks Publishing, Summer 1988

Heiman, R.L., “University Faculty in Hospitality Education”, Florida International University Hospitality Review, Fall 1986

Heiman, R.L. “Ohio Hospitality Journal” Publisher, 1986-1987

Non-Refereed:

Heiman, Certification Manual; Sheraton Hotel, Cuyahoga Falls, Ohio, Summer 1999

Heiman, Scheule, HFSM Student Booklet, Summer 1999

Heiman, Kent State Hospitality Management Program Brochure, 1995

Heiman, Ohio Council on Hotel, Restaurant, and Institutional Education 'Connection Newsletter' 1990- 1993

Editor: Newsletter; International Food Service Executive Association, 1984 – 1987

Heiman, Kent State HFSM Program Newsletter, 1991, 1992, 1995

BOOK REVIEWS:

Prentice-Hall Cost Control for Hospitality Operations, Spring 2004

CST Publications, "ABC's of Hospitality Management, Howard Cutson, Summer 1999

Wiley Publishing "Catering Handbook for Professionals", Schock and Stefanelli, Fall 1998

Prentice-Hall Quantity Food Purchasing; January 1997

Van Nostrand Reinhold Co. "Practical Foodservice Spreadsheets with Lotus 1-2-3", 1991

Southwestern Publishing Co. "Foodservice Cost Control Using Lotus 1-2-3", 1992

Southwestern Publishing Co. "Second Edition; Foodservice Cost Control Using Lotus 1-2-3", 1993

John Wiley and Sons, Inc., Introduction to the Hospitality Industry, Powers, Fall 1990

John Wiley and Sons, Inc., "Foodservice Spreadsheet using Visicalc I, Chaban, Spring 1988

Hospitality Educator, Principles of Food, Beverage, and Labor Cost Control, Dittmer and Griffen, Spring 1985

John Wiley and Sons, Inc., Textbook Editorial, Purchasing and Procurement for the Hospitality Industry, Stefanelli, Fall 1985

OTHER CREATIVE ACTIVITY

Major Programs Developed and Implemented:

Developed and taught courses in:

U.S. Open Planning and Operations – Spring 2007

U.S. Senior PGA Open Operations - Spring 2009

Casino Management - Spring 2008 to present

‘Team Cuisine’ Culinary Program Assistant Coordination – 2001-2003

Participation: Judge/Program

Mouton Scholar Award – Kent State University 2000-2002

Marketing Strategy for HFSM Program – Fall 1998 - Spring 2002

Managed and employed, undergraduate students in marketing efforts designed to increase student enrollment in program

Product Evaluation Panel; Restaurants and Institutions Magazine,
Penton Publishing Inc. 2000-2001

Internship/Practicum programs for approximately 90% of all senior Hospitality students
1984-2010

Created Articulation Agreement; Pennsylvania Culinary Institute 1998-2005

Corporate Chair: American Hospitality Academy
Professor Advisory Board – Chair, 1997 - 2002

Schwebel Guest Lecture Series Responsible for administration: KSU, – 1994-2004
Assisted from 2004-present

HFSM Program ‘Golf Outings’ Integration with diverse Country Club Operations –
Spring 1997-Spring 2007
Assisted from Spring 2007-present

HFSM ‘Career Explosion/Career Fair, Fall 1997-Fall 2001, Spring 2003

KSU – HFSM Career (secondary schools) “Explorer Post”, Fall 1998, Fall 1999

Assist in the development and management of HFSM Industry Advisory Board,
1998-2004

Assist in the Development of HFSM Program “Partner’s Program”, 1998

Created and sought funding for: Nixon Hall Research and Catering Kitchen – 1991

HFSM Diploma Program Workshop Series, 1986 - 1992

Charter to KSU of student organization of IFSEA (International Food Service Executives Association), Active period: 1984-2001

Other Activities:

Ice Carving Demonstration, Chagrin Valley School District, Spring 1999

Invited participant; Darden Restaurants, Inc., Faculty Internship, Orlando, Florida, Summer 1999

Production of 6-8 Unique, Creative, Catering Events per term in Classroom structure, 1983-2007

'Display Booth Creation and Management: HFSM Program', National Restaurant Show, Chicago, Ill., 1984-2007

Participation with students in International Restaurant/Beverage Show
Las Vegas, Nv. Spring 2008-Spring 2010

Scholarship of Application
University Citizenship
Scholarship of Teaching

Memberships in Professional Associations:

National Restaurant Association 1983-present

International Food Service Executive Association – 1983-present

-Cleveland Chapter Board Member 1985-1990

-Central Region Liaison

-Student Branch Advisor- 1983-2004

Council on Hotel Restaurant and Institutional Education (CHRIE) 1984-2007

-Paper Review Committee – 1997

-Experiential Education -Committee - 1996-2003

-Computer Committee - 1993-1994

-Contract Service Committee - 1994-1998

Ohio Council on Hotel, Restaurant and Institutional Education (Ohio CHRIE)

-Treasurer - 1993-1994

-Vice-President - 1994-1995

-President - 1995-1996

-Board – 1996-2002

Ohio Restaurant Association
-1991-2002
Tri-County Restaurant Association
-1991-2000
Maplewood JVS Advisory Board – 2000 - 2003

Kent State University Committee Responsibilities

School of Family and Consumer Studies Committee Responsibilities:

- Co-Coordination of HFMSM Advisory Board Summer 1999-2005
- Spring Banquet/Student Organization Coordinating-1993-1999
- Computer/Technology Committee
- Homecoming Breakfast Committee Chair
- United Way Representative 1983-2001
- Holiday Food Drive
- 'Internship' Committee
- Curriculum Committee, Chair 1998-1999, 1990-1993

Other School Activities:

- Acting Co-Director of School - 1994
- Chair Responsibilities: Search Committee - Director FCS – 1994
- Academic Discovery Days Representative 1984-1998
- SOLE Representation of Program Area in ALL functional responsibilities – 1983-1996

College Committee Responsibilities and Activities:

- HS2 Program Committee Summer, 1999
- Curriculum 1997-1999
- FAC 1993-1995 , 1990-1991
- Career Service Program Officer Search Committee – 1986
- Professional Development Award – 1985

University Committee Responsibilities and Activities:

- Nominee: Staff Recognition Award Fall, 1999
- Recreation and Wellness Center Advisory Board – Fall 1999 - present
- Development of Recreation and Wellness Center
Committees-1997-1999
 - Chair – ‘Sister institution examination’ committee
 - Chair – Search Committee: Associate Director
 - Programming planning committee

- Kent 100 Club Committee – KSU Admissions- 1997-2004
- Search Committee – Director- Adult Services Summer 2002
- Managed recruiting booth, Pennsylvania Culinary Institute
Pittsburgh, Pa. Spring 1998,1999, 2000
- Presentations to Undeclared Student Office 1997-1999
KSU Admissions Officers
- Athletic Committee 1990-1991
- University 'Honor Roll' 1993

Other 'Citizenship' Activities:

- Generation of over a current balance of \$264,000 towards support of the mission of the
HFSM Program at Kent State University 1985-present
- Donated KSU 'prize' (\$2500) to KSU Habitat for Humanity
- Secondary Education's Six District Education Compact Judge: Team Cuisine Secondary
Education Culinary Competition 1990 – 1992
- Professional Education Advisory Committees:
Cuyahoga Community College Hospitality Program
Akron Area Public Schools / Stow City Schools
Maplewood Joint Vocational Schools
Kenston High School
- Director/Coach – Kenston Athletic Association (youth community sports organization)
1996-present
Coach: Basketball / Men's Lacrosse
Certified Basketball referee

Other Citizenship/Application/Teaching Initiatives:

- Established numerous industry partnerships and collaborative activities
1983-present
- Assumed Faculty/Academic responsibility for Kent State/First Energy/Ohio
Department of Education partnership of 'Team Cuisine' Workshop/Competition
Program – Fall 1999 - Spring 2003
- Development of Distance Learning Course (HFSM 13024 Careers in Hospitality) in
cooperation with Dr. George Fero, Assistant Dean, Liverpool Campus- Fall 2001
- Guiding and managing efforts of undergraduate marketing student objective of increasing
enrollment of HFSM program; 1983 - present
- Continued development and management support of HFSM Advisory Board; 1996 – present
- Preliminary outline of textbook (co-author/editor) regarding 'Internships' in the Hospitality,
Resort, and Recreation industries: (RR & TM Professor Board joint authorship)
- Development of digital video technology into student and professional presentations
- Development of workshop: "Hotel Conference Center Operations" 2002-2003
- KSU Campus Representative in Committee on Course Equivalency of Disney College
Program Disney: Disney Faculty Liaison: Kent State Fall 2000- present

Technology Integration into Undergraduate Courses: 2000-present

- HM 13024 - Distance Learning mode of instruction – Fall 2001
- HM 33026 - Created Excell software/ Food Trac software taught Mentored students creating software for classroom adoption Fall 2000-present
- HM 13024 - Digital Video Editing and ‘movie-making’ for required research projects Spring 2003 - Present
- HM 33028 - Use of Meeting Matrix/Mastercook software into course requirements 2001-2010
- HM 43027 - Student use of video clips to power point presentation for course research Project; Fall 2001 – Spring 2004
- HM 44092 - Use of “ Internet Chat Room” for Practicum students outside of local geographic region – Summer 2001

Summer 2007-present

Developed ‘vista’ –related communication tools for students completing ‘internship’ away from traditional classroom

Edward M. Hoegler Sr., FMP

HIGHLIGHTS OF QUALIFICATIONS

- Professional background in Restaurants, Full Service Hotels, Banquet Facilities, Corporate and College Dining, and Health Care
- Expertise in Food Service computer systems and automated functions that include: inventory/ordering, menu development, production forecasting, POS, and accounting.
- Specialize in project management, design and implementation of new products.
- Experienced with quality controls and guest satisfaction
- Knowledgeable in financial reporting and budgeting to maximize operational efficiency

PROFESSIONAL EXPERIENCE & ACCOMPLISHMENTS

Food Service and Hotel Operations

Food and Beverage Manager

Westfield Group Country Club

- Manage all Food and Beverage operations for the Westfield Country Club
- Catering, formal al a cart, on course and pool operations

General Manager

Sodexo Services

- Edinboro University 5 Million in Sales 8 Managers and over 150 employees
- 1 large board operation and 2 food courts that offered 8 branded concepts

General Manager

Sodexo Services

- Otterbein College 1.9 Million in sales, 65 employees, three operations
- Increased OPC by 114 percent from prior year, passed our safety and physical inspection in first year.

General Manager

Sodexo Services

- BP Tower, running full food service for the 2nd largest office building in the city of Cleveland. Cafeteria, catering and special events
- Cover range from 1000-1500 daily in our food court style service unit.

General Manager

Don's Lighthouse Grille

- Responsible for all aspects of operation, managing a staff of 25 employees
- 2 million in sales increased profit by 3 percent
- Upscale Seafood restaurant. A landmark restaurant in Cleveland

Food and Beverage Manager

Lite House Grille and ACE Dining Center.

- Maintained food cost while achieving a 96 percent approval rate from customers.
- Created a three week cycle menu low in fat, calories and cholesterol.

Chef Instructor (Graduate Student)

Johnson & Wales University

Restaurant Manager

JWales Seafood and Pasta Restaurant

- Responsibilities: scheduling, bar purchases and cost, and overall customer satisfaction.

Food & Beverage Controller

Johnson & Wales Airport Hotel

- Streamlined F & B controls for a full service Radisson hotel, 700 seat banquet facility, a 200 and a 60 seat restaurant.
- Reinforced the use of the POS and ordering systems, which increased accuracy of purchases and production.

Storeroom Operations Manager

Johnson & Wales University

- Consolidated the purchases and distribution for 10 off property and 23 on campus kitchens and hospitality facilities.

Culinary

Johnson & Wales University

- While completing Teaching Assistant, Fellowship (Sous Chef) and Management Development programs at Johnson & Wales University I had the opportunity to work and teach with over 30 world renowned Chefs.
- Banquet Chef hot and Garde-Manger production, covers ranged 500-800.
- Participated in many American Culinary Federation events, special event dinners for chefs from Russia to hot food competitions.

Project Management/Consulting/Training**Instructor**

Kent State University

- Teaching Food Production Lab, Catering management and created a new class, food and wine pairing

Adjunct Professor

Ashland University

- Teaching Food and Beverage Cost Control, Food Production II and Management of Hospitality Employees in their Hospitality Department

Assisted Living startup team

ManorCare Health Services

- Opened 50 new buildings, trained food service and building service staff
- Designed and implemented plan for a Food Service Computer System for over 200 Manor Health Care facilities across the country.

Consultant

ManorCare Health Services

- Worked for Assisted Living division focus on food cost, purchasing, production, menu compliance and quality standards.
- Facilitator of two work groups charged with the task of evaluating and recommending computer hardware configurations and a training plan for a food service roll-out.

Computers

- Expedited the ordering, configuration and technical support for 250 food service computer systems
- Provided consulting through the transition from a manual to a computerized kitchen
- Streamlined menu development procedures through integration of our main system, Computrition with more user friendly spreadsheets and organization of data files.

Storeroom Operations Manager

Johnson & Wales University

- Responsible for a computerized inventory of over 4500 items and tracking and posting sales of \$200,000 a week.
- Expertise in Computrition food cost and nutritional software, Windows, Microsoft products, CBORD, Telecommunication, Web based software, and various POS systems.

EMPLOYMENT HISTORY

2007 – Present	Instructor	Kent State University
2006 - 2007	Adjunct Professor	Ashland University
2005 - 2007	Food and Beverage Manager	Westfield Group Country Club
2000 - 2005	General Manager	Sodexo Services
1999 – 2000	General Manager	Don's Lighthouse Cleveland, OH
1997 – 1999	Food & Environmental Manager	ManorCare Corp. Wickliffe, OH
1996 – 1997	Food Service Re-engineering Specialist	ManorCare Corp. Gaithersburg, MD
1994 – 1995	Menu Systems Specialist	ManorCare Corp. Gaithersburg, MD
1992 – 1993	Management Development Program	Johnson & Wales University
	- Food Beverage Manager	
	- Restaurant Manager	
	- Storeroom Operations Manager	
	- Food & Beverage Controller	
1990 – 1992	Teaching Assistant and Fellowship	Johnson & Wales University Providence, RI
1989	Sous Chef	The Burgess Grande Café Cleveland, OH
1985 – 1988	Banquet Chef	Normandy Party Center Willowick, OH

EDUCATION

May 1994	Masters of Science, Computer Education	Johnson & Wales University
May 1992	Bachelors of Science, Food Service Education	Johnson & Wales University
May 1990	Associates of Occupational Science, Culinary Arts	Johnson & Wales University

Courses at Kent State University

Food Production	2007 – Present
Catering Management	2007 – Present
Food and Wine Pairing	2007 – Present
Practicum Faculty Advisor	2008 – Present

Courses at Ashland University

Food and Beverage Cost control	2006-07
Food Production II	2006
Management of Hospitality Employee's	2006

Seminars

“Etiquette and You” Congress Lake Country Club	2009
“Etiquette and You” Ohio and West Virginia Municipal workers	2008
“EEOC Laws and You” Westfield Country Club	2006
“Transition, kitchen from a paper to computer” Manorcare Healthsystems	1997
“Computers for the hospitality industry” Johnson & Wales University	1993-94

Adult Learning

Computrition- food service computer system	1995-97
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Fund Raising

Kent State Golf Outing	(2009)	Raised \$ 6,000.00
Kent State Golf Outing	(2010)	raised \$ 6,200.00

Masters Thesis

“Attitudes and perceptions of Johnson & Wales faculty on distant learning and multimedia presentations	1994
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Professional Organizations

American Culinary Federation

National Restaurant Association

Professional Certifications

Food Management Professional (F.M.P.)	2007	National Restaurant Association
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TIPS Certified Trainer	2008	TIPS Program
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Boards

Member of the Kent State University Hospitality Advisory Board	2007 - Present
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Scholarships

Senior Lab Assistant	Johnson & Wales University	1989
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Teaching Assistantship	Johnson & Wales University	1990
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Fellowship	Johnson & Wales University	1991
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Management Development	Johnson & Wales University	1992-94
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Scholarships and compensation totaled over \$90,000

SWATHI RAVICHANDRAN, MBA, PhD

123 Nixon Hall, Kent State University

Kent, OH - 44242

Ph: (330) 672-7314 (work) E-mail: sravicha@kent.edu

EDUCATION

Ph.D., Food Service and Lodging Mgmt., Iowa State University, Ames, IA, August 2005

M.B.A., Business Administration, Iowa State University, Ames, IA, December 2002

B.Com, Commerce, University of Madras, Chennai, India, May 2000

PROFESSIONAL EXPERIENCE

Assistant Professor, Hospitality Management, Kent State University, August 2005 – Present

- Developed and taught courses in Hospitality Management including *Hospitality Legal Issues, Hospitality Marketing, Hospitality Human Resources Management, Hospitality Purchasing, Hospitality Meetings Management, and Strategic Lodging Management*
- Established a program of research and published actively in peer-reviewed scholarly journals and presented regularly in I-CHRIE and ISTTE conferences
- Advised students
- Started KSU chapter of Professional Convention Management Association (PCMA) and served as faculty advisor for the student group
- Provided service to university, community, industry and supported on-going program growth and development
- Appointed to graduate faculty status

Research Associate, Project title: Managing small hospitality businesses in Tanzania, 2004-05

- Created and maintain project website
- Assisted with literature review, developing survey instrument, and planning workshops
- Assisted with entry of perceptual and financial data

Front Desk Supervisor, Memorial Union Hotel and Conference Center, Summer 2003-04

- Made hotel reservations and checked-in and checked-out hotel guests
- Communicated effectively with housekeeping, custodians, and other staff
- Served hotel guests' needs during their stay and maintained high level of customer service

Night and Weekend Manager, Memorial Union Hotel and Conference Center, 2002-04

- Planned, coordinated, and supervised daily activities of general service department including set up of meeting rooms and audio-visual equipment
- Assisted in hiring, training, supervising, and evaluating 20-25 employees
- Was accountable for successful evening and weekend operations

Tourism Intern, FTI-North America, Orlando, Florida, Summer 2001

- Prepared budget for 30 different bus tours covering different parts of the US, and Canada involving millions of dollars
- Approved invoices for payment; prepared final account summaries
- Corresponded with suppliers in the US and Canada regarding payment disputes
- Corresponded with the accounting head office located in Malta

Administrative Assistant, International Education Services, Iowa State University, 2001-02

- Developed and coordinated various multi-cultural programs
- Planned and conducted orientation sessions for incoming international students
- Checked in scholars, students, and post-doctoral fellows and prepared I-9

PUBLICATIONS

Refereed Journal Articles

In Print

Ravichandran, S., & Suresh, S. (2010). Using wellness services to position and promote Brand India. *International Journal of Hospitality and Tourism Administration*, 11(2), 200-217.

I conceived the idea and contributed to paper structure and majority of the literature review section for this conceptual paper.

Suresh, S., & Ravichandran, S. (2010). Using Lifestyle Analysis to Develop Wellness Marketing Strategies for IT Professionals in India. *Health Marketing Quarterly*, 27(1), 1-20.

I completed data analysis and wrote the methodology, data analysis, and references sections and parts of the literature review section.

Ravichandran, S., & Arendt, S.W. (2008). How to increase response rates when surveying hospitality managers for curriculum-related research: Lessons from past studies and interviews with lodging professionals. *Journal of Teaching in Travel and Tourism*, 8(1), 47-71.

I conceived the idea, conducted interviews, assisted partly with literature search, and wrote the methodology, results, and discussion sections.

Suresh, S., Ganesan, P., & Ravichandran, S. (2008). Behavioral segmentation of wellness clients. *Journal of Travel and Tourism Research*, 8(1), 131-150.

I completed data analysis and wrote the methodology, data analysis, and references sections and parts of the literature review section.

Sharma, A., Sneed, J., & Ravichandran, S. (2007). Spatial analysis of small hotel activity in Tanzania. *International Journal of Contemporary Hospitality Management*, 19(7), 589-599.

I was the research assistant involved with this project and assisted with researching relevant literature, coding data, and reporting findings. I also assisted with making necessary alterations based on the blind review process.

Ravichandran, S., & Gilmore, S.A. (2007). Formation of organizational citizenship behaviors in students employed in university dining services: Impact of manager and co-worker behaviors. *Journal of Foodservice Business Research*, 10(2), 19-50.

This article is from my dissertation. I conceived the idea, collected data, and wrote all sections of the manuscript under the guidance of my dissertation advisor.

Arendt, S.W., Ravichandran, S., & Brown, E. (2007). Hospitality and tourism journal matrix. *Journal of Hospitality and Tourism Education*, 19(2), 44-50.

The lead author and I contributed equally to creating the journal matrix, the final outcome of this manuscript.

Ravichandran, S., Gilmore, S.A., & Strohbehn, C. (2007). Organizational Citizenship Behavior research in the hospitality industry: Current status and future research. *Journal of Human Resources in Hospitality and Tourism*, 6(2), 59-78.

This article is from my dissertation. I conceived the idea and contributed to paper structure and wrote all sections of the manuscript with the guidance of co-authors.

Ravichandran, S., & Gilmore, S.A. (2006). To empower or not to empower: The case of students employed in one Midwestern university's dining services. *Journal of Foodservice Management and Education*, 2.

This article is from my dissertation. I conceived the idea, collected data, and wrote all sections of the manuscript under the guidance of my dissertation advisor.

In Press

Suresh, S., **Ravichandran, S.,** & Ganesan, P. (2010). Understanding wellness center loyalty through lifestyle analysis. *Health Marketing Quarterly*, 27(4). (in press)
Acceptance memo.

I completed data analysis and wrote the methodology, data analysis, and references sections and significant parts of the literature review section.

Refereed Conference Proceedings

Slevitch, E., **Ravichandran, S.,** Njite, D., & Park, Y. (2008, October). Environmentally-friendly practices in the U.S. lodging industry: Hotels' profiling and segmentation. *In Proceedings of the ISTTE Annual Conference, Dublin, Ireland.*

Ravichandran, S., & Suresh, S. (2008, October). Wellness positioning: Rationale for promoting Brand India. *In Proceedings of the ISTTE Annual Conference, Dublin, Ireland.*

Ravichandran, S. & Arendt, S.W. (2007, July). Increasing response rates when surveying hospitality managers for curriculum-related research: Lessons from past studies and interviews with lodging professionals. *In Proceedings of the 61st Annual I-CHRIE Conference, Dallas, TX* (pp. 357-364). Washington, DC: CHRIE.

Sharma, A., Sneed, J., & **Ravichandran, S.** (2007, July). Comparative Analysis of Small Hotel Geographic Clusters in Tanzania. *In Proceedings of the 61st Annual I-CHRIE Conference, Dallas, TX* (pp. 425-432). Washington, DC: CHRIE.

Invited Report

Suresh, S., & **Ravichandran, S.** (2008, May). Assessing wellness quotient amongst back office employees in India. A report prepared for Union of Information Technology Enhanced Services (UNITES) Professionals.

PRESENTATIONS & PUBLISHED ABSTRACTS

Refereed International Professional Meetings

Clem, T., & **Ravichandran, S.** (2010, July). *Influence of behavioral and demographic factors on country club member retention*. Poster presentation at the 64th Annual I-CHRIE Conference, San Juan, Puerto Rico. (accepted)

Ulicney, M., & **Ravichandran, S.** (2010, July). *Implementation of Database Marketing in the Country Club Industry*. Poster presentation at the 64th Annual I-CHRIE Conference, San Juan, Puerto Rico. (accepted)

Slevitch, E., **Ravichandran, S.**, Njite, D., & Park, Y. (2008, October). *Environmentally-friendly practices in the U.S. lodging industry: Hotels' profiling and segmentation*. Stand-up presentation at the 2008 Annual International Society of Travel and Tourism Educator's Conference, Dublin, Ireland.

Ravichandran, S., & Suresh, S. (2008, October). *Wellness positioning: Rationale for promoting Brand India*. Poster presentation at the 2008 Annual International Society of Travel and Tourism Educator's Conference, Dublin, Ireland.

Slevitch, E., & **Ravichandran, S.** (2008, July). *Segmenting and profiling environmentally conscious "green" lodging consumers*. Poster presentation at the 62nd Annual I-CHRIE Conference, Atlanta, GA.

Ravichandran, S. (2008, May). *Instructional Pedagogy*. Round Table facilitator at the 2008 International Symposium on Sport, Exercise, and Leisure: Scholarship of Curriculum and Instruction, Shijiazhuang, China.

Ravichandran, S. (2008, May). *Model for teaching a Hospitality Meeting Planning course*. Stand-up presentation at the 2008 International Symposium on Sport, Exercise, and Leisure: Scholarship of Curriculum and Instruction, Shijiazhuang, China.

Ravichandran, S. (2008, May). *Model curriculum for a Master of Science degree in Hospitality and Tourism*. Stand-up presentation at the 2008 International Symposium on Sport, Exercise, and Leisure: Scholarship of Curriculum and Instruction, Shijiazhuang, China.

Ravichandran, S. (2008, May). *Segmenting and profiling wellness clients based on behavior and lifestyle factors*. Stand-up presentation at the 2008 International Symposium on Sport, Exercise, and Leisure: Scholarship of Curriculum and Instruction, Shijiazhuang, China.

Sharma, A., Sneed, J., & **Ravichandran, S.** (2007, July). *Comparative Analysis of Small Hotel Geographic Clusters in Tanzania*. Stand-up session presented at the 61st Annual I-CHRIE Conference, Dallas, TX.

Ravichandran, S., & Gilmore, S. (2006, July). *Are hospitality programs preparing graduates for the lodging industry? Understanding perspectives of hospitality program*

directors and hotel managers. Poster session presented at the 60th Annual I-CHRIE Conference, Washington, DC.

Ravichandran, S., & Suresh, S. (2006, July). *Segmenting and profiling wellness tourists.* Poster session presented at the 60th Annual I-CHRIE Conference, Washington, DC.

Ravichandran, S., & Gilmore, S. (2005, January). *Job search patterns of undergraduate hospitality students.* Poster session presented at the 10th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Myrtle Beach, SC.

Ravichandran, S., & Gilmore, S. (2005, January). *Student employee perceptions of employee relations at university conference centers.* Poster session presented at the 10th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Myrtle Beach, SC.

Gilmore, S., & **Ravichandran, S.** (2004, July). *Do lodging operations courses meet industry needs?* Poster session presented at the 58th Annual I-CHRIE Conference, Philadelphia, PA.

Ravichandran, S., & Gilmore, S. (2004, January). *Service Quality Gaps at Select University Conference Centers in the Mid-West.* Poster session presented at the 9th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX.

Invited Presentation

Ravichandran, S., Parsons, J., & Petrovic, A. (2008, March). *Intern today, meeting planner tomorrow: Strategies for increasing student involvement in the meetings & events industry.* Presentation at the MPI Mid-America Conference, North Canton, OH.

Refereed Regional Professional Meeting

Ravichandran, S., & Scheule, B. (2007, April). *Model for teaching an event and meeting management course in cooperation with hospitality operations.* Stand-up session presented at the Great Lakes Hospitality and Tourism Educators Conference, Charleston, IL.

Non-refereed Local Professional Meeting

Ravichandran, S. (2009, October). *Experiential learning in the field of event planning.* Poster session presented at the University Teaching Council Annual Conference, Kent, OH.

Ravichandran, S. (2006, November). *Wakonse Teaching Conference.* Poster session presented at the University Teaching Council Annual Conference, Kent, OH.

Non-refereed National Professional Meeting

Ravichandran, S., & Rajaram, R. (2006, May). *Tips for new faculty.* Panel discussion presentation at the 17th Annual Wakonse Conference on College Teaching, Shelby, MI.

TEACHING, CURRICULUM DEVELOPMENT, & SUPERVISION

Kent State University, 2005-10

HM 43027 Hospitality Human Resources Management (syllabus and sample quiz)

Lecture (writing-intensive course), 3 credit hours, Face-to-face and Polycom®

Fall 2005, Spring 2006, Fall 2006, Spring 2007, Fall 2007, Spring 2008, Fall 2008,
Spring 2009, Fall 2009, Spring 2010

HM 5/43025 Hospitality Marketing (syllabus and sample quiz)

Lecture, 3 credit hours

Fall 2005, Fall 2006, Fall 2007, Fall 2008, Spring 2009, Fall 2009, Spring 2010,
Fall 2010

HM 5/43043 Hospitality Meetings Management (syllabus and sample property evaluation)

Lecture, 2 credit hours and Lab, 2 credit hours

Spring 2007, Spring 2009

HM 33028 Hospitality Purchasing (syllabus and sample exam)

Lecture, 3 credit hours

Spring 2006

HM 33020 Hospitality Legal Issues (syllabus and sample exam)

Lecture, 3 credit hours

Fall 2007, Fall 2010

HM 5/43040 Strategic Lodging Management (syllabus and sample exam)

Lecture 2 credit hours and Lab, 1 credit hour (utilized Hotel Management simulation
titled *Hotel Operations Tactics and Strategy (HOTS)*)

Spring 2008, Spring 2010

HM 43092 Hospitality Management Practicum (syllabus and intern evaluation form)

Practicum, 3-6 hours

Summer 2009, Summer 2010

New courses developed at Kent State University

Hospitality Human Resources Management – Graduate Component of slash course

Lecture, 3 credit hours

Hospitality Marketing – Graduate Component of slash course

Lecture, 3 credit hours

Hospitality Meetings Management – Undergraduate and Graduate Components of slash course

Lecture, 2 credit hours and Lab, 2 credit hours

Hospitality Financial Policy - Undergraduate and Graduate Components of slash course

Lecture, 3 credit hours

Strategic Lodging Management – Undergraduate and Graduate Components of slash course

Lecture 2 credit hours and Lab, 1 credit hour (utilized Hotel Management simulation titled *Hotel Operations Tactics and Strategy (HOTS)*)

Courses taught – Iowa State University, Fall 2004 – Spring 2005

HRI 438 Hospitality Human Resources Management, Taught selected lectures

Lecture, 3 credit hours

HRI 433 Hospitality Managerial Accounting, Taught selected lectures

Lecture, 3 credit hours

HRI 333 Foodservice Operations Control, Taught selected lectures

Lecture, 3 credit hours

HRI 352 Lodging Operations I, Taught stand-alone lab and selected lectures

Lecture & Lab, 3 credit hours

HRI 287 Principles of Hospitality Management, Taught selected lectures

Lecture, 3 credit hours

Curriculum development

Member of team that hosted the ACPHA accreditation site team while the Hospitality Management program sought reaccreditation in 2010

Member of committee which developed a M.S. degree in Tourism and Hospitality Management within the College of Education, Health and Human Services

Co-wrote two major curriculum revisions for the HM program during 2005-06 and 2007-08

Student Projects Directed:

Advising Master's thesis for Mandy Ulicney (ongoing)

Advising Master's thesis for Lisa Cometa (ongoing)

Advising Master's thesis for Theresa Clem (ongoing)

Advising Master's thesis for Caitlin Jaworski (ongoing)

Committee member, Master's project for Eric Pecherkiewicz (Fall 2009)

Advised individual honor's work for Abigail Kruszynski (Fall 2008)

GRANTS

2010 University Research Council, Kent State University – Professional Conference Support for Dissemination of Research and Scholarship (\$500)

2009 University Teaching Council, Kent State University – Travel and Learning Support Grant (\$500)

Pay it Forward Grant, Corporation for National and Community Service (\$5000 – not funded)

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- 2008 Farris Family Fellowship, Kent State University (\$24,000 – not funded)
- University Teaching Council, Kent State University – Travel and Learning Support Grant (\$500)
- University Research Council, Kent State University – Professional Conference Support for Dissemination of Research and Scholarship (\$500)
- 2007 University Research Council, Kent State University – Professional Conference Support for Dissemination of Research and Scholarship (\$500)
- University Teaching Council, Kent State University – Travel and Learning Support Grant (\$400)
- 2006 Division of Research and Graduate Studies, Kent State University – On-going Research Grant for “Are hospitality programs preparing graduates for the lodging industry? Understanding perspectives of hospitality program directors and hotel managers.” (\$2500)
- Division of Research and Graduate Studies, Kent State University – Summer Research Award for “Are hospitality programs preparing graduates for the lodging industry? Understanding perspectives of hospitality program directors and hotel managers.” (\$6500 – not funded)
- University Research Council, Kent State University – Professional Conference Support for Dissemination of Research and Scholarship (\$500)
- University Teaching Council, Kent State University – Travel and Learning Support Grant (\$500)
- 2005 College of Family and Consumer Studies Research Grant Recipient for Dissertation Research - \$400 (Iowa State University)
- Wakonse Teaching Fellow - \$700 (Iowa State University)
- 2004 International Association of Conference Centers - \$3000

SERVICE AND CITIZENSHIP

College Committees

Kent State University – College of Education, Health, and Human Services

- 2010 – Present Member, Center for International and Intercultural Education Committee
- 2008 – Present Member, EHHS Marketing Committee
- Member, Faculty Recruitment Committee
- 2008 - 09 School of Family and Consumer Studies (FCS) representative, Undergraduate Council

2007 - 08 School of FCS representative, Technology Advisory Committee

School/Department Committees

Kent State University – Foundations, Leadership, and Administration

2009 – Present Hospitality Management (HM) representative, Curriculum Committee

Kent State University – Family and Consumer Studies

2008 – 09 Chair, FCS Curriculum Committee

2007 - 08 HM program representative, FCS Handbook Review Committee

2005 – 10 Hospitality Management program representative, Curriculum Committee
Member, Faculty Advisory Committee and Graduate Studies Committee

2005 – 07 Member, FCS Scholarship Selection Committee

Iowa State University

2003 - 05 Member, Graduate Council
Member, College of Family and Consumer Sciences Curriculum Committee
Member, Graduate Student Association of Hospitality Management

2000 - 02 Member, MBA Association

Program-area Committees

Kent State University - Hospitality Management Program

2009 – 2010 Chair, Hospitality Management Tenure-Track Faculty Search Committee

2007 – Present Faculty advisor, KSU Chapter of Professional Convention Management
Association (PCMA)

2005 - Present Hospitality Management Advisory Board

Ad Hoc Committee

2005 - 06 Faculty and Staff Development – Ad-hoc Committee

Involvement in Professional Organizations

International Organizations

2010 Member, Board of the Refereed Papers Committee, International Council on
Hotel, Restaurant, and Institutional Education (I-CHRIE) 2010 conference

Associate Editor and Co-chair, Tourism, Leisure, and Recreation Track for
2010 I-CHRIE conference

2009 – Present Member, PCMA Faculty Task Force

2008 – 2010 Member, International Society for Travel and Tourism Educators (ISTTE)

2006 - Present Member, PCMA
Member, International Association of Conference Centers (IACC)

2009 – Present Member, I-CHRIE
 2006 - 07 Member, I-CHRIE

National Organizations

2005 – Present Member, Hospitality Educators of South Asia (HESA)
 2004 – Present Member, Phi Upsilon Omicron-Family and Consumer Sciences National
 Honors Society
 2002 – Present Member, Beta Gamma Sigma – Business National Honors Society

State Organizations

2005 – Present Member, Ohio Hotel and Lodging Association (OH&LA)

University Organizations

2006 - 07 Member, Kent Academic Support and Advising Association (KASADA)

Journal/Conference Proceedings Reviewer

Council on Hotel, Restaurant, and Institutional Education (CHRIE) Conference
 Reviewed proposals for research presentations and poster sessions for the summer
 national conference in the Marketing and Education tracks (2010, 2009, 2008, 2007,
 2006, 2005)

APacCHRIE (Asia Pacific CHRIE) Conference
 Reviewed proposals for research presentations and poster sessions for the conference
 (2009)

International Journal of Hospitality Management
 Reviewed research manuscripts (2009)

Graduate Student Research Conference in Hospitality and Tourism
 Reviewed proposals for research presentations for the Spring national conference
 (2010, 2009)

Journal of Foodservice Business Research
 Reviewed research manuscripts (2005)

Professional and Program Development Activities

IACC, 2010
 Reviewed scholarship applications for IACC Conference Center Industry Award and
 Future Leaders Award

Hospitality Management program, 2009
 Co-wrote HM tenure-track faculty position request

PCMA, 2010, 2009, 2008
 Attended various PCMA Annual Conference professional development sessions.
 Networked with meeting and events industry leaders. Served as faculty advisor for

KSU Chapter of PCMA. Assisted with development of standardized meetings management curriculum.

Daily Kent Stater article, December 4, 2008

“Programs replacing school textbooks with computers”

PCMA, 2007

Attended various PCMA Annual Conference professional development sessions. The sessions and professional contacts assisted with the content development and course design of *Hospitality Meetings Management* course taught in Spring 2007

Event Planners Expo, 2007

Attended the Event Planners Expo held in Cleveland during April 2007 with students registered in the *Hospitality Meetings Management* class. Developed industry contacts and assisted in placing students in internship positions

Undergraduate Academic Advising Workshop Series, 2006-07

Received certificate of completion

Council on Hotel, Restaurant, and Institutional Education (CHRIE)

Received certificate of completion for I-CHRIE’s Research Consortium (2010, 2006)

Daily Kent Stater article, October 19, 2006

“Hospitality industry receives tech makeover”

Indian Student Organization, 2006

Created and costed-out menu for 400 attendees of “Diwali Night”

OHLA, 2006

Attended professional development sessions at the OHLA conference in November 2006 and developed lodging industry contacts

Hospitality Management program, 2006 – Present

Learned Macromedia Contribute™ and maintained HM website; benchmarked with leading Hospitality Management program websites to offer input into creation of new program website

Hospitality Management Marketing Sub-Committee Lead, 2006 - Present

Created Marketing survey and administered to HM majors to gather data on student demographics, and decision-making process for selecting major; coordinated meeting and conference calls

AWARDS AND COMMENDATIONS

Kent State University

2010 Recipient, Graduates Appreciation Letter of Achievement for making a difference in the life of a KSU graduate from 2008 graduates

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- 2010 Recipient, PCMA Faculty Scholarship Award (\$1000)
 - 2009 Recipient, Graduates Appreciation Letter of Achievement for making a difference in the life of a KSU graduate from 2007 graduates
 - 2009 Recipient, PCMA Faculty Scholarship Award (\$2500)
Faculty advisor, KSU Chapter of PCMA – Recipient of 2008-09 “Student Chapter of the Year” Award
 - 2007 “You make the difference” award given by Student Accessibility Services
 - 2006-07 *Moulton Scholar*, Utilizing WebCT in Conjunction with Polycom® to Enhance Effectiveness of Distance Education

Iowa State University

- 2005 Nominee - The Chancellor’s List® 2005
Elizabeth Beveridge Memorial Endowment Fund Fellowship
- 2004 Preparing Future Faculty Scholar
Colonel Harold Pride Scholarship
- 2003 Damaris Pease College of Family and Consumer Sciences Fellowship
- 2000-05 Graduate Assistantship and Graduate College Scholarship

University of Madras

- 1999 University rank for outstanding performance in academics
- 1998-99 Government of Student Body Cultural Secretary

BARBARA SCHEULE, PHD, RD

Kent State University
School of Foundations, Leadership and Administration
Hospitality Management Program
PO Box 5190, Kent, OH 44242-0001
Telephone: (330) 672-3796 FAX: (330) 672-3063
E-mail: bscheule@kent.edu

EDUCATION

Doctor of Philosophy	Kansas State University, Manhattan (1995) Human Ecology, Food Service and Hospitality Management emphasis
Master of Science	Kansas State University, Manhattan (1985) Institutional Management
Dietetic Internship	Oregon Health Sciences University, Portland (1981)
Bachelor of Science	University of Nebraska, Lincoln (1980) Majors: (a) Human Nutrition and Institutional Management, (b) Education and Family Resources

PROFESSIONAL EXPERIENCE

Associate Professor 2003 – Present	Kent State University, Kent, Ohio Responsible for teaching courses in food and food management content areas for Hospitality Management and Dietetics undergraduate and graduate students. Serves as program coordinator, including oversight of Hospitality Management Advisory Board. Prepares annual Accreditation Commission of Programs in Hospitality Administration (ACPHA) reports. Provides academic advising and serves as faculty advisor for the Club Managers Association of America student chapter. Prepares curricular proposals including the documents for the approval of a new M.S. in Hospitality and Tourism Management. Engages in scholarly work including research and a college-level textbook.
Assistant Professor 1997-2003	Kent State University, Kent, Ohio Responsible for teaching courses in food and food management content areas for Hospitality Management and Dietetics undergraduate students. Lead author on the self-study completed for ACPHA. Program received ACPHA accreditation in 2002. Worked with students to develop a student chapter of Club Managers Association of America and served as faculty advisor. Provided organizational leadership for the Hospitality Industry Advisory Board starting in 1999. Engaged in scholarly work including research and a college-level textbook.
Administrative Dietitian and Assistant Professor 1991 - 1997	Kansas State University, Manhattan, Kansas Joint Management and Faculty Appointments with Department of Housing and Dining Services and Department of Hotel, Restaurant, Institutional Management, and Dietetics <ul style="list-style-type: none"><i>Management:</i> Promoted quality programs and services in campus Dining Centers through menu planning, recipe development, special event planning, procurement decisions, employee training programs, nutrition education, and customer feedback systems.<i>Faculty:</i> Promoted to Assistant Professor rank in 1996. Assisted graduate and undergraduate students with value analysis projects, customer surveys, and menu concepts.

Unit Manager and Instructor 1989-1991	<p>Kansas State University, Manhattan, Kansas Joint Management and Faculty Appointments with Department of Housing and Dining Services and Department of Hotel, Restaurant, Institutional Management, and Dietetics</p> <ul style="list-style-type: none"> • <i>Management:</i> Responsible for management of Kramer Dining Center, a facility serving 1,400 residents and 200 children in an University Day Care Center. Provided leadership for two professional managers/dietitians, one part-time graduate student, 30 civil service employees and 150 part-time student employees. • <i>Faculty:</i> Guided lab experiences of 40-50 dietetic and restaurant management students in food service systems class each semester. Assigned paper and lab grades. Represented department on the college academic affairs committee. Drafted sections of ACPHA accreditation document for Hotel and Restaurant Management program.
Progressive management and faculty experiences 1981-1989	<p>Kansas State University, Manhattan, Kansas Joint Management and Faculty Appointments with Department of Housing and Dining Services and Department of Hotel, Restaurant, Institutional Management, and Dietetics</p> <ul style="list-style-type: none"> • <i>Management:</i> Boyd Dining Center Unit Manager, Derby Dining Center Production Manager, Kramer Dining Center Production Manager, and Strong Complex Assistant Manager. • <i>Faculty:</i> Instructed students in senior dietetic management, food service systems, and quantity food labs.

REFEREED PUBLICATIONS

Caine-Bish, N. & **Scheule, B.** (2009). Gender differences in food preferences of school aged children and adolescents. *Journal of School Health*, 79(11), 532-540.

Caine-Bish, N. & **Scheule, B.** (2007, Fall). Food preferences of school age children and adolescents in an Ohio community. *Journal of Child Nutrition and Management*, 2 [on-line]
<http://docs.schoolnutrition.org/newsroom/jcnm/07fall/caine-bish/index.asp>

Scheule, B. (2004). Food safety education: Health professionals' knowledge and assessment of WIC client needs. *Journal of the American Dietetic Association*, 104, 799-803.

Scheule, B. (2002). A comparison of the food safety knowledge and attitudes of hospitality and dietetics students. *Journal of Hospitality and Tourism Education*, 14(3), 42-50. (Received Emerald Management Review Citations of Excellence for originality and readability)

Scheule, B. & Sneed, J. (2001). From farm to fork: Critical control points for food safety. *Journal of Nutrition in Recipe and Menu Development*, 3(2), 3-23.

Sneed, J. & **Scheule, B.** (2001). Teaching leadership in hospitality management programs: A model for learning from leaders. *Journal of Hospitality & Tourism Education*, 13(2), 34.

Scheule, B. (2000). Food safety educational goals for dietetic and hospitality students. *Journal of the American Dietetic Association*, 100(8), 919-927.

Sneed, J. & **Scheule, B.** (1999). Evaluation of the use of the *Keys to Excellence: Standards of Practice for Nutrition Integrity*. *The Journal of Child Nutrition and Management*, 23, 86-90.

Sneed, J. **Scheule, B.**, & Gregoire, MB. (1999). Implementing nutrition integrity in child nutrition programs: Implications for dietetic practitioners and educators. *Topics in Clinical Nutrition*, 15_(1), 1-9.

Scheule, B. M., Miller, J. L., McCahon, C., & Johnson, D. E. (1996). Influence of the *NACUFS Professional Standards Manual* on human resource development and customer focus in college and university dining operations. *NACUFS Journal*, 20, 57-76.

Scheule, B. M., McCahon, C., Miller, J. L., & Johnson, D. E. (1996). Influence of the *NACUFS Professional Standards Manual* on customer perceptions of quality and responsiveness. *NACUFS Journal*, 20, 77-88.

Scheule, B. M., McCahon, C., & Miller, J. L. (1994). A comparison of the *NACUFS Professional Standards Manual* with the Malcolm Baldrige National Quality Award Criteria. *NACUFS Journal*, 18, 75-91.

Scheule, B. M., Roach, F. R., & Hoyt, D. P. (1987). Evaluation of the coordinated undergraduate program in dietetics at Kansas State University. *Journal of The American Dietetic Association*, 87(6), 785-789.

BOOKS

Bennion, M. & **Scheule, B.** (2010). *Introductory Foods* (13th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc. (Lead author of revision, first author is retired)

Bennion, M. & **Scheule, B.** (2004). *Introductory Foods* (12th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc. (Lead author of revision, first author provided assistance)

Bennion, M. & **Scheule, B.** (2000). *Introductory Foods* (11th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc. (Assisted first author with revision)

PROFESSIONAL PRESENTATIONS

Ravichandran, S. & **Scheule, B.** (2007, April). Model for teaching an event and meeting management course in cooperation with hospitality organizations. Great Lakes Hospitality and Educators Conference. *Refereed*

Scheule, B. (2004, October). Food Irradiation. Presented for State of Ohio, Office for Safety, Health, and Nutrition – Healthy Meals/Healthy Minds MEGA Conference, Columbus, OH

Scheule, B. (1999, March). Research Update: Food Safety Education, Knowledge, and Attitudes of Dietetic and Hospitality Management Senior Students. Presented at the Foodservice Systems Management Education Council biennial meeting, St. Helena, CA.

Scheule, B. M. (1996, July). The *NACUFS Professional Standards Manual* as a quality improvement tool. Presented at the National Association of College and University Food Services national conference, Albuquerque, NM. *Refereed*

Scheule, B. (1986, October). Poster Session: Evaluation of the Coordinated Undergraduate Program in Dietetics at Kansas State University. Presented at The American Dietetic Association Annual Meeting, New Orleans, LA. *Refereed*

COMMUNITY PRESENTATIONS

Scheule, B. (2002, April). "21st Century trends in the food industry." Presented for College Club of Canton.

Scheule, B. (2002, January). Choosing for your health when "eating out." Presented for Tallmadge Lion's Club.

Scheule, B. (2001, May). Team Nutrition: Healthy Food Choices for Middle School Students. Presented BMI calculations and body image for two 8th grade classes and presented choosing a variety of foods for two classes of 6th grade students using USDA Team Nutrition materials.

Scheule, B. (2000, March). Healthy Vegetarian Eating. Presented for a Kent State University Wellness Center program, Kent, OH.

GRANTS

- | | |
|------|---|
| 2004 | USDA Grants – 101304-001 10.303 Integrated Programs: "Electron beam surface decontamination of eggs." Co-PD. Funds requested \$598,788. (Not funded) |
| 2001 | College of Fine and Professional Arts - Faculty Development and School Matching Grant for Food Safety Education: Opportunities and Challenges in the Women, Infants, and Children Programs. (\$3000 funded) |
| 1998 | Foodservice Systems Management Education Council Research Grant (\$1000) for Food Safety Education, Knowledge, and Attitudes of Dietetic and Hospitality Management Senior Students. (\$1000 funded) |

COURSES TAUGHT

2010 – Present	HM 63026	Research Seminar
2010 – Present	HM 33050	Professional Practices in Hospitality Management
2008 – Present	US 10097	Destination Kent State - First Year Experience
2003 – Present	HM 23012	Food Study
2003 – Present	HM 63024	Management of Food and Nutrition Services (developed course)
2004 – Present	HM 33035	Management of Hospitality Service Quality (developed course)
1998 – Present	HM 4/53030	Food Service Systems Management
2005 – 2009	HM 33028	Hospitality Purchasing
2008	HM 43092	Hospitality Practicum
2008	HM 41096	Individual Investigation
2005	FCS 61091	Individual Investigation
2002 – 2004	HM 33026	Club Management (developed course)
1997 – 2007	HM 23023	Techniques of Food Production II
1998 – 2007	HM 13023	Techniques of Food Production I
1998 – 1999	HM 43032	Food Production and Service Management
1997	HM 43030	Food Service Systems

GRADUATE STUDENT ADVISING

Director	O'Donnell, Ryan. (2011) <i>Country club management strategies and development</i> . (Thesis)
	Lowry, Lonnie Lowry. (2004). <i>Creation of a business plan for the Nutrition Outreach Program</i> . (Master's project)
Committee Member	Jaworski, Caitlin. (2011). <i>The effect of training satisfaction, employee benefits, and incentives on job satisfaction and job commitment in part-time hotel employees</i> . (Thesis)
	Knight, Samantha. (2008). <i>Does presence of the parent and child in the same room affect food self-selection and portion size?</i> (Thesis)
	Feiber, Lisa. (2006). <i>Does plate size affect portion size when children self-select food?</i> (Thesis)
	Luevano, Claudia. (2006). <i>The relationship between food insecurity and overweight and obesity in low income women with children</i> . (Thesis)
	Snyder, Donnie. (2005). <i>Long-Term Care Facilities: Understanding Budgeting for Non-Resident Special Food Requests</i> . (Thesis)
	Leonhard, Susan. (2005). <i>Sports Supplements: Increasing Consumer Awareness</i> (Master's project)
	Saldivar, Amanda. (2005). <i>Food Safety Education for Spanish-Speaking Adult Migrant Farm Workers: A Theatrical Script</i> . (Master's project)
	Gliba, Jennifer. (2004). <i>Snack Smart: An education program for middle school children on Healthy Snacking</i> . (Master's project)
	Weaver, Juanita. (2004). <i>Creation of Healthy Eating options for the development of a Restaurant Menu</i> (Master's project)
Doctoral Student Committee	Duncko, Theresa. (2005). <i>Understanding the struggling adolescent reader: A glimpse into the student self-efficacy and self-regulated learning practices of a ninth grading reading class</i> . Served as EHHS Faculty Representative

UNIVERSITY SERVICE

University

2008 – Present	Discussion Leader for Freshman Summer Reading Book
1998	Kent State University Peer Review of Teaching Workshop Participant

College of Education, Health, and Human Service

2009 – Present & 2005 – 2006	College Advisory Council
2009 – 2010	College Graduate Assistant Budget Committee
2008 – Present	Program Coordinators Committee (Undergraduate and Graduate Committees)
2008 – 2009	First Year Experience Course Redesign Committee
2005 – 2006	College Reorganization Taskforce

College of Fine and Professional Arts

2000 – 2005	Curriculum Committee
2002	Summer Grant Selection Committee
2001	Academic Quality Improvement Project, Workshop Participant
1999 – 2000	Computer Committee
2000	Search Committee Member for LAN Computer Systems Coordinator

School of Foundations, Leadership and Administration

2009 – Present	Faculty Advisory Council
2009 – Present	Program Coordinators

School of Family and Consumer Studies

1997 – 2009	Faculty Advisory Council
1997 – 2009	Graduate Studies Committee
2007	Chair, Search Committee for Hospitality Management Non-Tenure Track Position
2000 – 2005	Chair, Curriculum Committee
2005	Chair, Search Committee for Hospitality Management Tenure Track Positions
2004	Member, Search Committee for Nutrition and Dietetics Tenure Track Position
2003	Member, Search Committee for Nutrition and Dietetics Tenure Track Position
2001	Member, Search Committee for Human Development and Family Studies Tenure Track Position
1999 – 2001	Student Grievance Committee
1999 – 2000	Scholarship Selection Committee
2000	Member, Search Committee for Nutrition and Dietetics Tenure Track Position

Hospitality Management Program

2005 – Present	Program Coordinator
2003 – Present	Prepare Annual Accreditation Reports (ACPHA)
2000 – Present	Faculty Advisor, Student Chapter of Club Managers Association of America (CMAA)
1999 – Present	Coordinate Meetings of Hospitality Industry Advisory Board Member of Student Development Committee that developed Student Mentoring Program (2008 – Present)
2010	Prepared Hospitality Management program self-study for ACPHA re-accreditation. Program re-accredited for 2010-2017.
2009-2010	Prepared Articulation Agreement with Cuyahoga Community College
2009	Committee Member in Planning of the 2009 Schwebel Lecture
2008	Wrote Proposal for New Master's of Science in Hospitality and Tourism Management and presented at School Faculty Meeting, College Curriculum Committee, EPC, Board and Trustees, and Ohio Board of Regent's Meetings. Approved by Ohio Chancellor in 2009.
2008	Leadership Role in Planning of the 2008 Schwebel Lecture
2007	Prepared Hospitality Management Curriculum Revision Proposal
2007	Co-Author on Seven Million Dollar Gift Proposal for the Benefit of the Hospitality Program (not funded)
2006	Wrote Developmental Proposal for a New Master's of Science in Hospitality and Tourism Management and presented at School Faculty Meeting, College Curriculum Committee, and EPC

2006	Prepared Hospitality Management Curriculum Proposal to Add Four Courses
2006	Leadership Role in Planning of the 2006 Schwebel Lecture
2003	Prepared Hospitality Management Curriculum Revision Proposal
2002, August	Full Accreditation of Hospitality Program from Accreditation Commission for Programs in Hospitality Administration (ACPHA)
	Lead Author of Accreditation Self Study Document
	Co-Author on Program Response to Site Team Report
2001	Provided Significant Input into Content for Updated Hospitality Management Web Page
2001	Prepared Curriculum Revision to Change Program Name from Hospitality Food Service Management to Hospitality Management
2001	Prepared Hospitality Business Alliance Articulation Agreement

PROFESSIONAL MEMBERSHIPS

1999 – Present	Club Managers Association of America (CMAA)
1999 – Present	Institute of Food Technologists (IFT)
1989 – Present	International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE)
	Ohio Council on Hotel, Restaurant, and Institutional Education (O-CHRIE)
1995 – Present	Foodservice Systems Management Education Council (FSMEC)
1981 – Present	The American Dietetic Association (ADA)
	Management in Food and Nutrition Systems Practice Group
	Food and Culinary Group Member
	Ohio Dietetic Association (ODA)

PROFESSIONAL CERTIFICATIONS

1981 – Present	Registered Dietitian, Registration Number #597223
Currently	ServSafe Certified, National Restaurant Association Educational Foundation

PROFESSIONAL SERVICE

Leadership Positions

2009 – Present	Nominating Committee, Foodservice Systems Management Education Council (FSMEC)
2004 – Present	Editorial Board Member of <i>The Journal of Foodservice Management and Education</i>
2007 – 2009	Director - Region 3, Food Service Management Education Council (FSMEC)
2004 – 2005	President, Ohio Council on Hotel, Restaurant, and Institutional Education (O-CHRIE)
2003 – 2004	Vice-President, Ohio Council on Hotel, Restaurant, and Institutional Education (O-CHRIE)
2000 – 2001	Nominating Committee Member, Greater Akron Dietetics Association (GADA)
1999 – 2001	Director – Region 3, Food Service Management Education Council (FSMEC)
1996 – 1998	Member Steering Committee for revision of <i>Professional Practices: In College and University Food Services</i> (3 rd ed.)
1989 – 1991	Committee Member, Commission on Dietetic Registration
1982 – 1989	Board Member (Elected and Appointed Positions), Kansas Dietetic Association
	Chair and Chair-elect, Council on Practice
	Coordinator, Legislative Network
	Chair and Chair-elect, Management Interest Group

Manuscripts and Presentation Reviews

2010	Reviewer, Research Manuscript for <i>Journal of Foodservice Management and Education</i>
2006, 2008, 2010	Reviewer, Research Manuscripts for <i>Journal of Nutrition Education and Behavior</i>
2000 – 2009	Reviewer, Research Presentations and Poster Sessions for Annual Conference of the International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE)
1999 – 2000 & 2008 – 2009	Reviewer, Food Service Education Council Research Grant Proposals
2003	Reviewer, Research Manuscript for <i>UNLV Journal of Hospitality, Tourism, and Leisure Science (HTL Science)</i>
2001	Reviewer, Research Manuscript for <i>Journal of Hospitality and Tourism Research</i>
1999, 2001	Reviewer, Research Manuscript for <i>Journal of Child Nutrition and Management</i>

Nicholas Bellino

765 Antler Trail Streetsboro, OH 44241
(330) 519-5581
nicholasbellino@hotmail.com

Objective

Profile

Experienced in higher educational instruction, student advisement, research and publication. Skillful, innovative, intelligent, energetic and enthusiastic instructor, mentor and coach. Sincerely motivated and passionate for volunteering time to help support and assist in charitable organization activities.

Education

Doctor of Education <i>Walden University</i> A.B.D. – Expected completion January 2011	2011
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Master of Science in Hospitality Management <i>Widener University</i> Magna cum Laude	2006
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Bachelor of Science in Hospitality Management <i>Widener University</i> Magna cum Laude	2004
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Teaching Experience

Adjunct Professor, Hospitality Management Program <i>Kent State University, Kent, OH</i>	December 2007 - present
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- ♦ Instructed the Layout & Design of Foodservice Facilities course and Hospitality Legal Issues course at the junior and senior level.
- ♦ Taught the *ServSafe* – Sanitation & Safety course, along with the Introduction to Hospitality Management course at the freshmen and sophomore level.
- ♦ Instructed a selective Casino Management & Gaming Operations course at the junior and senior level.
- ♦ Directed and managed the Hospitality Management Practicum Internship Program.
- ♦ Supervised and evaluated students during the Lab section of the Event Planning and Catering class.
- ♦ Collaborated in program development, promotion, student recruitment and leadership of the hospitality management program.
- ♦ Participated in university and school service.
- ♦ Advised and mentored students on academic curriculum, internship possibilities and career goals.
- ♦ Counseled undergraduate students on the development of academic plans, course selection and educational goals.
- ♦ Lead collaborative and experiential student learning activities.
- ♦ Faculty and active member on the Kent State Hospitality Management Advisory Board.
- ♦ Worked in partnership with fellow faculty members to launch a mentoring program for underclassmen and graduating students.
- ♦ Collaborated with fellow faculty members to help and assist in the ACPHA accreditation process of the Kent State University Hospitality Management Program.
- ♦ Assisted with the student CMAA and PCMA chapters at Kent State University.
- ♦ Faculty and active member on the Research Committee in the School of F.L.A.
- ♦ Integrated the core values of respect, integrity, character, ethics and service in all aspects of teaching.

Adjunct Professor, School of Professional Studies

April 2008 - present

Walsh University, North Canton, OH

- ◆ Educated adult students in advanced 5-week and 10-week formatted courses.
- ◆ Instructed both sections BUS 313 & BUS 314 of Business Management & Organizational Behavior.
- ◆ Taught the BUS 417 Operations & Supply Management course.
- ◆ Instructed the BUS 321 Financial Management Operations course.
- ◆ Effectively planned and implemented course curriculum.
- ◆ Coached, motivated and taught students the proper employability behaviors needed to thrive in the business industry.

Adjunct Professor, Hospitality Management Program

August 2010 – present

Cuyahoga Community College, Cleveland, OH

- ◆ Instructed the Leadership and Management in the Hospitality Industry course.
- ◆ Collaborated in program development, promotion, student recruitment and leadership of the hospitality management program.
- ◆ Advised and mentored students on academic curriculum, internship possibilities and career goals.
- ◆ Counseled undergraduate students on the development of academic plans, course selection and educational goals.
- ◆ Tutored Access students on hospitality management program courses.
- ◆ Collaborated with graduating students and four-year universities to collectively work on admission procedures, academic credit hour transfers, financial aid, and academic career paths.

Adjunct Professor, Hospitality Management Program

January 2011

The Art Institute of Pittsburgh (Online Division), Pittsburgh, PA

- ◆ Scheduled to instruct and educate online hospitality management courses during the upcoming Spring 2011 semester.

Substitute Teacher

September 2007 - December 2007

Mahoning and Trumbull County Local Schools, OH

- ◆ Taught at the High School, JVS, Middle School and Elementary grade levels.
- ◆ Implemented, instructed and taught lesson plans.
- ◆ Properly educated students in all course subjects.
- ◆ Enhanced the learning experience for all students through positive motivation, creative teaching methods, care and concern.

Part-Time Instructor, School of Hospitality Management

September 2004 - September 2007

Widener University, Chester, PA

- ◆ Instructed a selective Casino Management & Gaming Operations course at the junior and senior level.
- ◆ Educated students on various aspects of the hospitality industry, such as: front desk operations, beverage management, casino gaming, food preparation, hospitality marketing, hospitality accounting and country club management.
- ◆ Collaborated in program development, promotion, student recruitment and leadership of the Hospitality management program.
- ◆ Participated in university and school service.
- ◆ Advised and mentored students on academic curriculum, internship possibilities and career goals.
- ◆ Counseled undergraduate students on the development of academic plans, course selection and educational goals.
- ◆ Served as an alumni liaison for the School of Hospitality Management at Widener University.

Substitute Teacher

September 2004 - June 2007

Brigantine Middle School, Brigantine, NJ

- ◆ Implemented, instructed and taught lesson plans.
- ◆ Properly educated students in all course subjects.
- ◆ Enhanced the learning experience for all students through positive motivation, creative teaching methods, care and concern.

Service Learning Projects and Experiences

- ◆ Worked in collaboration with faculty members from the Kent State School of Business to set-up, plan and develop an Entrepreneurship Extravaganza Educational Seminar.
- ◆ Coordinated, organized, planned and executed a Town Hall Meeting at Kent State on the topic of Gaming in Ohio – A Student Forum on Issue 3
- ◆ Worked in collaboration with officers from the Kent State Admissions Department to plan, set-up and run the following events showcasing the Hospitality Management Program:
 - 16th Annual Ohio Guidance Counselor Luncheon
 - Greater Northeast, Midwest, and Eastern Regions Guidance Counselor Dinner Event
- ◆ Coordinated, organized, planned and executed the 10th, 11th, and 12th Annual Kent State Hospitality Management Golf Outing benefiting the students of our program.
- ◆ Worked in collaboration with fellow hospitality management faculty members at Kent State to plan, organize and develop the following events:
 - Guest Lecture Series Event – starring world renowned chef Marcus Samuelsson
 - Annual Friends & Family Dinner – proceeds benefiting the students of our program.
 - I-X Center International Food Show – set-up booth to promote our program

Research Projects & Grants

Responsible Gaming Practice

September 2005 - April 2006

Various Casinos in Atlantic City, NJ

- ◆ Principle Researcher, *Responsible Gaming: The Current Practice and the Challenges*.

Provost Grant (\$1,200)

July 2006 - May 2007

School of Hospitality Management, Widener University

- ◆ Research Assistant, *The Relationship Between Casino Loyalty Programs and Customer Loyalty in the Gaming Industry*.

Responsible Gaming Practice

January 2008 - November 2008

Various Casinos in Las Vegas, NV and Atlantic City, NJ

- ◆ Principle Researcher, *The Antecedents & Consequences of Implementing Responsible Gaming Practices*.

Organizational Justice and Ethics

January 2009 - September 2009

Various Casinos in Las Vegas, NV, Biloxi, MS, Atlantic City, NJ, and western & eastern PA

- ◆ Principle Researcher, *Organizational Justice, Employee's Ethical Behavior and Job Satisfaction in the Casino Industry*

Publications & Presentations

Master's Thesis

- ◆ Bellino, Nicholas. An Investigation of Responsible Gaming Practices Among Casino Employees in the Gaming Industry, 2006.

Journal Publications

- ◆ Chen McCain, S.L., Bellino, N., & Lolli, J. (2006). Responsible Gaming: The Current Practice and the Challenges. *Consortium Journal of Hospitality and Tourism*.
- ◆ Chen McCain, S.L., Bellino, N., & Tsai, H. (2008). The Antecedents & Consequences of Implementing Responsible Gaming Practices. *Journal of Travel & Tourism Marketing*.
- ◆ Chen McCain, S.L., Bellino, N., & Tsai, H. (2009). Organizational Justice, Employee's Ethical Behavior and Job Satisfaction in the Casino Industry. *International Journal of Contemporary Hospitality Management*

Invited Papers/Presentations

2006 C.H.R.I.E. Conference, Washington, D.C.

- ◆ Bellino, N., Chen McCain, S. L., & Lolli, J. (2006). Employees' Perception Towards Responsible Gaming Training.

2008 C.H.R.I.E. Conference, Atlanta, GA

- ◆ Chen McCain, S. L., Bellino, N., Tsai, H. (2008). The Antecedents & Consequences of Implementing Responsible Gaming Practices.

2008 AC@30 E-Conference, School of Tourism and Hospitality Management at Temple University

- ◆ Chen McCain, S. L., Bellino, N., Tsai, H. (2008). The Antecedents & Consequences of Implementing Responsible Gaming Practices.

2010 15th Annual Graduate Student Research Conference in Hospitality & Tourism

- ◆ Chen McCain, S.L., Bellino, N., Tsai, H. (2009). Organizational Justice, Employee's Ethical Behavior and Job Satisfaction in the Casino Industry.

2006 & 2007 Widener University School of Hospitality Management Symposium

- ◆ Invited Panelist and Guest Speaker.

Managerial Work Experience

Casino Operations Supervisor

December 2003 - September 2007

Showboat Hotel & Casino, Atlantic City, NJ

- ◆ Coached, motivated and instructed assigned personnel in the proper performance of their duties.
- ◆ Developed and maintained a rapport with all patrons and handled customer concerns not resolved by subordinates.
- ◆ Assisted in the formulation of the casino's operating and capital plans.
- ◆ Read, analyzed and interpreted financial reports.
- ◆ Developed a strong working relationship with all department managers to guarantee unity and a consistent direction.
- ◆ Provided marketing advice and analysis to casino executives by developing customer behavior insights that are critical to making informed business and promotional decisions.
- ◆ Developer and founder of Team H.E.R.O. and all responsible gaming practices, policies & procedures
- ◆ Responsible for cultivating a company culture embracing diversity and corporate responsibility.
- ◆ Participated in the Harrah's Corporation Supervision Showcase Program.

Table Games Dealer/ Slot Operations Attendant

June 2003 - December 2003

Showboat Hotel & Casino, Atlantic City, NJ

- ◆ Effectively and efficiently dealt table games such as: Blackjack, Let-it-Ride, Boston 5-Card, 3-Card Poker, 4-Card Poker, Pai Gow Poker, Texas Holdem, Baccarat, Mini Baccarat, Spanish 21, Craps and Roulette.
- ◆ Observed all activity within assigned areas on the casino floor, offering assistance, instruction and advice to slot players on machine functions and payouts.
- ◆ Identified jackpot and hopper fill transactions, processed and completed them promptly, accurately and with a high degree of service and efficiency.
- ◆ Awarded Slot Department "Employee of the Month" in October 2003.

Personal Assistant to the Head Football and Head Golf Coach at Widener University

September 2000 - May 2004

Widener University, Chester, Pennsylvania

- ◆ Drafted letters for recruitment programs.
- ◆ Organized and developed team meetings, schedules, itineraries, and fundraisers.
- ◆ Advised teammates and fellow student athletes on their academics.
- ◆ 4-term board member on the Widener Athletic Advisory Committee.

Personal Assistant to the Head Golf Professional

May 1998 - September 2002

The Youngstown Country Club, Youngstown, Ohio

- ◆ Maintained the inventory and stock of merchandise on golf shop floor.
- ◆ Performed purchasing and receiving duties.
- ◆ Properly fitted customers for clubs in a courteous manner.
- ◆ Controlled the daily operations of the golf shop.
- ◆ Gained a broad exposure to country club management and golf course supervision.

Hospitality Industry Work Experience

- ◆ **Food & Beverage**
 - Meat Carver at a Butcher's Shop
 - Pizza Maker at a Pizzeria
 - Server at a fine dining restaurant, sports bar, and Italian family restaurant
 - Bartender at a night club and local pub
 - Line Cook, Prep Cook, and Pastry Chef
 - Dishwasher
- ◆ **Hotel Operations**
 - Front Desk Associate
 - Housekeeping Aide
 - Fitness Center Attendant
- ◆ **Retail**
 - Cashier
 - Merchandising Floor Associate
- ◆ **Concessions**
 - Alcohol Beverage Attendant
 - Distributed 50/50 raffle tickets and programs
- ◆ **Catering & Banquets**
 - Server
 - Bartender
 - Prep Cook
- ◆ **Golf Course Maintenance**
 - Greens Keeper
- ◆ **Culinary**
 - Back-of-the-House Manager of certain events
 - Knife skills
 - Food costing and budgeting
 - Prep, Line, Pastry, and Grill Cooking experience
- ◆ **Event Planning**
 - Coordinator of several profit and non-profit events

Professional Memberships

- ◆ Club Manager's Association of America
- ◆ Professional Convention Management Association
- ◆ The International Council on Hotel, Restaurant and Institutional Education

Research Skills & Certificates

- ◆ Extensive knowledge of SPSS & SAS statistical programs
- ◆ Proficient in all Microsoft Office programs
- ◆ Certified Instructor/Proctor of the *ServSafe* Food Safety & Alcohol Programs
- ◆ T.I.P.S. certified Instructor
- ◆ C.P.R./A.E.D/First Aid Certified

Awards & Honors

- ◆ AH & LEF Scholarship Recipient
- ◆ 4-time President's List Recipient
- ◆ 4-time Dean's List Recipient
- ◆ 4-time NCAA 1st Team Academic All-American on the Widener Men's Golf Team
- ◆ Eta Sigma Delta Honor Society
- ◆ Phi Kappa Phi Honor Society
- ◆ Fall 2010 Widener University Alumni Magazine – Alumni Spotlight Award

Volunteer Activities

- ◆ Knights of Columbus & Sons of Italy
- ◆ Adopted a child from the Christian Foundation for Children
- ◆ Usher and Eucharistic Minister at Our Lady of Mt. Carmel Parish
- ◆ Volunteer Baseball and Soccer Coach
- ◆ Mentor to members of the Widener University Men's Golf Team
- ◆ United Way, March of Dimes, Alex's Lemonade Stand & Toys for Tots
- ◆ Local MS Walk, Relay for Life, Annual Breast Cancer Marathon & Wildlife Zoo Run

SCOT B. TRIBUZI

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Norton, Ohio 44203
Married, three children

stribuzi@kent.edu
office: 440-964-4338
home: 330-666-7160

EDUCATION

- M.B.A. College of William and Mary.
Williamsburg, Virginia
Outstanding Executive Management program
- M.S. Ohio State University, Columbus, Ohio.
Major: Administrative Dietetics. Minor: Business.
Other activities: Graduate Teaching Associate in Human
Nutrition and Food Management, Assistant OSU Swim Coach.
- B.S. Ohio State University, Columbus, Ohio.
Major: Zoology -- Minor: Dietetics.
Achievements: Earned 100% college expenses, Four year swim team letterman.

Additional non-degree coursework:

University of Akron	1978
Temple University	1985
Virginia Commonwealth University	1987
Kent State University	2006- present

EXPERIENCE

Program Lead and Instructor, Hospitality Management 8/2006 – present
Kent State University

Instructor, advisor and program lead for Hospitality Management students at the Ashtabula and Kent campuses. Formed an active community advisory board. Increased enrollment from 12 to 32 students in two years. Outstanding student evaluations.

Corporate Director of Dining Services 5/2003 – 9/2005
Kisco Senior Living, Carlsbad, CA

Responsible for all aspects of the dining and environmental services operations at 24 senior living communities located throughout the United States. Responsibilities include serving over 9000 meals/day to Independent, Assisted Living and Alzheimer Residents with a budget over \$10m. Also established the vision and strategy in Dining and Environmental Services to achieve the Malcolm Baldrige Award.

ARAMARK (acquired ServiceMaster)

11/1997 – 5/2003

District Manager

ARAMARK Responsible for the food service operations at 18 acute and long term care facilities in Ohio, West Virginia and Kentucky. Managed over 500 employees with \$15m in revenue.

Senior Director of Operations

ServiceMaster, Downers Grove, IL

Responsible for the facilities management and food service at acute care hospitals, long term care and education (K-12) facilities in Kansas, New Mexico, Colorado, and Wyoming. This included 31 facilities with over 2000 employees and \$23m in revenue.

Food & Environmental Service Technical Support Representative

ServiceMaster, Downers Grove, IL

Provided internal consulting for food, facilities and environmental services to health care operations throughout the United States.

Director of Nutrition Services

ServiceMaster, Downers Grove, IL

Sinai Hospital in Detroit, MI

Directed the department activities at this 550 bed urban hospital. Accomplishments included improving patient satisfaction from 30% to over 90%, and dramatically decreasing food and labor costs while increasing revenue.

General Manager

1997

Pilot Corporation, Knoxville, TN

Responsible for all the activities at a \$22 million/year Virginia travel center. Including all personnel issues, profit & loss requirements, and especially retailing groceries, clothing, electronics and other merchandise. Also responsible for the Dairy Queen, Subway, and Taco Bell franchised food outlets with average daily revenues over \$6,500.

Faculty

1996

J. Sergeant Reynolds Community College, Richmond, VA

Hospitality Services Instructor in restaurant and hotel operations, laws and regulations, and lab practicums.

Director of Support Services

1986 – 1995

Health Corporation of Virginia, Richmond, Virginia

Responsible for the activities of the 220 employees in the laundry, housekeeping, food service and dietetic departments. Combined budget of over \$5 million with \$2 million in revenue generating activities. Major accomplishments: reduced staff by 22 FTE's while reducing the supply budget 13%; computerized the administrative, laundry, and diet offices; created an outpatient Nutrition Center which earned a net profit the first two years of operation; and implemented a continuous quality improvement program which increased efficiency and effectiveness in all areas.

Adjunct Faculty

1994

Randolph Macon College, Ashland, VA
School of Business
Management Instructor

Director of Food Service

1985 - 1986

St. Francis Medical Center, Trenton, NJ
Seiler Corporation, Waltham, MA

Directed the dietary operation at this 565 bed tertiary hospital. Major accomplishments: consolidated the dietetics and food services departments and rejuvenated the cafeteria and catering operations into profitable enterprises. In addition for Seiler Corporation, responsible for the evaluation, organization, and setup of four other 350+ bed hospitals.

Vertical Systems Project Manager

1984 - 1985

Concept Systems, Philadelphia, PA

Responsible for the organization, setup and support of computerized food production, planning and control systems in hospitals and universities. Also installed warehousing order and control systems/purchase order management. Major setups included Penn State University, Texas A & M, and Cornell University.

Assistant Director of Food Service

1982 - 1984

Richmond Memorial Hospital, Richmond, VA

Responsible for managing cash operations and production departments. In addition, supervised vending services, liaised with nursing administration, and interfaced with information technology in the development of a hospital wide computer system implementation. Experience included six months as a clinical dietitian.

OTHER SIGNIFICANT INSTRUCTING EXPERIENCE

Head Swim Coach, Wadsworth Recreation Center 2008

Strategic Planning Coach, Kisco Senior Living 2005

Supervisor Training, Health Corporation of Virginia 1987 – 1995

Head Swim Coach, Ginter Park Recreational Center 1990 - 1995

Certified Juran Total Quality Facilitator, Health Corporation of Virginia 1990 – 1995

Summer Youth Trainer, Capital Area Training Consortium 1992 – 1994