
MEMORANDUM

DATE: November 21, 2002

TO: Academic Senate

FROM: Academic Program Review Council

RE: Recommendations for:
Bachelor of Science Degree in Resort Management

CC: Anthony Agbeh, John Vermeer, David Nicol, Laurie Chesley, Thomas Oldfield, Barbara Chapman

DESCRIPTION OF PROGRAM:

BS Degree in Resort Management

Resort management is designed to provide the graduate with the education and background required to gain entry into this field and the ability to ultimately manage one of these fairly large enterprises. Effectively running such an operation requires knowledge of a wide variety of functions and activities ranging from lodging, serving food and beverages, housekeeping, grounds, and facility maintenance and repair, etc. to activities such as golf, tennis, riding, water sports, cruises, casinos and sightseeing. Resort customers are extended stay guests - from long weekends to two or more weeks. These guests demand more individual attention and expect greater ambience than do overnight travelers.

To satisfy these broad requirements, courses are drawn from the Colleges of Business, Technology and Education combining the disciplines of facilities management, hospitality, recreation, marketing, public relations and advertising. These areas have been identified as fundamental to successful resort operations. Internship is strongly recommended.

To assure entry into this broad and diverse field, you select a concentration in Lodging, Marketing, Facilities Operations, Facilities Planning or Recreation Leadership. This program complements Restaurant and Food Industry Management, Hotel Management, and Recreation Leadership and Management.

Admission is open to high school graduates who demonstrate academic preparedness, maturity and seriousness of purpose with backgrounds appropriate to their chosen program of studies. High school GPA and the mathematics and reading ACT scores will be considered in the admission and placement process.

Students who meet general College entrance requirements but not immediate program entrance requirements will be reviewed on an individual basis and may be accepted by the College of Business in a pre-business program. Upon completion of all prerequisites, admission to the program will be approved. This admission status extends the time required to complete degree requirements.

Because of specialized study in the various programs, students may need additional coursework, which they pursue prior to admission to the College of Business. Such

**APRC Recommendations concerning:
BS Degree in Resort Management**

additional preparatory courses may be taken at the University, possibly along with coursework within the college, or at another institution such as a community college.

The Resort Management program at Ferris leads to a bachelor of science degree. Graduation requires a minimum 2.0 GPA in core classes, in the major and overall. Students must complete all general education requirements as outlined in the General Education section of the University Catalog. As part of these requirements, students must either have an ACT math subscore of 24 or better, complete Math 115 or pass a proficiency exam.

College of Business programs have met the requirements to qualify for candidacy for accreditation from the Association of Collegiate Business Schools and Programs (ACBSP).

COST INFORMATION:

According to the office of Institutional research, the 1999-2000 cost data is as follows:

Total cost per SCH

BS Degree in Resort Management

Facilities Operations Management Concentration	\$171.64
Lodging Management Concentration	\$161.03
Facilities Planning Management Concentration	\$156.75
Marketing Concentration	\$148.43
Recreation and Leadership Management Concentration	\$142.68

Total program cost

BS Degree in Resort Management

Facilities Operations Management Concentration	\$21,970.45
Lodging Management Concentration	\$20,450.86
Facilities Planning Management Concentration	\$19,594.20
Marketing Concentration	\$18,701.68
Recreation and Leadership Management Concentration	\$17,834.64

RECOMMENDATIONS:

We recommend that the program be continued.

(1) The program has a number of important strengths:

- It is central to Ferris' mission.
- The program is unique (1 of 5 in the country).
- The faculty is enthusiastic about the degree, has nurtured lasting relationships with the business community, and continues to explore new relationships with resorts.
- Although the program is relatively new, the enrollment in the program is showing steady growth.
- The faculty has established close relationships with and been effective in advising students.

(2) We recommend that the following steps need to be taken to maintain the quality of these program:

- The program faculty, the administration of the College of Business, and University Advancement and Marketing should continue to explore ways to enhance recruitment activities
- The program faculty should establish additional ties with professional associations.
- The program faculty and the administration of the College of Business should continue to explore possibilities of articulation with community colleges.
- The program faculty should continue to review, evaluate, and modify the curriculum to better meet the needs of the businesses that this program is designed to serve.
- The program faculty should require an internship in all concentrations of the BS degree in Resort Management.
- The program faculty and the administration of the College of Business should continue to explore ways to upgrade the portion of the building containing the instructional facilities to a level that is at least comparable to the portions of the building that are used for non-instructional purposes.
- The program faculty and the administration of the College of Business should continue to investigate options to provide office staffing when the program faculty is unavailable.

Criteria Summary for BS Degree in Resort Management

BS Degree in Resort Management

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Because of specialized study in the various programs, students may need additional coursework, which they pursue prior to admission to the College of Business. Such additional preparatory courses may be taken at the University, possibly along with coursework within the college, or at another institution such as a community college.

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College of Business programs have met the requirements to qualify for candidacy for accreditation from the Association of Collegiate Business Schools and Programs (ACBSP).

- **CENTRALITY TO FSU MISSION:**

The AAS Degree in Resort Management is central to the mission of Ferris State University. The emphasis on preparation for a career clearly reflects the historic roots of the University.

- **UNIQUENESS AND VISIBILITY OF PROGRAM:**

This program is one of five programs in the country. It appears to be visible to selected elements of the industry but not to significant numbers of prospective students.

- **SERVICE TO STATE, NATION, WORLD:**

While there is significant potential to provide employees for the resort industry in the state, nation and world, this program is so new that it has not had time to make an impact.

- **DEMAND BY STUDENTS:**

Demand by students appears to be increasing.

- **DEMAND FOR GRADUATES:**

It is too early to determine the demand for graduates from the data available but, if the enthusiasm expressed by the industry is any indication, there appears to be considerable potential for placing students.

- **PLACEMENT RATE AND AVERAGE SALARY OF GRADUATES:**

Adequate information is not available due to the small number of graduates.

- **SERVICE TO NON-MAJORS:**

Not applicable

- **QUALITY OF INSTRUCTION:**

Due to the interdisciplinary nature of this program, a wide variety of faculty and departments are involved in the instruction of these students. The evidence suggests that the quality of instruction is good.

- **FACILITIES AND EQUIPMENT:**

For the present, facilities appear to be adequate. There are some concerns related to the implications of the movement of Public Safety into the building. The facilities are not air-conditioned, which has raised some concerns.

- **LIBRARY INFORMATION RESOURCES:**

Appear to be adequate

- **COST:**

According to the 1999-2000 report from institutional research:

Total cost per SCH

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- **FACULTY:**

- **QUALIFICATIONS:**

The faculty is qualified.

- **PROFESSIONAL AND SCHOLARLY ACTIVITIES:**

The faculty is active in professional organizations and making scholarly presentations

- **QUANTITY:**

The number of faculty is adequate for the current needs of the program

- **ADMINISTRATION EFFECTIVENESS:**

As of July 1, 2002 the program was transferred to the Management Department, which appears to be a good match. The faculty is concerned about having a secretary or part-time adult to help with recruitment activities.

MEMORANDUM

DATE: November 21, 2002

TO: Academic Senate

FROM: Academic Program Review Council

RE: General Recommendations for Programs reviewed in the 2002-2003 review cycle

CC: Vice-Presidents Chapman, Oldfield, and Chesley; All Deans

Approximately one year ago 12 panels charged with reviewing a total of 18 programs were formed. These panels were composed of program faculty and friends of the program. The panels collected information, analyzed that information, and wrote thorough and rigorous reports that detailed the status of the programs. These reports also identified needs of the programs. Based upon the written documents submitted to the Academic Program Review Council, the answers to written questions generated by the Council, and discussion with panel members and program administrators, the APRC has generated specific recommendations for each program reviewed. These recommendations have been submitted as separate memos. On behalf of the entire University, the APRC extends its appreciation and gratitude for the work done by the program review panels.

GENERAL RECOMMENDATIONS

The following recommendations are derived from our collective review of the programs and represent our suggestions for addressing concerns that affect more than one program in the University. A review of general recommendations from previous Academic Program Review Council reports reveals that, although progress has been made, some programs still encounter the same or similar difficulties observed in previous years. It is clear many of these problems must be solved at the institutional level. If a similar recommendation was made previously, the years are indicated in parentheses.

THERE SHOULD BE A MORE THOROUGH PROOFREADING OF THE UNIVERSITY CATALOG BEFORE IT IS PUBLISHED.

At the beginning of each recommendation memo, under the section titled program description, a statement concerning each program is reproduced exactly as it appears in the online catalog. Often, the first impression of the University that is gained by prospective students and the general public is obtained through the Catalog. Therefore, it is a matter of concern when there are misspellings and examples of poor use of language in one of the most visible documents of the University.

THE ANNUAL REPORT ON THE CUMULATIVE IMPACT OF ACADEMIC PROGRAM REVIEW RECOMMENDATIONS SHOULD LIST THE RECOMMENDATIONS MADE BY THE COUNCIL AND THE SPECIFIC ADMINISTRATIVE RESPONSE TO THEM.

The Academic Program Review Council would like to thank Vice-President Chapman for providing the Senate and the Council with an Annual Report on the Cumulative Impact of Academic Program Review, which was in the form of a memo dated August 5, 2002. The Council recognizes that it may not be possible for the University to completely address all of the recommendations made by the Council in a calendar year and appreciates the efforts of the administration to follow up on the issues that are raised. The Council notes, however, that some of the actions taken do not directly correspond to the actual recommendations of previous Councils. For the sake of clarity of communication, the Council requests that in future updates, starting with the current review cycle, there be a list of the specific recommendations of the Council and the administrative response to them (2001-2002). There is a precedent for this in the memo from Teshome Abebe, former Provost and Vice-President for Academic Affairs dated July 30, 1996 in which he provided a status report on the progress that had been made concerning the Senate-approved APRC recommendations for programs reviewed in 1995-1996.

OTHER DIVISIONS OF THE UNIVERSITY SHOULD BE REVIEWED WITH RESPECT TO THE QUALITY OF SERVICE THAT THEY PROVIDE TO ACADEMIC PROGRAMS AND THE EDUCATIONAL MISSION OF THE UNIVERSITY. FEED BACK CONCERNING THE OUTCOME OF THESE REVIEWS SHOULD BE SUPPLIED TO THE ACADEMIC SENATE AND THE ACADEMIC PROGRAM REVIEW COUNCIL.

The Council appreciates the decision by the administration to develop a review process for University Advancement and Marketing and the computer consortia. The council would like to point out, however, that the focus of these reviews as described in the memo from Dr. Chapman dated August 5, 2002 does not completely address the concerns of previous Academic Program Review Councils. Hopefully the QI2000+ Committee mentioned in the document will establish a thorough process of review of divisions in the University that support and serve academic programs so that, when problems arise because of policy or implementation of policy, a mechanism will be in place to correct the problems and allow affected programs input in the development of new policies. The purpose of this request is to ultimately improve the quality of academic programs (2000-2001, 2001-2002).

THE UNIVERSITY SHOULD REVIEW THE POLICIES ASSOCIATED WITH THE ISSUING OF STUDENT ID CARDS AND THE PROCEDURES FOR ASSIGNING STUDENT BARCODES.

Students still have trouble accessing library databases from off-campus. Barcode numbers needed for database login are not tracked when ID's are issued so students must call the library to have their barcode entered before they can access the databases from off-campus. The FLITE staff has worked diligently to alleviate some of these problems, however, much of the difficulty could be avoided by coordination between Telcommunications and FLITE.

THE UNIVERSITY AND, IN PARTICULAR, THE COLLEGE OF ARTS AND SCIENCES, SHOULD ENSURE THAT AN ADEQUATE NUMBERS OF COURSES, OFFERED IN AN APPROPRIATE FORMAT (12 WEEKS), ARE OFFERED DURING THE SUMMER SEMESTER.

The curricular design in several of the colleges (particularly Allied Health and Business) requires that students build a full load schedule during the summer. While offering courses of varying lengths during the summer may be convenient for faculty, such an arrangement makes it extremely difficult for students to achieve a full load of classes. That in turn may cause the student to choose a course based on the timeframe in which it is offered rather than its educational value.

THE UNIVERSITY SHOULD REQUIRE THAT THE ADMINISTRATIVE PROGRAM REVIEW FORMS SHOULD BE FILLED OUT ACCURATELY AND COMPLETELY.

The Administrative Program Review documents provided to the council by the program panels varied significantly with respect to their completeness and reliability. In several cases, questions on the form were not answered and data related to enrollment according to class standing and the number of graduates in a given year was not listed. The Council relies heavily on this document in assessing the status and viability of each program.

THE DESIGN AND DISTRIBUTION OF SURVEYS FOR ACADEMIC PROGRAM REVIEW SHOULD BE PROCESSED THROUGH A CENTRAL UNIVERSITY OFFICE WITH INPUT FROM THE PROGRAM REVIEW PANEL.

The academic program review process relies extensively on information gathered through surveys. It is apparent to the council that this type of activity should be coordinated through a central office, which provides services to panels for programs undergoing review. Most program faculty are not trained or experienced in survey methodology. This often results in poorly designed surveys, low response rate, and information of dubious validity. This problem is compounded by the fact that other divisions within the University are sending out different surveys, in many cases to some of the same individuals. It is true that different divisions within the University may be interested in obtaining different kinds of information, however there is certainly a basic core of information that is important to all units within the University. A standardized survey form should be designed and distributed utilizing established survey methodology. This form should allow individual programs or units in the University to ask additional specific questions related to information unique for their needs. The staff of this central office should provide support for follow up procedures to ensure adequate response rates. They should also assist the program review panels in the use of applicable statistical procedures to insure proper interpretation of the data.

THE UNIVERSITY NEEDS TO HAVE A CENTRAL DATABANK THROUGH WHICH ALUMNI AND GRADUATES OF PROGRAMS ARE TRACKED.

Most panels reported that significant numbers of surveys were returned due to an incorrect address. There is no question that in this mobile society it is difficult to keep track of individuals, however, if there is a cooperative approach to collecting data from various sources on campus, it should be possible to increase the reliability of existing databases.

INSTITUTIONAL RESEARCH SHOULD COMPILE THE INFORMATION REQUIRED BY PROGRAM FACULTY AND ADMINISTRATORS FOR THE PROGRAMS UNDERGOING THE ACADEMIC PROGRAM REVIEW PROCESS.

The document titled Academic Program Review: A Guide for Participants lists some specific types of information that are required for the review process. Currently, the seeking out and collecting of relevant programmatic information on an individual basis is an inefficient process and is an inordinately consuming use of program faculty and administrator's time. The previous Academic Program Review Council did meet with a representative from Institutional Research last spring to discuss their methods of data collection and how they arrived at their interpretation of the data. At that time, this individual expressed a willingness to work with the Panels in obtaining the information that they need. The current Academic Program Council should develop a specific list of the information that is required and communicate this to the staff in Institutional Research. The council requests administrative approval for this expansion of duties by the staff of Institutional Research (2001-2002).

THE UNIVERSITY SHOULD CONTINUE TO EXPLORE WAYS IN WHICH IT CAN HELP PROGRAMS MAINTAIN AND ACQUIRE NEW EQUIPMENT AS THE NEEDS OF INDUSTRY CHANGE.

The Council appreciates the response of the administration documented in Dr. Chapman's August 5, 2002 memo to previous recommendations concerning maintenance and acquisition of equipment. The Council also recognizes there is no way that the University can fund all of the equipment requirements of all of the programs at the University. With a few exceptions, most of the programs reviewed this cycle had adequate facilities and equipment. However, concern was expressed by several program panels related to funding for maintenance, replacement of equipment items, and the purchase of new equipment. Updating of computers to handle increasingly sophisticated software continues to be a problem. The University should continue to provide support for the maintenance of equipment and establish funds the upgrading of equipment. The procedures for requesting such funds should be widely communicated throughout the campus. In addition, the University should continue to encourage and support the efforts of faculty and program administrators as they seek off campus sources of equipment and resources. (1995-1996, 1997-1998, 1998-1999, 1999-2000, 2001-2002)

THE UNIVERSITY SHOULD INVEST IN PROGRAM SPECIFIC ENROLLMENT AND RECRUITING EFFORTS:

The current guidelines for the academic program review process require the APRC to evaluate enrollment in programs as a part of the review process. Low enrollment in a program does have a direct impact on program cost and faculty productivity (as defined by the business operations of the University), particularly in programs that are laboratory and technology intense. Low enrollment does not necessarily have a direct relationship to the quality of education that is delivered to students.

As far as the Academic Program Review Council was able to determine, at least with respect to the programs that were reviewed this year, low enrollment levels were unrelated to the quality of instruction, the availability of jobs in the field, the potential salaries of employees in the field, and even the availability of financial aid in the form of scholarships to students. Some of the under-enrolled programs that were reviewed this year have few or no competitors in the state of Michigan and in some cases in the country. The faculty in several

of these under-enrolled programs has made an intensive recruiting effort, which seems to have had only a limited impact on increasing student numbers. On the other hand, new degree initiatives in the College of Education and Human Services and in the College of Arts and Sciences have resulted in programs with rapidly increasing enrollments but limited opportunities in the job market. The difference seems to be the visibility of programs to prospective students.

It has become apparent to the members of the Council, particularly those who have served several years, that allocating a few marketing dollars to a program with enrollment difficulties and creating an attractive brochure does little to increase student numbers. Asking faculty to spend increasingly more time in recruitment efforts is not a particularly productive or effective approach to solving the problem. Typically faculty members have had little, if any, training in marketing techniques, demographic analysis, and brochure design. Most faculty members choose teaching because of their love of their subject area and their desire to share their knowledge with students, not because of an interest in the marketing of their program to prospective students.

If the University is truly committed to its historic mission of preparing students for a career and wishes to continue to serve the state of Michigan by providing graduates who are prepared to work in vital areas of our economy such as heavy industry or health care and yet maintain the fiscal viability of the University, it must address the issues related to the marketing low enrollment programs at an institutional level. It must supplement the efforts of faculty and administrators in programs with low enrollment through the use of institutional resources for focused marketing that increases the visibility of low enrollment programs and increases the awareness on the part of prospective students that many of the programs at Ferris State University lead to career options in vital industries in which high paying jobs are going unfilled.

THE ACADEMIC SENATE SHOULD REVIEW ITS CHARGE TO THE ACADEMIC PROGRAM REVIEW COUNCIL.

The Academic Program Review Council has begun the second round of program review. It is time to review and to reevaluate the criteria that are utilized as the basis for recommendations that are listed in the document Academic Program Review: A Guide for Participants. The academic program review process should focus on the quality of instruction offered in each program. Some of the criteria mentioned previously seem to have a marginal relationship to that goal, at best. For example, the focus on enrollment, productivity, cost of instruction, demand for graduates and the salaries they achieve are certainly of interest and importance to the administration. The question that arises is whether the academic program review process is the appropriate medium to collect and tabulate that data. Perhaps the academic program review process should focus more directly on what skills or competencies are required of graduates, how effectively programs deliver instruction that provides students with those skills and competencies, how the programs assess the skills and competencies of their students and graduates, and what hinders the programs in their attempts to fulfill their responsibilities to their students.

The Academic Program Review Council, 2002-2003

Jack Buss, Arts and Sciences , Chair
Douglas Fonner, Arts and Sciences
Carrie Forbes, Library and Information Services
Michael P Keating, Optometry
Richard Kowalkoski, University College
Jim Mayhew, Allied Health Sciences
Connie L Morcom, Education and Human Services
Norwood "Woody" Neumann, Pharmacy
Dan Skurski, Technology
William Smith, Business
Randy Stein, Technology

**Questions for APR Panel
BS Degree in Resort Management**

1. Please list the primary skills, abilities, and knowledge base that you expect that a graduate of your program would possess.

As with any graduate in a management program there is a core of life long skills and abilities that we expect our graduates to possess. They include:

- Communication skills—written, oral, nonverbal and listening
- Interpersonal skills including giving and receiving criticism, praise and direction
- Problem solving skills
- Critical thinking including analysis, synthesis and evaluation in decision making
- Collaboration, team work, team building skills
- Conflict management skills

In addition graduates would have industry specific skills and knowledge to include areas such as:

- Leadership skills
- Knowledge of systems of marketing and advertising
- Basic management and supervisory skills
- Short and long range planning skills
- Meeting planning
- Facilities operations
- Public relations skills

2. For each skill, ability or knowledge base listed above, identify the major component(s) of your curriculum that are designed to develop that characteristic in your graduate.

1. The resort courses that are part of the 27 credits required and the 30 credits of the business core plus the general education requirements directly address the skills and knowledge listed above. Within the instructional methodology used in these courses emphasis is placed on activities that reinforce and build the lifelong skills identified above. This would include the use of case based learning, formal presentation, pair and group work and presentation, real world visitations through numerous field trips and use of guest speakers and internships.

3. The numbers that you supply suggests slow but steady growth in the number of students enrolled in the Resort Management program. What impact has this had on the enrollment in the Hotel Management program? What is the annual combined enrollment in these two programs since the conception of the Resort Management Program? What is the breakdown of students enrolled in each track? How many freshmen enter your programs each year? What is your attrition rate?

A. Impact on enrollment in Hotel Management program

- The hotel program numbers have declined, however, this is a national trend and was occurring prior to the development of the Resort Program. Major institutions such as Michigan State have experienced a 30-40% decline in student enrollment over the past five years. Some of our advisory board members indicated that culinary programs are on the increase due to the publicity that celebrity chefs are getting through television and this may explain some of the shift from management programs. It is important to note that the Resort Program has helped to stabilize the overall enrollment of the Hospitality Programs.
- It has had a direct impact on the Hotel Management Program.
- Students historically that wanted a B.S. in Hotel Management had to possess a 2 year degree. Most students would choose A.A.S. in RFIM and transfer into Hotel Management. Now students that don't want Food and Beverage backgrounds can go directly into the 4-year Resort Management Program and take the Lodging emphasis.
- Resort is stabilizing the numbers

B. Annual Combined Enrollment for fall

	HM	RM	Total
1999	22	03	25
2000	19	13	32
2001	15	17	32
2002	09	24	33

C. Breakdown of students in tracks (total 24 students):

- Marketing Track – 1
- Facilities Operations Track – 3
- Recreation Leadership Track – 5
- Undecided – 6
- Lodging – 9

D. We are in the process of seeking this information from assessment services

4. The faculty survey in section 5 seems to suggest that there is room for improvement in the curriculum. Have you reviewed the curriculum now that you have had a few years experience with the program?

We do not feel comfortable drawing any conclusions from the data given the very small number of responses

- We feel internships should be required in all tracks, instead of being directed electives in some tracks
- We will continue to review the curriculum to be sure it is flexible

5. Are internships required? Are they paid? Please describe the nature of the internships and explain how they are managed.

- Internships are required for Lodging Track, field experience in the Recreation Track, other tracks internships are directed electives
- Internships are paid
- The committee will be provided with Lodging Track internship guidelines in the meeting on Thursday

6. Please explain the response in the faculty survey (section 5 page 4) to the question concerning COB administrative commitment.

Section 5, page 4 of faculty survey refers to the lack of secretarial support in the office and classroom facilities in West Commons building.

7. Please explain the minor mentioned under recreational leadership and management in section 9, page 2.

It supposed to read CONCENTRATION, not minor (the check sheet reads concentration)

8. Have you considered offering this degree at off campus sites such as Traverse City?

Yes. The Hospitality Programs is already offering courses in Petoskey through UCEL with the help of the Traverse City campus. We intend to continue to expand our offering, which will include Resort Management courses

9. How is identity in the program established when there are no courses unique to the program?

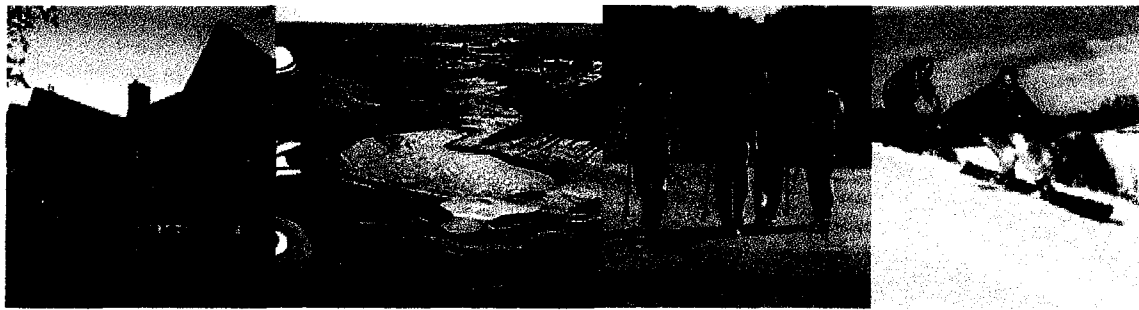
The Hospitality Program's faculty had little involvement in the development of the Resort Program. We have only been responsible for the program's management for a little over 12 months. We believe that the concept of creating an interdisciplinary degree with no new cost or new course is a real positive for

FSU. We intend to look closely at the Resort Program with regard to how it could best be marketed and identified to potential students. The current students do identify strongly with the Hospitality Programs as their advising is handled by hospitality faculty as are many of their internships.

10. Explain the advising process in this program.

Currently all students are advised by Hospitality Program Faculty. Questions concerning expertise in the concentrations are referred to the faculty in the students' track. The students also meet with faculty concerning internships and for the recreational track field experience.

Resort Management Program Review



September 2002

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To: Program Review Committee

From: Anthony Agbeh, Program Coordinator/Professor, Hospitality programs
Lianne Briggs, Assistant Professor, Hospitality Programs
Julie Doyle, Assistant Professor, Hospitality Programs
Terrance Doyle, Associate Professor, Center for Teaching, Learning and
Faculty Development
Susan Hastings-Bishop, Professor, Leisure Studies and Wellness
Victoria Hardy, Associate Professor, Architectural Technology and
Facilities Management
John Vermeer, Professor and Chair, Management Department

Subject: Resort Management Program Review

Date: September 2002

The Resort Management Program Review Committee respectfully submits the following document for consideration. To remain competitive and provide value to our students and all other stakeholders, the review committee has made some recommendations aimed at strengthening the Resort Management Curriculum. The committee looks forward to the input of the program review committee as a means of improving the quality of the educational services it provides its student population.

The Resort Management curriculum review and analysis contained in this document is organized according to the outline of the table of contents. Additional support documents are available in the appendices.

Resort Management Program Review Panel Members

*** Chair**

Anthony Agbeh, Program Coordinator/Professor - Hospitality Programs

*** Program Faculty**

Lianne Briggs, Assistant Professor - Hospitality Programs

Julie Doyle, Assistant Professor - Hospitality Programs

*** Management Department Chair and College of Business Faculty**

John Vermeer, Professor - Management

*** Individuals with special interest in the program:**

Terrence Doyle, Associate Professor – Center for Teaching, Learning & Faculty
Development

Mark Fischer, Grand Traverse Resort, Advisory Board Member

*** Faculty members outside the College of Business**

Susan Hastings-Bishop, Professor - Leisure Studies and Wellness

Victoria Hardy, Associate Professor - Architectural Technology and Facilities
Management

Program Overview

The Resort Management Program is a natural evolution of the Hotel Management, Recreation Leadership and Leisure Management, Facilities Management and Marketing programs. It is an interdisciplinary degree program with multi-disciplinary concentrations and a business focus, which prepares students to manage and market resorts. These concentrations are basically in areas needed by facilities operation, planning and marketing.

It is a unique degree program. No other institutions in the state offer such an interdisciplinary program that draws expertise from various facets of running a resort with such a business focus. The program prepares graduates for a wide variety of management positions in the resort field in rooms divisions, sales and marketing, facility management and recreational management.

Students in the bachelor's degree are required to complete the College of Business core courses, which provide them with a solid background in business theory and practice. The faculty uses its close working relationship with numerous professionals in the resort field to significantly enhance the quality of the education delivered to students. The inclusions of a state advisory committee as guest speakers and informational resources, the use of internships and field trips all enhance the quality of the education students receive.

The program provides students with an integrated learning experience of both general education business core courses and specific courses in the student's area of

concentration. In the lodging and recreational programming concentrations, internships and field experiences are required and other concentrations encourage an internship for their students. These internships are structured around specific learning guidelines and objectives.

The mission is to offer students an array of specialized lodging, recreation and leadership facilities, operation and planning management, marketing courses, and general educational courses. We hope to encourage students' personal growth through advocating lifelong learning, cultural awareness, social responsibility, leadership opportunities and involvement in professional organizations. The goal is to develop educated industry professionals able to contribute, through employment and entrepreneurship, to the economic growth of the state of Michigan, and the national and global industry at large.

ADMINISTRATIVE PROGRAM REVIEW: 2001

(final version – 10/24)

Program/Department: Resort Management Date Submitted: 12/10/2001

Please provide the following information:

Enrollment

	Fall 1997	Fall 1998	Fall 1999	Fall 2000	Fall 2001
Tenure Track FTE					0
Overload/Supplemental FTEF					0
Adjunct/Clinical FTEF (unpaid)					
Enrollment on-campus total*			3	13	17
Freshman					
Sophomore					
Junior					
Senior					
Masters					
Doctoral					
Pre-Professional Students					
Enrollment off-campus*			0	0	0
Traverse City					
Grand Rapids					
Southwest					
Southeast					

*Use official count (7-day)

If there has been a change in enrollment, explain why:

Capacity:

Estimate program capacity considering current number of faculty, laboratory capacity, current equipment, and current levels of S&E.

50 students

What factors limit program capacity? number of faculty, laboratory capacity, equipment and S & E budget

Financial

Expenditures*	FY 97	FY 98	FY 99	FY 00	FY 01
Supply & Expense					
Faculty Prof. Development					
General Fund					
Non-General Fund					
UCEL Incentives					
FSU-GR Incentives					
Equipment					
Voc. Ed. Funds					
General Fund					
Non-General Fund					
UCEL Incentives					
FSU-GR Incentives					

ADMINISTRATIVE PROGRAM REVIEW: 2001

*Use end of fiscal year expenditures.

If you spent UCEL and FSU-GR incentive money for initiatives/items other than faculty professional development and equipment, what were they? Explain briefly. Please also include amounts spent on each initiative/item.

UCEL funds were used for the purchase of:

- DECA membership for student recruiting purposes - \$700
- College of Business display for use in student recruiting efforts - \$204

Revenues	FY 97	FY 98	FY 99	FY 00	FY 01
Net Clinic Revenue					
Scholarship Donations					
Gifts, Grants, & Cash Donations					
Endowment Earnings					
Institute Programs/Services					
In-Kind					

Other

	AY 96/97	AY 97/98	AY 98/99	AY 99/00	AY 00/01
Number of Graduates* - Total				0	N/A
- On campus				0	N/A
- Off campus				0	N/A
Placement of Graduates				N/A	N/A
Average Starting Salary				N/A	N/A
Productivity - Academic Year Average				N/A	N/A
- Summer				N/A	N/A
Summer Enrollment				5	4

* Use total for full year (S, F, W)

1. a) Areas of Strength:

- New program
- Unique in the state, *constantly growing enrollment*
- *Program is flexible, and can be directed to the specific needs of students*
- *Interdisciplinary tracks*

b) Areas of Concern and Proposed Action to Address Them:

Marketing the program - working with University Advancement

2. Future goals (please give time frame)

Fifty students enrolled by the program's 4th year of existence

3. Other Recommendations:

4. Does the program have an advisory committee? Yes

a) If yes, when did it last meet? October 27, 2001

b) If no, why not? By what other means do faculty receive advice from employers and outside professionals?

c) When were new members last appointed?
Summer 2001

ADMINISTRATIVE PROGRAM REVIEW: 2001

d) Are there non-alumni/ae on the committee? How many?

Yes, 12 members

5. Does the program have an internship or other cooperative or experiential learning course? Yes

a) If yes, is the internship required or recommended? Required in Lodging and Recreation/Leadership concentration, strongly recommended in other concentrations

b) If no, what is the reason for not requiring such an experience?

6. Does the program offer courses through the web? No

a) Please list the web-based (fully delivered through the internet) courses the program offered last year?

b) Please list the web-assisted (e.g., WebCT) courses the program offered last year.

7. What is unique about this program?

Cross-college program – offers tracks outside the College of Business

a) For what distinctive characteristics is it known in the state or nation?

b) What are some strategies that could lead to (greater) recognition?

8. Questions about Program Outcomes Assessment (attach additional sheets, if necessary):

a) What are the program's learning outcomes? *Fairly new program – was not established until summer 2001*

b) What assessment measures are used, both direct and indirect?

c) What are the standards for assessment results?

d) What were the assessment results for 2000-01?

e) How will / how have the results been used for pedagogical or curricular change?

9. Questions about Course Outcomes Assessment:

a) Do all multi-sectioned courses have common outcomes? Not applicable

b) If not, how do you plan to address discrepancies?

c) Do you keep all course syllabi on file in a central location? Yes, the Department Office

*If you have questions about the outcomes assessment portions of this survey, please contact Laurie Chesley (x2713).

Form Completed by Anthony Agbeh, Program Coordinator/Stuart Travis, Chair, Marketing Department

Name and Title

ADMINISTRATIVE PROGRAM REVIEW: 2001

Reviewed by Dean

Name and Date

Alumni Survey

As of the writing of this report only three students have graduated from this program. We did not prepare an alumni survey as it would not have been credible and would have lacked validity. However, we did attempt to contact the three graduates and were successful in making contact and getting a response from only one. Her response follows:

To: Ferris State University
Resort Management Program
1201 S. State Street
Big Rapids, MI 49307
231-591-2790

From: Jenifer E. Lint
Amway Grand Plaza Hotel
187 Monroe St.
Downtown Grand Rapids, MI 49503

Date: 09-09-02

Subject: Resort Management Program Perspective

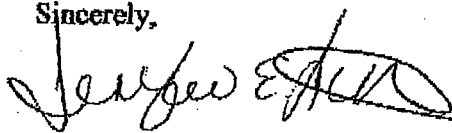
I believe the Resort Management Program to be a very beneficial program offered by the Ferris State University curriculum. It allows enticed students to expand upon their interests within the hospitality industry by offering expanded alternatives. The hospitality industry possesses an extensive variety of constituents and to provide another program within it for students to practice can only bring more encouragement and success.

I went through the program as it was being constructed, so there were a lot of questions and new developments. I believe as time pasts it will gain more stability and will be able to provide a more organized outlook on the hospitality industry. The one characteristic I thought to be very beneficial was the different concentrations students are allowed to choose from within the program. This allows students to conform the program to what suits and interests them the most, which I found very advantageous.

I believe the most important factor when studying a certain field is gaining actual experience, therefore internships are very crucial. When I was in the resort management program there were not a lot of options and assistance when it came to assembling an internship. This would be my main suggestion for trying to improve upon the program itself. Encourage the students to broaden their horizons with new adventures and places while they learn and gain experience at the same time.

All in all, I am very happy with the choice I made to graduate with a resort management degree. I believe I am definitely in my element and feel I have a very bright future ahead of me.

Sincerely,



Jenifer E. Lint
Assistant Front Office Manager, Amway Grand Plaza Hotel

Employer Survey

The Program Review Panel, unanimously agreed that no employer surveys be done. As at the writing of this report only three students had graduated from this program, and therefore, no employer would have had enough students to draw any general impression of our resort graduates.

Student Evaluations

The Resort Management Student Surveys were distributed in April of 2002.

Letters were attached to the survey explaining the reason for the survey and asking for the students' cooperation. Students received surveys through the help of other professors with whom they had courses. Some of the surveys were distributed through Hotel Management courses. Other surveys were mailed to local or permanent addresses, internship sites, and as attachments to e-mails. Follow-ups were made to those who did not respond to the initial contact.

At the time of the survey, 17 students were enrolled in the program, nine of those students responded to the survey. Following are:

- Student Evaluation Survey Form
- Results of Survey

Dear Student,

The Resort Management program is currently undergoing review. Every program at Ferris is reviewed periodically. The review process helps validate what we are doing right and discover what funding or resources we might need to become a better program. Please answer the following questions so that we can continue with successful strategies and make improvements. Thank you for participating.

Your current track within the Resort Management program is: _____

Circle the appropriate number for each statement below based on the following scale:

	Poor	Fair	Average	Above Average	Excellent	Not Applicable
1) Perception of the Resort Management Program as A Whole	1	2	3	4	5	N/A
2) Overall Instruction in Resort Management Program	1	2	3	4	5	N/A
3) Overall Preparation to Enter Resort Field	1	2	3	4	5	N/A
4) Quality of Resort Management Program Internship Experience	1	2	3	4	5	N/A
5) Availability of Program Advisor	1	2	3	4	5	N/A
6) Willingness of Program Advisor to Help	1	2	3	4	5	N/A
7) Quality of Advising in Program	1	2	3	4	5	N/A
8) Professional Competence of Resort Management Program Faculty	1	2	3	4	5	N/A
9) Perception of Industry Views of the Ferris Resort Management Program	1	2	3	4	5	N/A
10) Perception in Relation to Similar Programs at Other Schools	1	2	3	4	5	N/A
11) Classroom Facilities for Resort Management Program Students	1	2	3	4	5	N/A
12) Hospitality Related Computer Software Available to Students	1	2	3	4	5	N/A
13) West Commons Computer Hardware Available to Students	1	2	3	4	5	N/A
14) Quality of University Library Books/Periodicals in Resort Management Field	1	2	3	4	5	N/A
15) Overall Quality of General Education at Ferris	1	2	3	4	5	N/A
16) Overall Quality of Education in Business at Ferris	1	2	3	4	5	N/A
17) Quality of College of Business Computer Labs	1	2	3	4	5	N/A

List three strengths of the Resort Management Program:

- 1) _____
- 2) _____
- 3) _____

List three areas with room for improvement in the Resort Management Program:

- 1) _____
- 2) _____
- 3) _____

What staff, technology, or innovation is needed in the Resort Management Program?

2002 Program Review: Frequencies for Resort Management Program - STUDENTS

Perception of Program

	N	%
Average	1	11.1
Above Average	4	44.4
Excellent	4	44.4

Program Instruction

	N	%
Average	1	12.5
Above Average	5	62.5
Excellent	2	25

Preparation to Enter Field

	N	%
Average	1	11.1
Above Average	4	44.4
Excellent	4	44.4

Quality of Internship Experience

	N	%
Above Average	1	20
Excellent	4	80

Availability of Program Advisor (1*)

	N	%
Above Average	3	33.3
Excellent	6	66.7

Willingness of Advisor to Help (1*)

	N	%
Above Average	1	11.1
Excellent	8	88.9

Quality of Advising (1*)

	N	%
Above Average	3	33.3
Excellent	6	66.7

(1*) Nearly 100% of respondents viewed the advising assistance as excellent or above average, with a large majority seeing the assistance as excellent.

Professional Competence of Faculty

	N	%
Average	1	11.1
Above Average	1	11.1
Excellent	7	77.8

Perception of Industry Views (2*)

	N	%
Fair	1	14.3
Above Average	4	57.1
Excellent	2	28.6

Perception in Relation to Other Programs (2*)

	N	%
Fair	1	14.3
Above Average	4	57.1
Excellent	2	28.6

Classroom Facilities (3*)

	N	%
Fair	1	12.5
Average	2	25
Above Average	2	25
Excellent	3	37.5

Hospitality-Related Software Available (3*)

	N	%
Fair	1	16.7
Average	3	50
Above Average	2	33.3

West Commons Hardware Available (3*)

	N	%
Average	4	66.7
Above Average	1	16.7
Excellent	1	16.7

Quality of Resource Materials in Resort Field (3*)

	N	%
Fair	1	20
Average	1	20
Above Average	3	60

(2*) 85% of the respondents' perception of the industry and the value of this program was excellent or above average.

(3*) The area of greatest concern for the student was the facilities and learning resources such as software. Nearly half of the students viewed the facilities as fair or average.

Overall Quality of General Education at FSU (4*)

	N	%
Average	3	33.3
Above Average	2	22.2
Excellent	4	44.4

Overall Quality of Education in Business at FSU (4*)

	N	%
Average	2	25
Above Average	3	37.5
Excellent	3	37.5

Quality of COB Computer Labs

	N	%
Fair	1	14.3
Average	3	42.9
Above Average	2	28.6
Excellent	1	14.3

Strengths

	N
Professors	5
Advisors	5
Internships	3
Unique/Practical	3
Julie Doyle	2

Areas to Improve

	N
Internships	4
Student Involvement	5
Job Search Help	2
Technology	2
Better Classrooms	1
Guest Speakers	1

(4*) 2/3 of the students view the General Education and Business Core Courses as excellent or above average.

Note: Instead of surveying all College of Business faculty, we decided to survey faculty members who have worked with the Resort Management students. These are faculty in the various concentrations of the resort program, lodging, marketing and sales, recreational leadership management and facilities operation management.

Dear Faculty Member,

Please take a moment to complete this survey and return to Tony Agbeh, at West Commons room 106. Your assistance in completing the Resort Management Program is very much appreciated.

**Faculty Survey
Resort Management, Academic Program Review
April 2002**

	Strongly Agree					Strongly Disagree	NO Opinion
	1	2	3	4	5		
The Resort major fits FSU's mission	1	2	3	4	5	NO	
FSU's Resort curriculum fits the needs of students	1	2	3	4	5	NO	
FSU's Resort program is an integral part of COB	1	2	3	4	5	NO	
The resources of the COB that are provided to the Resort Program are sufficient	1	2	3	4	5	NO	
The COB computer facilities use for Resort Programs is sufficient	1	2	3	4	5	NO	
The overall quality of Resort students is comparable to other COB students	1	2	3	4	5	NO	
The COB administration's Commitment to the Resort Program is sufficient	1	2	3	4	5	NO	
The Resort Program needs a Stronger recruiting effort	1	2	3	4	5	NO	

2002 Program Review: Frequencies for Resort Management Program - FACULTY

Major Fits FSU Mission

	N	%
Strongly Agree	4	50
Somewhat Agree	3	37.5
Neither Agree nor Disagree	1	12.5

Curriculum Meets Students' Needs

	N	%
Strongly Agree	1	12.5
Somewhat Agree	6	75
Neither Agree nor Disagree	1	12.5

Integral Part of COB

	N	%
Strongly Agree	1	12.5
Somewhat Agree	2	25
Neither Agree nor Disagree	4	50
Somewhat Disagree	1	12.5

Resources Provided to Resort Program by COB Sufficient

	N	%
Neither Agree nor Disagree	1	16.7
Somewhat Disagree	3	50
Strongly Disagree	2	33.3

COB Computer Facilities are Sufficient

	N	%
Somewhat Agree	1	16.7
Neither Agree nor Disagree	3	50
Somewhat Disagree	2	33.3

Overall Quality of Resort Students Comparable to Other COB Students

	N	%
Strongly Agree	3	60
Neither Agree nor Disagree	2	40

COB Administrative Commitment to Report Program is Sufficient

	N	%
Somewhat Agree	1	12.5
Neither Agree nor Disagree	3	37.5
Somewhat Disagree	3	37.5
Strongly Disagree	1	12.5

Resort Program Needs a Stronger Recruiting Effort

	N	%
Strongly Agree	5	62.5
Somewhat Agree	1	12.5
Neither Agree nor Disagree	1	12.5
Somewhat Disagree	1	12.5

Strengths of Program

	N	%
Faculty	3	40
Reputation	2	25
Internships	2	25
Practicality	1	10

Areas to Improve

	N	%
Clerical	1	20
Internships	1	20
Leadership	1	20
Public Relations	1	20
Stronger Recruiting	1	20

Additional Resources to Make Program More Successful

	N	%
Better Internships	1	33.3
Full-time Clerical	1	33.3
Improved Workspace	1	33.3

Advisory Committee Perceptions

No advisory committee surveys were done because the program did not have an advisory committee. The Resort Management Program was transferred to the Hospitality Programs area in the fall of 2001. The Hospitality Program has a diverse and well established advisory committee and instead of duplicating committees, three additional members were recruited to join the Hospitality Program's Advisory Board to strengthen the area of resort.

The new Resort members just recruited and added to the programs advisory board are:

Susan Laubach
Vice President of Finance
Crystal Mountain
125 Crystal Mountain Dr.
Thompsonville MI 49683-9742

Tina Poindexter
Human Resource Director
Shanty Creek-Schuss Mt. Resort
Shanty Creek
Bellaire MI 49615

Nicholas H. Aune
General Manager
Tree Top Resort
3962 Wilkinson Rd.
Gaylord MI 49735

Mark Fischer, Rooms Division Manager at the Grand Traverse Resort, is already a member of the board. A complete list of board members is provided in the appendix of this document.

Labor Analysis for Hospitality Resort Industry

The diverse and dynamic hospitality and tourism industry provides challenging and exciting career opportunities for people with a variety of talents and interests. The possibilities for satisfying careers are almost limitless, and the rewards and satisfactions provided by the industry far exceed those found in many other fields of work.

Resort hotels and motels offer luxurious surroundings with a variety of recreational facilities like swimming pools, golf courses, tennis courts, game rooms, and health spas, as well as planned social activities and entertainment. Resorts are located primarily in vacation destinations near mountains, the seashore, or other attractions. As a result, the business of many resorts fluctuates with the season. Some resort hotels and motels provide additional convention and conference facilities to encourage customers to combine business with pleasure. During the off-season, they solicit conventions, sales meetings, and incentive tours to fill their otherwise empty rooms.

According to the Travel Industry Association of America (TIAA) one in eight U.S. employees are directly and indirectly employed in the tourism and travel industry. This means the actual number of people working in the Hospitality and Tourism Industry approaches 18.8 million in the United States. Additionally, the industry is one of the largest employers of minorities and women and it affords them the advancement opportunities at levels higher than many other fields of work.

Furthermore, the hospitality and tourism industry is the first, second, or third largest employer in 32 states and its employment base is the largest of any in the private sector. By itself, the industry employs more people than the agricultural sector, the steel, textile, auto, and electronic industries combined.

Employment in hotels, motels, and other lodging places is expected to increase 18% over the 1998-2008 period, faster than the 15% growth projected for all industries combined. According to the U.S. Bureau of Labor and Statistics, for the State of Michigan and nationwide, the Food Service and Lodging Managers Industry is growing at an average to an above average rate. According to the Occupational Outlook Handbook, jobs opportunities in resort hotel management are expected to be especially good for persons with college degrees in hotel resort and restaurant management. Graduates of these programs are highly sought by employers in the industry. New graduates often go through on the job training programs before being given much, or full, responsibility. Eventually, they may advance to a top management position in a large chain operation.

Wage and salary employment in hotels and other lodging places is expected to increase 13 percent over the 2000-10 period, slower than the 16-percent growth projected for all industries combined. Job growth reflects rising personal income, an increase in the number of two-income families, low cost airfares, emphasis on leisure activities, and growth of foreign tourism in the United States. In addition, special packages for short vacations and weekend travel should stimulate employment growth and, as more states legalize some form of gambling, the hotel industry will increasingly invest in gaming, further fueling job growth.

The State of Michigan occupational forecasts indicate Food Service and Lodging Managers are in the top 40 growth occupations.

Note: Extensive research was done to seek specific labor analysis for resorts management, however, availability of separate data from tourism, hotels and restaurants was not available.

Sources: The Occupational Outlook Handbook 2001-2002
The Bureau of Statistics U. S. Department of Labor 2002

Summary of Facilities and Equipment

Ferris Hospitality Programs, including the Resort Management program, are housed in the West Commons building at 1319 Cramer Circle. The building was originally built as a dining services unit. Part of the building was remodeled and taken over by the Hospitality Programs in the mid 1980s. The building has always been shared with at least one other entity. Although housed separately, the Hospitality Programs currently fall under the Management Department within the College of Business.

Located within the building are three classrooms for use by the Hospitality Programs. The main classroom used by the Resort Management program is West Commons 109. This room is carpeted and has recently been painted. It seats approximately 36 students comfortably. There is a movable wall between this room and the dining room allowing it to be used for overflow seating. In the room there is a computer, whiteboard, and ceiling mounted projector and electric screen. The chairs in the room are upholstered but are old and in need of replacement or recovering. Many of the tables are in need of replacement as well. The carpet is over fifteen years old and in need of replacement. The movable wall is also in need of replacement since some sections are broken beyond repair.

Outside of the classrooms there are other spaces being used by the Hospitality Programs. There is one main office at the front entrance. The office includes a reception area with desk, mailboxes, file cabinets, etc. There are two faculty offices which can be entered through the reception area. At the back of the office is a small room with two computers, printer, CD burner and scanner for student use. This space is also houses the copy machine and storage for video equipment and videotapes. The two computers allow

the program to provide industry-specific software that could not be accommodated within the College of Business labs.

There has been limited support by the College of Business to upgrade the Hospitality Programs facility. All College of Business classrooms have been updated with overhead projection systems and computer workstations but Hospitality Programs had to fund their own in West Commons 109. The present computer system in the room sits on a desk and would be more functional if a teacher workstation was added. A major complaint has been the lack of air conditioning for West Commons 109. Over the years almost the entire building has been air conditioned except the Hospitality Program classrooms. During the fall and spring the temperatures soar when the rooms are full and without windows to open the rooms become quite uncomfortable.

In addition to the West Commons facilities, students in the Facilities Operations Management, Facilities Planning Management and Recreation & Leadership Management tracks, take courses in other buildings across campus. The faculty in these areas felt that the facilities provided within their respective programs were adequate to meet the needs of the students. The Marketing track students take courses in the College of Business, where again the facilities are deemed adequate.

Overall, the Hospitality Program facilities meet the Resort Management program's needs. The program has effectively used field trips, cooperative education experiences, observations and the University's Holiday Inn to fill in gaps. Some of the main needs are in the area of updating the current facilities. Over fifteen years of heavy traffic and use is a lot in terms of chairs, office furniture, carpet, walls, etc. Air-conditioning remains a top priority.

Curriculum Evaluation

The Resort Management Program is a package of exciting, interdisciplinary courses that provide career opportunities in several facets of resort operations. As such, it is broad in its scope - with concentration in marketing, lodging, facilities operations, facilities management, and recreation and leadership - providing entry-level positions in the field.

The Resort Management curriculum is designed to provide its graduates with the education and background required to enter this field and the ability to ultimately manage one of these fairly large enterprises. To satisfy the broad requirements, courses are drawn from the Colleges of Business, Education and Human Services and Technology, as well as combining the disciplines of facilities management, hospitality, recreation, marketing, public relations and advertising. These areas have been identified as fundamental to successful resort operations. To assume entry into this broad and diverse field, students must select one of the following concentrations:

- Marketing
- Facilities Operations Management
- Facilities Planning Management
- Lodging Management
- Recreation and Leadership Management

The resort management program is a business degree with internship components in the program's specialty. The lodging concentration includes an internship where students must complete a minimum of 400 hours of work.

The business courses are offered in learning blocks that encompass the latest technology used in the industry.

Recreation Leadership and Management

The recreation leadership and management courses and minor available to students in the resort management program provide insight into the leisure services offered in a resort setting. The program provides a commercial recreation course and tourism planning course as part of the core coursework. The commercial recreation course is designed as a survey course where the business applications of marketing, accounting and financing are integrated. Students complete case studies about commercial recreation or for-profit recreation business settings, with resorts constituting one category. The second course, Tourism Planning, uses the Gunn tourism planning and development model as the basis for the semester project. Students research the components that go into the determination and selection of tourist industry locations using data about Michigan. The students then write up a site proposal similar to that of a consultant. The goal is to introduce the students to the elements of a planning model that must be weighed for development of a successful tourist-based business, such as a resort.

Those selecting the track in recreation leadership and management are provided the opportunity to develop more of the programming, design, maintenance, and risk management issues of managing the recreational activity services in a resort setting. The required course content focus is on program planning and implementing of safe activity for children to adults of all ages in a resort setting. The design and maintenance courses provide insight into how 1) design is vital to safe and efficient function for recreational

activities and, 2) to use maintenance in enhancing the life of the recreational facilities and the safety of the recreation customer. The resort management major has the opportunity to do a field experience for 150 hours, similar to the RLM major in a resort recreation department. The fieldwork provides experience in conducting recreational group activities and provides feedback to the student about their work habits, skills, and leadership role in a resort setting through the evaluation process and written course work.

The recreation component of the resort setting has expanded to offer on- and off-site activities for families, children or adult groups. The program incorporates the use of team building opportunities such as ropes courses for business groups, special teen programming, mystery dinners or theme events for conference groups, and holiday event planning with the traditional skiing, golf, tennis, boating activities that continue to grow in popularity. The “kids camp”, a day care option which includes daily activities, has become an expected service by families at resorts. The customer services that go with these activities require an understanding of program planning and management to control cost while remaining flexible and safe while meeting the customers’ needs. The recreation minor courses provide the integration of theory, business and planning process for this aspect of resort management.

Facilities Management Concentration

Students have the option of choosing a facilities management concentration which includes operations or planning. In the facilities management track, permission will be given to students to register for certain courses with technical prerequisites if the student can demonstrate basic competency in the needed areas.

This may be done if the student has had previous practical experience, similar courses, or can demonstrate certain skills such as 1) print reading, 2) knowledge of terms, 3) knowledge of general architectural concepts and 4) knowledge of general construction concepts. Students' competency will be determined by the Architectural Technology /Facilities Management faculty.

Students who cannot demonstrate basic competency will be required to attend a workshop concurrent with FMAN 280, which should be the first course taken in the track. The workshop will be scheduled on a weekly basis with individual students or groups of students. They will be led by faculty members from the Architectural Technology and Facilities Management Programs. A series of exercises will be developed for students attending the workshops. Attendance at the workshop will be required until the competencies are reached.

The model for utilizing workshops as a method for developing competencies is the precedent of the "Structured Learning Assistance" sections of courses used currently within the University.

All of the courses in Resort Management are monitored on a yearly basis to keep current with industry trend. Through faculty, student and industry feedback, the design of this degree program is still valid.

Enrollment Trends Over The Past 4 Years

The enrollment trend for this program is for the last four years. Information obtained from the College of Business 7-day count enrollment profile, fall semester.

<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
3	13	17	24

Program Productivity/Cost

Due to the interdisciplinary nature of this program, courses are offered in various areas with various faculty members involved, it is difficult to determine the productivity/cost of the program. Various faculty members teach in their major concentrations. The program is an interdisciplinary program that uses existing courses, resources, thus there is no incremental cost at this time. This was one of the things that made the creation of this program attractive to the university.

Conclusions on the Data Presented

It is difficult to draw conclusions as this is a new program, however there are some general views the committee can put forward. The Resort Management Program:

- has a low cost as it utilizes existing courses and faculty
- continues to be viable, as of Fall 2002, we currently have 24 students in the program. An increase of 41% or 7 students from fall 2001.
- needs to be marketed. Plans to do this are already in the discussion stage.
- faculty are doing a good job of presenting the program and advising students
- is unique to the state as it is combines disciplines and reaches a market not being reached by other universities
- facilities in West Commons are not conducive to qualified teaching and learning or attracting and retaining students.

Recommendations Derived From the Conclusion

- Investigate articulation with community colleges
- A plan for marketing of the program needs to be completed and put into action
- Develop more scholarships for students
- Join national organizations for networking such as Resort and Commercial Recreation Association (RCRA)
- Travel to state and national conferences to promote the program
- Develop relationships that will help develop internship sites
- Provide classroom facilities in West Commons conducive to qualify teaching and learning and to attract and retain students.
- Clerical assistance to help administer the program

Appendices

Appendix	A	Resort Management Check Sheet
	B	Faculty Vitae
	C	Advisory Committee List

APPENDIX

A

**Ferris State University - College of Business
BACHELOR OF SCIENCE DEGREE IN BUSINESS**

RESORT MANAGEMENT - 124/130 Credits

NAME: _____ **SS#:** _____

REQUIRED		COURSE TITLE - PREREQUISITES SHOWN IN BRACKETS ()	S.H.	GRADE
COMMUNICATION COMPETENCE - 12 Credits Required				
COMM	121	Fundamentals of Public Speaking - (None)	3	
ENGL	150	English 1 - (None)	3	
ENGL	250	English 2 - (ENGL 150 or equivalent)	3	
ENGL	325	Advanced Writing for Business - (ENGL 250)	3	
SCIENTIFIC UNDERSTANDING - 7-8 Credits Required				
Select two courses from the following subject areas (one must be a lab course): ASTR, BIOL, CHEM, GEOG 111, GEOG 121, GEOL, PHSC, PHYS				
			4	
			3-4	
QUANTITATIVE SKILLS - 3-4 Credits Required				
MATH	115	Inter. Algebra - (MATH 110) - If MATH ACT score is 24 or higher, substitute a free elective.	3	
	OR			
MATH	116	Inter. Algebra & Num. Trig. - (MATH 110) - Select if completing a FMAN minor.	4	
CULTURAL ENRICHMENT - 1 Credit Required				
Complete the courses listed below and select one course at the 200 level or above from the following subject areas: ARCH 244, ARTS, COMM 231, ENGL 322, FREN, GERM, HIST, HUMN, LITR, MUSI, SPAN, THTR				
SPAN	101	Beginning Spanish 1 - (None)	4	
SPAN	102	Beginning Spanish 2 - (SPAN 101 or equivalent)	4	
		Cultural Enrichment Elective - must be at the 200 level or above	3	
SOCIAL AWARENESS - 12 Credits Required				
Complete the courses listed below and select one course at the 300 level or above from the following subject areas: ANTH, ECON, GEOG (except 111 or 121), PLSC, PSYC, SOCY				
ECON	221	Principles of Economics 1 - (MATH 110 or proficiency)	3	
ECON	222	Principles of Economics 2 - (ECON 221)	3	
PSYC	150	Introduction to Psychology - (None)	3	
		Suggest PLSC 323, 331, 341 (If RMLS concentration, must take PSYC 325) - course must be 300/400 level	3	
GENERAL EDUCATION ELECTIVE - 3 Credits Required				
		Elective	3	
F-BUSINESS SKILLS - 6 Credits Required				
ISYS	200	Database Design & Implementation (ISYS 105 or course competency)	3	
ISYS	130	Internet Principles and Design (ISYS 105 or course competency)	3	
BUSINESS CORE - 30 Credits Required				
ACCT	201	Principles of Accounting 1 - (MATH 110 with a grade of C- or better)	3	
ACCT	202	Principles of Accounting 2 - (ACCT 201 with a grade of C- or better)	3	
BLAW	321	Contracts and Sales - (None)	3	
FINC	322	Financial Management 1 - (ACCT 202, MATH 115)	3	
ISYS	321	Business Information Systems (ACCT 202, MKTG 321, MGMT 301 & BLAW 321 or 301)	3	
MGMT	301	Applied Management - (Junior standing or permission of professor)	3	
MGMT	370	Quality/Operations Management (STQM 260)	3	
MKTG	321	Principles of Marketing - (ECON 221)	3	
BUSN	499	Interdisciplinary Integrating Experience (FINC 322, ISYS 321, MGMT 370 & SENIOR STANDING)	3	
STQM	260	Introduction to Statistics - (MATH 115)	3	

Effective: Fall 2001

**Ferris State University - College of Business
RESORT MANAGEMENT MAJOR**

REQUIRED	COURSE TITLE	PREREQUISITES SHOWN IN BRACKETS ()	S/H	GRADE	GR. PLS
RESORT MANAGEMENT MAJOR - 27 Credits Required					
ADVG	222	Principles of Advertising - (None)	3		
FMAN	321	Principles of Facilities Management - (Enrollment in FMAN prog. or dept. permit)	3		
HOMT	301	Property & Facilities Management - (None)	3		
HOMT	305	Hospitality Marketing/Executive Meeting Plan - (MKTG 321, HOSP/RES majors only)	3		
MGMT	305	Supervision and Leadership - (Second semester sophomore standing)	3		
PREL	240	Public Relations Principles - (ENGL 150)	3		
RMLS	340	Commercial Recreation - (ACCT 201, MKTG 32 1, or permission of professor)	3		
RMLS	465	Tourism Planning and Development - (RMLS 340 or permission of professor)	3		
		Directed Elective - Internship in concentration recommended/included in lodging concentration)	3		
CONCENTRATIONS (select one) - 14-18 Credits Required					
MARKETING - 15 Credits Required					
MKTG	322	Consumer Behavior - (MKTG 321, PSYC 150)	3		
MKTG	425	Marketing Research - (MKTG 321, STQM 260)	3		
MKTG	473	Marketing Cases and Problems - (MKTG 321)	3		
		Select two courses from either ADVG, PREL, MKTG OR RETG	6		
FACILITIES OPERATIONS MANAGEMENT - 17 Credits Required					
Upon completion of this concentration, the Facilities Operations Mgt. minor will be granted concurrently with the B.S. degree.					
ARCH	250	Systems Cost Estimating - (MATH 116 or permission of professor)	3		
FMAN	280	Introduction to Facilities Management - (None)(Concurrent workshop required)	2		
FMAN	322	Project Management - (FMAN 321 or permission of professor)	3		
FMAN	441	Property Development & Planning - (FMAN 321)	3		
FMAN	451	Facilities Management & Operation - (FMAN 321 or permission of professor)	3		
HVAC	483	HVACR Building Systems - (None)	3		
FACILITIES PLANNING MANAGEMENT - 15 Credits Required					
Upon completion of this concentration, the Facilities Planning Mgt. minor will be granted concurrently with the B.S. degree.					
ARCH	115	Interior & Exterior Finishes and Systems - (None)	3		
ARCH	250	Systems Cost Estimating - (MATH 116 or permission of professor)	3		
FMAN	280	Introduction to Facilities Management - (None)	2		
FMAN	322	Project Management - (FMAN 321 or permission of professor)	3		
FMAN	331	Facility Program & Design - (FMAN 321, PSYC 325)	3		
LODGING MANAGEMENT - 18 Credits Required					
HOMT	307	Human Resources/Training - (None)	3		
HOMT	392	Internship (Jr standing/permission of coordinator, meets directed elective requirement in major)	3		
HOMT	403	Hospitality Law - (None)	3		
HOMT	404	Front Office Procedures/Accounting - (ACCT 201, 202)	3		
HOMT	405	Resort & Recreation Management/Tourism - (None)	3		
HOMT	499	Hospitality Policies & Issues - (None)	3		
RECREATION AND LEADERSHIP MANAGEMENT - 14 Credits Required					
Upon completion of this concentration, the Recreation and Leadership Mgt. minor will be granted concurrently with the B.S. degree.					
RMLS	121	Introduction to Leisure Services - (None)	3		
RMLS	242	Programming and Evaluation of Leisure Services - (RMLS 180 or permission. of professor.)	3		
RMLS	294	Field Experience in Leisure Services - (RMLS 242, permit and permission of professor.)	3		
RMLS	345	Leisure Services Planning/Designing - Facility - (RMLS 242 or permission. of professor.)	3		
RMLS	348	Risk Management for Leisure Services - (RMLS 242 or permission of professor)	2		

NOTICE REGARDING WITHDRAWAL, RE-ADMISSION AND INTERRUPTION OF STUDIES

Students who return to the university after an interrupted enrollment (not including summer semester) must normally meet the requirements of the curriculum which are in effect at the time of their return, not the requirements which were in effect when they were originally admitted.

**NOTE: A 2.00 cumulative GPA is required for completion of the Resort Management degree.
A 2.00 GPA is required for the major, business core and concentration.**

Effective: Fall 2001

APPENDIX
B

FACULTY VITA

1. NAME: SUSAN J. HASTINGS-BISHOP

2. DATE OF BIRTH: 05/26/51

3. ADDRESS: HOME:

13655 McKinley Rd, Rodney, Michigan 49342
Phone (616) 796-5358

WORK:

Department of Leisure Studies and Wellness
SRC 104
Ferris State University
Big Rapids, MI 49307
(616) 592-2457
e-mail: hastings@ferris.edu

4. FORMAL EDUCATION:

a. Undergraduate Degree:

Bachelor of Science in Physical Education
Minor-Physical Education Teacher Certification K-12
SUNY at Brockport 1973
Brockport, New York

b. Master's Level:

Masters of Arts in Recreation
Emphasis- Outdoor Education
University of Northern Colorado 1976
Greeley, Colorado

c. Terminal Degree:

Doctorate of Philosophy in Recreation and Resources
Development
Emphasis-Outdoor Education
Texas A&M University 1993
College Station, Texas

DISSERTATION TITLE:

General Attitudes and Subjective Norms as an Indication
of Behavioral Intentions of Adolescent Girls for Selected
Backcountry Camping Experiences

5. PROFESSIONAL EXPERIENCE:

- Aug. 2000-
Current Professor of Recreation Leadership and Management at Ferris State University, Big Rapids, Michigan. Teaching full time in Department of Leisure Studies and Wellness with a special assignment for the College of Education and Human Services working with technology and e-learning applications (Fall 2000)
- Jan.-May
2001 Sabbatical Leave for one semester to explore technology applications and possible strategies for on-line distance education for the Recreation Leadership and Management Program at Ferris State University.
- Jan. 1999
to Aug. 2000 Professor/Program Coordinator Department of Leisure Studies and Wellness Ferris State University, Big Rapids, Michigan
- The program coordinator for the department for Health and Physical Education minor and service courses, and Recreation Leadership and Management degree program. Dean of College of Education and Human Services made the appointment effective Winter 1999 Semester as part of an ongoing restructuring within the college. Duties included daily administration of department, coordination of curriculum issues with faculty, writing of annual administrative reports, overseeing NRPA/AALR accreditation, student assessment and assisting the Dean with administration of faculty contract staff supervision. Teaching a minimum of 6 credit hours per semester with 6 hours release time for administration.
- 1997 to
Dec. 1998 Professor/Program Coordinator of Recreation Leadership and Management, Ferris State University, Big Rapids, Michigan
- Program coordinator responsible for administration of daily degree program needs, curriculum development and implementation, program annual reports, scheduling of classes, budget over-site, and teaching a 9-6 hour load of classes with a quarter to half time release during this calendar duration for administration. Promotion to Full Professor February 1996.
- 1993 Tenure granted February 1993
- 1992-
1997 Associate Professor/Program Coordinator of Recreation Leadership and Management, Ferris State University, Big Rapids, Michigan
Duties the same as above.
- Fall 1992 Leave of Absence to work on Doctoral at Texas A&M University during Fall Quarter (Sept.-November 1992)
- 1988-1992 Assistant Professor of Recreation Leadership and Management, Ferris State University, Big Rapids, Michigan
Hired fall quarter to teach and advise majors in Recreation Leadership and Management program. Taught 12 credit load each quarter.
- 1985-
1987 Graduate Teaching Assistant, Department of Recreation, Park and Tourism Science, Texas A & M University, College Station, Texas. Teaching assistantship for the RPTS 301 course under the direction of Dr. Edward Heath. Taught 20 hours per week while attending full time.

- Summer Lluv A LLama Event Director and Physical Education High School/College 1987. Instructor, Girl Scout National Center West, Ten Sleep, Wyoming
- Was trained in llama packing, developed, and implemented the llama packing programs for Girl Scouts USA at their western center. Developed and over saw the high school and college credit programming for llama packing. The program involved a two week session of 12-18 young girls who spent time training, learning about animal care, backcountry camping and had a 3-6 day experience in the backcountry using llamas as pack animals.
- Summer Backcountry Coordinator/Physical Education High School/College Instructor. Affiliated with Northeast Community College of Wyoming and University of Northern Colorado at Greeley Girl Scout National Center West, Ten Sleep, Wyoming
- Oversaw the management of the backcountry for the Girl Scouts while working as the physical education instructor for high school and and horse packing credit. As backcountry coordinator, the job required reporting of group backcountry travel plans, supervising backcountry rescue and fire emergencies, and responsibility for equipment needs for groups heading into backcountry.
- Winter 1983 & 1984 Downhill Ski Instructor at Conquistador, Westcliff, Colorado
Part time downhill ski instructor for the resort. Developed and established a downhill skiing class for HPER Department at Southern Colorado.
- 1982-1984 Recreation Curriculum Coordinator and Intramural Director, University of Southern Colorado, Pueblo, Colorado
- Hired as Recreation Curriculum Coordinator teaching 12 credits per semester and received 3 credit release time to be Intramural Director. Was the first women intramural director at the University. Administrated and responsible for both recreation curriculum and intramural program. Advised students and supervised student intramural workers. Taught courses in programming, intro. to leisure services, administration, special populations, supervised interns and field experiences.
- Summer 1980,81, 82 Physical Education High School/College Instructor affiliated with Northeast Community College of Wyoming and University of Northern Colorado at Greeley, Girl Scout National Center West, Ten Sleep, Wyoming
- 1978-1982 Assistant Professor Physical Education and Recreation and Intramural Director, Dean Junior College, Franklin, Massachusetts
- Taught 12 hours of courses each semester and was first Intramural Director, for four years. Classes included both recreation and physical education classes. Recreation courses were for majors, in programming and arts and crafts. Physical education service and majors skills classes included gymnastics, canoeing, backpacking, archery, tennis, etc. Was an academic advisor. Promoted to rank of assistant professor from instructor Winter 1981.

c. Workshops, clinics, etc.:

Facilitator at Project Wild Workshop May 1991 at Kalamazoo
Nature Center for area school teachers. Ferris State
University 1991 &92

d. Major speaking engagements and presentations:

Presentation "Lluv a Llama", at the Symposium on the Use of Wilderness
for Personal Growth, Therapy and Education, Fourth World Wilderness
Congress, Estes Park, Colorado, September 15, 1987.

Presentation "OBIS", at the Michigan Alliance for Environmental and
Outdoor Education Conference, Camp Cavell, Lexington, Michigan, May 5,
1990.

Presentation "Beyond Word Processing and Spreadsheets", at the Michigan
Recreation and Parks Association State Conference, Detroit, Michigan,
February 5, 1991

Presentation "Send a Llama to Camp", at the American Camping
Association National Conference, Dearborn, Michigan February 21, 1991.

Presentation "Basic Uses of GIS/CAD in Everyday Park & Recreation
Planning", at Michigan Recreation and Parks Association Annual State
Conference, Dearborn, Michigan, February 9, 1993.

Presentation "Women and Leisure", Women's Professional Development
Conference, sponsored by Ferris State University's Professional Women's
Association, one of four panel members for session titled "Healthy, Wealthy
and Wise", April 30, 1993.

Presentation "How to More Effectively Use the PC In the Classroom", at the
February 24-26, 1994, Recreation Chairs and Heads Meeting, University of
Nevada, Las Vegas.

Research presentation accepted for "The Fifth International Symposium
on Society and Resource Management from Dissertation entitled "Young
Women's Behavioral Intentions for Selected Backcountry Camping
Experiences", June 7-10, 1994, Fort Collins, Colorado.

Presentation at 4th International Conference on Experiential Learning
November 9-12, 1994, Washington D.C. Panel member with Alan Ewert,
Cheryl Estes and John Hendee titled "Experiential Learning and the Natural
Environment"

Presentation at Michigan Recreation and Parks Association annual
meeting, February 5, 1996, Grand Rapids, MI. Panel member with V.
Chiasson, A. Conklin, R. Paulson, L.Powell and D. Wallin titled
"Interviewing, Marketing Yourself and Getting the Job".

Presentation at Resort and Commercial Recreation Association Annual
Conference, November 4, 1996, Kiawah Island Resort, SC, titled "Student
Portfolios: The New Resume or Student Assessment Tool"

Presentation "Media Mix: Using Appropriate Technologies" at the 1997 Society of Park and Recreation Educator's (SPRE)Bi-Annual National Teaching Institute, with theme of Roots and Webs in technology, March 6-9 at Bradford Wood's University of Indiana.

Presentation "Learners are Coming to Campus" SPRE Bi-Annual Teaching Institute, January 22, 1999, Myrtle Beach, SC.

Presentation "Professional Portfolio" at the Career Success Conference, sponsored by the Career Services at Ferris State University, Big Rapids, September 2000.

Presentation "Community Learning Center" at Michigan Recreation and Parks Association, annual conference Jan. 22, 2001, Grand Rapids, MI.

Presentation/Workshop "Power up with Power Point" at Michigan Recreation and Parks Association, annual conference Jan. 21, 2001, Grand Rapids, MI.

Presentation "Integrating Technology into the Classroom", co-presenter with Dr. Brett Wright and Dr. Thomas Stalko at the NRPA Department Chairs Meeting in Ellicott City, MD, March 21, 2002.

e. Honors and Awards:

Listed in Outstanding Young Women in America 1981.

College of Education Dean's Recognition Award, Ferris State University 1991 with a \$1,000 to be used for professional development.

Listed in Who's Who in American Education 1994.

Listed in Who's Who Among America's Teachers 1996. Nominations by students.

7. RESEARCH AND SCHOLARLY ACTIVITIES:

Publications:

Unpublished Curriculum "High School/College Llama Packing Curriculum" for Girl Scout National Center West, Ten Sleep, Wyoming, June 1987 (Typewritten)

Unpublished manual/software, "Appletown", for use in RMLS 320 park and recreation facilities maintenance course, Ferris State University, Big Rapids, Michigan Winter Term 1990.

Unpublished master plan, "Tot's Place Playground Proposal", Ferris State University, Big Rapids, Michigan November 1990.

Unpublished internship and field experience student manuals for Department of Leisure Studies and Wellness, Recreation Leadership and Management curriculum, Summer 1994, 1999 (updated)

Book chapters: "Corporate Recreation Services and Wellness" and "Private Non-profits Organizations" in Recreation in Michigan: Great Professional Opportunities 1995, edited by van der Smission and Haskell, published by Kendall Hunt.

8. INSTITUTIONAL INVOLVEMENTS:

a. Teaching:

Academic Courses:

Fall:

Introduction to Leisure and Recreation Survey Course
Leisure Services Program Planning and Evaluation
Overview/Introductory Special Populations
Commercial Recreation
Leisure Services Maintenance Facilities and Areas
Corporate Fitness and Wellness Programming
Principles and Practices of Outdoor Education
Research Methods for Leisure Services

Winter:

Tourism Planning
Leisure Services Planning and Design for Facilities and Areas
Outdoor Recreation Management
Supervision of Field Work and Internships
Assessment/Senior Seminar for Recreation Leadership and Management
Finance and Marketing of Leisure Services
Recreational Sports and Athletic Specialized Marketing

b. Advisement:

1) Academic advisement- average 30-40 students a semester which includes declared and undeclared students who are entering program. Undergraduate program only.

2) Field experiences- during the winter and summer semesters of academic year I will have supervised students taking 3 credit RMLS 294 Field Experience. The majority of students elect to do field experiences summer semester rather than Winter. I currently, have been assigned by the current program coordinator, administration of Internship, RMLS 491, is a 6 credit course offered each semester. The work involves the arranging of internships and related paper work.

c: Institution Service:

Dean Junior College Library Committee, member academic years 1979-1982

University of Southern Colorado Cooperative Education University Committee member academic years 1982-83,1983-84

University of Southern Colorado School of Education Curriculum Committee member academic year 1981-82.

Ferris State University Student Activities Budget Advisory Committee, faculty senate appointment as member for academic years 1989-90, 1990-91.

Ferris State University Academic Honors Convocation Committee, faculty senate appointment as member for academic years 1990-91, 1991-92, 1992-93, 1993-94, 1994-95. Chairperson for Academic Honors Convocation Committee academic year 1991-92. Responsible for key note speaker during 1992-93.

Ferris State University Summer Quarter Study Committee, faculty senate appointment for academic year 1991-92, 1992-93, 1993-94, 1994-95, 1995-96.

Ferris State University College of Education Computer Committee department representative for academic years 1988-89, 1989-90, 1990-91, 1991-92.

Recreation Leadership and Management Curriculum semester conversion coordinator for the Department of Leisure Studies and Wellness 1991.

Member of College of Education's Curriculum/Library Faculty Committee academic year 1992-93, 1993-94, 1994-95, 1995-96, and 1996-97 representing the Department of Leisure Studies and Wellness.

Member of University's North Central Accreditation Criterion One Committee 1992-93 to prepare faculty and staff survey in preparation for 1994 national accreditation visit.

Appointed to the University Strategic Planning Committee as representative from College of Education for academic year 1993-94, 1994-95. Appointed to the Academic Affairs Sub-Committee of the University Strategic Planning for the 1993-94 .

Elected to Academic Senate as representative from College of Education for academic years 1993-94, 1994-95, 1995-96, 1996-97, 1998-99, 1999-2000.

Appointed to the University Student Outcomes Assessment Council representing the College of Education by the Vice President of Academic Affairs April 1995-96, 1997-98, 1998-99.

Appointed to the Academic Senate Faculty Research Committee for 1995-96.

Appointed to the Ferris State University Academic Senate Diversity Committee 1996-97

Appointed by President to Task Force on making recommendations for new campus recreation and intramural facility design and planning Fall 1996. Represented academic department interest in design and facility equipment purchase during the construction phase. Responsible for RLM relocation and all of department's final return to SRC facility after renovation Jan. 1998-Jan. 1999.

Member of Associate Dean search committee for College of Education fall semester 1996, appointed by interim Dean College of Education.

Member of the College of Education Promotion and Merit Committee as representative for Department of Leisure Studies and Wellness 1997-98, 1998-99, 1999-2000

Member of the College of Education Tenure Committee as representative for Department of Leisure Studies and Wellness, 1997-98, 1998-99, 1999-2000, 2000-2001.

Member of Dean search committee for College of Education appointed by Interim Vice President of Academic Affairs Winter Semester 1998.

Appointed to Vice President of Academic Affairs Quality Team on Student Assessment December 1998.

Appointed by Academic Senate to represent the senate on Budget and Fees Recommendation committee to the President 1999-2000

Appointed as representative for the College of Education and Human Services to the Ferris University committee for development of Assessment of Prior Learning (APL) policy and procedures for the campus. March 2000 -August 2000. Currently member of the APL Council which oversees the APL process campus wide.

Appointed by the Academic Senate to the Academic Policy and Standards Committee for 3 year term September 2000-May 2003

9. OTHER INFORMATION:

First full-time Youth Services and Recreation Director for the Town and Village of Canton, NY.

First Woman Intramural Director at Dean Junior College 1979-1982

First Women Intramural Director at University of Southern Colorado 1982-1984

Acting Recreation Leadership and Management Coordinator while department head was on sabbatical leave Fall Term 1991.

Master Plan for Ferris State University's Tot's Place Playground was written with two Recreation Leadership Majors under my supervision, Fall Term 1990.

Appointed to Big Rapids Special Task Force on City Pool by City Council of Big Rapids, MI 1997-Jan. 4, 1999

Received Timme Instructional Grant funds for: 1) \$890 for develop Park Maintenance course instructional materials using Hypercard Stacks and the MacIntosh computer to create Appletown, 2) 1990-1991 for \$500 and 1991-1992 for \$395 to conduct Project Wild Workshop and 3) 1991-92 \$2600 to develop expertise in geographical information system software.

Received Timme Travel Grant to attend 1) Outdoor Recreation Trends Symposium III in Indianapolis, Indiana March 23-31, 1990, 2)Michigan Recreation and Parks Association State Conference, Grand Rapids, Michigan February 1989, 3)National Recreation and Park Association National Congress's special institutes 1990, 1991, 1993, 1994, 1995, 1997, 1998, 1999, 2000

College of Education Dean's Innovation Awards to underwrite Professional Development Travel awards between \$350-500. Participation in the NRPA Pre-Conference Institute, "Putting People First... On the Road to a Multi-Cultural Organization", October 20, 1993, San Jose, CA and to attend SPRE Teaching Institutes.

Attended Center for Environmental Education Workshop, at Grand Rapids Community College August 12-15, 1991 on environmental education and geography teaching materials for the classroom. Co-sponsored by the Center for Environmental Education and National Geographic Society.

Responsible for Final Recreation Leadership and Management Academic Program Review for 1992-93 and 1997 as Program Coordinator for RLM Curriculum.

ON-Course Team member for development of a computerized student record system for the university. Representative from the College of Education Summer 1997.

Book reviewer for recreation and parks textbooks MacMillian book company 1996-97.

Selected for Ferris Summer Teaching Institute in 1996 and 1998. Received total of \$800.00 in stipend and \$2000 for technology purchases for the program. Instructional use of WebCT

Coordinated the NRPA Accreditation for the Recreation Leadership and Management Program May 1998-Oct. 1999.

Project Director and proposal submitter for **Rails to Trails Eisenhower Professional Development Grant** from the Michigan State Education Department Oct. 1998-Dec. 2000 for a total of \$165,000 to train 54 k-12 teachers. The course provide teachers with tuition for six graduate credits and requires them to pre and post test their students based on the lesson(s) established on their websites. The use of software and hardware in the classroom was technology focus for the project while the second area was a series of learning experiences focusing on using the outdoor education methods of teaching math and science. The final piece is the teachers being required to take their classrooms on field trips to areas along the Rails to Trails corridors or similar outdoor recreation areas to conduct the activities.

Participated in Assessment of Prior Learning Training session held in April 2000 for faculty and administration as part of the APL development process for FSU.

Participated in Fall 2000 Center for Teaching, Learning and Faculty Development sessions, "Facilitating Student Learning" for 11 weeks on current issues on teaching and learning. Received \$500.00 stipend for use to attend SPRE Bi-Annual Teaching Institute at University of Utah, Salt Lake, UT, February 2001.

Used the WebCT platform to develop web-enhanced courses for recreation courses covering inclusive recreation, design and planning, research, tourism planning, senior capstone course, finance/marketing of recreation and parks and a CD park maintenance management simulation.

VICTORIA HARDY, CFM, CFMJ
2108-201 Wyndham Hill Dr. NE
Grand Rapids, Michigan 49505
616-447-4022 email-hardyv@ferris.edu

PRESENT POSITION **Associate Professor - Facility Management**
Ferris State University, Michigan 1994-present

Full-time tenured position teaching foundation courses in facilities management in the Architectural Technology /Facilities Management Department. Guided the program through a national review culminating in the awarding of formal Recognition for achievement of industry standards in facility management education. Continues to serve as international speaker, consultant, and workshop leader, including service on the Board of Directors of the International Facility Management Association (1994-1997), a multi-industry service organization with 18,000 members. Currently serves on the IFMA Foundation Board of Trustees as Vice-Chair and Chair-Elect.

PAST POSITIONS **Principal**
AMS Planning and Research
Fairfield, CT 1990-1994

Served as the Principal-in-Charge on more than 50 arts and entertainment industry facility projects totaling more than \$500 million in construction. These projects included strategic planning; management audits; program planning and analysis; market analysis; facility planning and feasibility studies; and program planning for such major clients as the Wharton Center (Michigan State University); Van Wezel Hall (Sarasota, FL); Metro-Dade County (Miami, FL); City of Tallahassee, FL; the Kennedy Center; Butler University (Clowes Hall); and the Gilmore Foundation (Kalamazoo, MI).

President
Music Hall Center
Detroit, Michigan 1987-1989

Led the historic Music Hall through a major transition period including the development of a workout plan to reduce debt and the implementation of a long-range plan for the renovation and preservation of the hall, a plan that was completed in 1996. Also served on the boards of the Arts Foundation of Michigan, and Concerned Citizens for the Arts in Michigan, the two major arts service organizations in the state.

Executive Director
Meadowlands Center for the Arts
Rutherford, NJ 1983-1987

Provided leadership for the Center through a successful transition from its early traumatic opening to resolution of \$4.3 million in debt utilizing both public and private sources of funding. Established a long-range strategic plan for the continued health of the center. Organized a six-person task force in New Jersey to spearhead the formulation and passage of a statewide \$100,000,000 bond issue to support the construction and renovation of arts and historic facilities across the state.

Director, University Events and Services
Stanford University
Stanford, CA 1977-1983

Produced and managed a major cultural series for the University (40 plus events in the season); managed all non-academic events for the campus (more than 1100 a year); served as the university officer for management of 16 theatres and performances spaces; managed all technical support

services for the University for events; supervised and organized major special events for the campus, including commencements, visits by international dignitaries, and related activities including contemporary concerts by artists such as the Grateful Dead and coordination of Super Bowl events. Reported to the Vice-President for Public Affairs as one of five senior staff. Outreach activities on behalf of the program/office won the CASE National Gold Medal Award for Community Related Programs.

General Manager
Mississippi River Festival
Southern Illinois University
Edwardsville, IL 1975-77

Served first as the concert manager and then as general manager for this major summer festival held in the St. Louis suburbs. The St. Louis Symphony was in residence; in addition, another 50 plus concerts were presented in a three-month period, including rock and roll, folk, and chamber music. Responsible for booking decisions, production of events and education/residency programs.

Prior experience: Taught English and theater for five years in public schools in Missouri and Nebraska

**CURRENT
PROFESSIONAL
ACTIVITIES**

International Facility Management Association
Board of Directors: Director of Academic Affairs 1994-1997
Standing Committee on Recognition of Programs – 1998-2002
Committee on Professional Education – 1998-2000
Vice-President – Programs: West Michigan Chapter 1998-2000
Vice-President – FM Educators Council – 1998-2000

International Facility Management Association Foundation
Board of Directors – 1998- present
Vice- Chairman and Chair-Elect-2000- present

Michigan State University – Graduate Instructor
Online Master's Level Certificate in FM
Serves both foreign and domestic graduate students

University Strategic Planning Committee
Ferris State University - 1995-2001
Co-chair: 1998- 2001

Advisory Committees and Public Service
Architectural/Construction Technology Department
Henry Ford Community College - Dearborn, Michigan
National Association of Church Facility Managers (NACFM)
Certification Thesis Evaluator
Frederik Meijer Gardens – Grand Rapids, Michigan
Buildings and Security Committee

**RECOGNITION/
SPECIAL PROJECTS**

Distinguished Educator of the Year – 2001
International Facility Management Association

Profiled:
Creativity in Business: Doubleday, New York.
Michael Ray, Stanford University Professor of Entrepreneurship and
Dr. Rochelle Myers, authors

Recipient:

Council for Advancement and Support of Education
Gold Medal Award for Community Related Programs
Stanford University

Member:

USICA Administrators Study Team;
People's Republic of China; 1981

Citizen Ambassador Program
Facility Management Delegation
Australia and New Zealand; 1996

Named:

Who's Who in America – 2002 Edition
Who's Who in Entertainment, First Edition
Who's Who in American Women - Millennium Edition

Selected Publications/Presentations:

The Fit Facility: Human and Environmental Factors.

IFMA: July, 2000.

Facility Management Association Australia

IDEACTION Conference 2001 – Keynote Speaker

Benchmarking Applications

IDEACTION Conference 2002 - Keynote Speaker

September 11 –Lessons Learned

International Facility Management Association: World Workplace

Conference Proceedings 2000 and 2001

World Workplace Europe - 2002

International Emergency Planning

NEOCON Proceedings 1997

NEOCON Proceedings 1998

Chicago Buildings and Real Estate Show

Conference Proceedings - 1997

**PROFESSIONAL
AFFILIATIONS**

IFMA - International Facility Management Association
League of Historic American Theatres

**PROFESSIONAL
CERTIFICATION AND
EDUCATION**

Certified Facility Manager: Certified Facility Manager Japan
Master's Degree / Management – Aquinas College – Michigan
Stanford University - Selected Participant
Management Development Program
B.S. University of Missouri/Columbia

JULIE A. DOYLE

17785 175th Avenue
Big Rapids, MI 49307
(231) 796-7536
doylej@ferris.edu

Employment

- Present-1986** **Assistant Professor, Hospitality Programs, Ferris State University, Big Rapids, MI**
Teach a wide range of first and second year *Restaurant and Food Industry Management classes* as well as upper division *Hotel and Resort Management classes* and *Cooperative Education* courses. Additional responsibilities include curriculum development, student advising, administration of certification programs, recruitment and retention.
- Present - 1987** **Coordinator, Cooperative Education/ Internships Hospitality Programs, Ferris State University, Big Rapids, MI**
Responsible for coordinating all recruitment of companies from around the world in placing our students in some of the finest hotels, resorts and conference centers for their internship experience. This included evening information sessions, on site visitations, career fair and all administrative functions.
- 1997-1996** **Coordinator, College of Business Retention and Recruitment Deans Office, Ferris State University, Big Rapids, MI**
Responsible for coordinating all recruitment and retention efforts of the college of Business (.25 release time) that included conference exhibit display, high school classroom visitations, on campus tours, displays, organized Professional Business Day, Autumn Adventure, Career Expo, etc.
- 1986-1982** **Supervisor, Knollcrest/ South/ Rankin Dining Services, Ferris State University, Big Rapids, MI**
Responsible for developing and coordinating production for lunch and dinner menus for up to 1500 students daily. Duties included ordering, menu planning, and supervising of 18 union staff members and student employees.
- 1986-1983** **Adjunct Faculty, Food Service Hospitality Management, Ferris State University, Big Rapids, MI**
- 1981** **Counselor, Financial Aid Office, Ferris State University, Big Rapids, MI**
- 1980** **Supervisor, Peaches Restaurant, Marriott, Kentwood, MI**
- 1980** **Assistant Manager, Charlie's Restaurant, Big Rapids, MI**
- 1979** **Assistant Manager, Charwood Inn Restaurant, Paris, MI**

Teaching Assignments

Restaurant and Food Industry Management 114 Menu Planning and Nutrition
Restaurant and Food Industry Management 115 Food and Labor Cost Control
Restaurant and Food Industry Management 125&126 Principles of Food Production
Restaurant and Food Industry Management 207 Beverage Principles and Management
Restaurant and Food Industry Management 211 Selection and Procurement in Purchasing in the Hospitality Industry
Restaurant and Food Industry Management 292 Cooperative/ Internship Education
Hotel Management 301 Executive Housekeeping and Facilities Property Management
Hotel Management 305 Executive Marketing and Meeting Planning
Hotel Management 392 Cooperative/ Internship Education
Hotel Management 404 Front Office Procedures and Accounting
Hotel Management 405 Resort Recreation and Tourism Management
Ferris State University Seminar (FSUS 100/101) Orientation for Freshman Seminar

Non Teaching

Program Cooperative Education/ Internship Coordinator, Hospitality Programs
Academic Advisor, Hospitality Programs, FSUS College of Business

National/ State Committees

National Internship Special Interest Committee for Council of Hotel, Restaurant and Institutional Education Committee, Present - 1990

Michigan Council of Hotel Restaurant and Institutional Education Executive Committee

1998-99 President

1997-98 Vice President

1996-97 Secretary / Treasurer

1995-96 President

1994-95 Vice President

Michigan Hospitality Educators Alliance, Executive Board Member, President and Career Day Chair, 2002-1999

Hospitality Opportunities Association, Executive Board Member and Career Day Chair, 1998-97

Vocational Food Service Hospitality Educators Conference Committee, 1998-97

Michigan Council of Hotel Restaurant and Institutional Education Career Day Committee, (Chair) 1997-1989

University Committees/ Service

Committees

Instrumental in Securing \$80,000+ of equipment donation, 2001

Programmatic Marketing University Committee, 2002-2000

Career Services, "Get Professional Series", Committee 2002-1999

Autumn Adventure University Committee, 2001-1995

All University Sabbatical Committee, 1997

Media Distribution Assessment Committee, 1997

FSU Vocational Educational Special Services Program Advisory Committee 1999-1988

Service

Panel Discussion for New Faculty Orientation, CTLFD, 2000

Dining Services, NACUFS internship session, 2001

Athletic Department Volleyball, Etiquette in Dining Workshop, 2000

Faculty Panel, Student Affairs, Student Orientation, 2000

College of Business Committee/Service

Committees

COB Promotion Merit Committee 2001/1999/1997

COB Admissions Standards Committee 2001-2000

COB Sabbatical Leave Review Committee 2000/1998

COB Recruitment and Retention Committee 2001-1998

COB Cooperative Education Advisory Committee, Secretary 1997

Service

COB Dawg Days (recruitment effort), 2001

COB Autumn Adventure, recruitment, 2000-1998

DECA, Association of Marketing Students Conference, Detroit, MI , recruitment, 1997

Michigan Business Educators Association Conference, Northville, MI, recruitment 1997

GASC Technology Center, Flint, MI recruitment 1997

Muskegon High School, Muskegon, MI recruitment 1997

Department/ Program Committees/ Service

Committees

Marketing Department Tenure Committee 2002-1990

Marketing Department Strategic Planning Committee 2000

Recruitment and Retention Committee Representative 2001-1998

Sabbatical Leave Committee Representative 2000/ 1998

Hospitality Programs Advisory Board Committee 2002-1986

Hospitality Programs Gala Fund Raising Committee 2002-1992

Service

Hospitality Recruitment Day, recruitment effort 2001-2000

Grand Rapids Career Technical Center visitation recruitment effort 2001

Hospitality Academy visitation, recruitment effort 2000

Muskegon Community College, "Taste of Tomorrow", Muskegon, MI recruitment 1999

FSHM "Six-Pack" recruitment effort to FSU Career Exploration classes 1999

PanKow Vocational Center Career Fair, Clinton, Township, MI recruitment 1998

Newago County Career Technical Center, Fremont, MI recruitment 1997

Career Preparation Center, Sterling Heights, MI recruitment effort 1997

Public Service

St. Mary's Parish Gala Event, Big Rapids, MI
Culinary /Service Committee Chair 2001-1997

TIPS , Techniques in Intervention of Serving Alcohol, Health Communications. Student Affairs/
Community Master Certified Trainer 2002-1999

Presentations at Professional Meetings and Conferences:

Professional Organizational Development Conference, Vancouver CA, "*Hesburgh Certificate of Excellence Award SLA Model and How it is Used in the Hospitality Programs Curriculum*". 2001

International Partnership Exchange Agreement, Finland, Netherlands, "*Hospitality Management in the U.S.*" 2001

Michigan Department of Education Career Development, FSU, "*Hospitality University Recruitment Effort*". 2001

Get Professional Series, FSU Career Services, "*Etiquette in Dining For the Business Luncheon/ Cultural Differences*". 2002-1999

West Michigan Tourist Association Conference, East Lansing, MI "*Out of the Box Recruiting and Retaining of Domestic Labor*" 2000

Mecosta Osceola County High School Teachers Retreat, New Directions High School, Big Rapids, MI, "Career Opportunities in the Hospitality and Business World". 1998-97

Department of Education Hospitality and Food Service Conference, HICC Big Rapids, MI "Labor Force Challenges in the Hospitality Industry" 1998

West Michigan Tourist Association Conference, Big Rapids, MI "Domestic Labor Challenges in the Tourism Industry" 1998

Professional Meetings and Conferences Attended

National School Conference Institute on Increasing Student Achievement, Phoenix, AZ 2002

International Partnership Exchange Student Signing Agreement Committee, Netherlands, Finland, 2001

Professional and Organizational Development Conference, Vancouver, CAN, "Hesburgh Certificate of Excellence Award SLA Model and How it is used in the Hospitality Programs Curriculum", 2001

Professional and Organizational Development Conference, St. Louis, MO 2001

American Association for Higher Education Conference, New Orleans, LA 2001

Michigan Grape and Wine Industry Council Faculty Wine Seminars and Tours, Paw Paw, MI 2000

Walt Disney Worlds Educator Forum, Lake Buena Vista, FL 2000

National Restaurant Association, "Salute to Excellence", Faculty Forum, Chicago, IL 2000/ 1997

Gordon Food Service Show/ Conference, Grand Rapids, MI 1999-1990

MICHRIE (Michigan Council of Hotel Restaurant Institution Educators) Conference, Northwestern Michigan College, Traverse City, MI 1999

CHRIE (Council of Hotel Restaurant Institutional Educators) International Conference, Albuquerque, NM MICHRIE President representative 1999

CHRIE Midwest Conference, Merrisville, IN MICHRIE President representative 1999

American Hotel & Motel Resort Association Conference, Grand Rapids, MI Dearborn, MI, Farmington, MI 1999-1997

Lilly Conference on College and University Teaching, Lake Arrowhead, CA 1998

Department of Education Hospitality & Food Service Vocational Conference, Big Rapids, MI, Lewiston, MI 1998-1997

West Michigan Tourist Association Annual Convention, Big Rapids, MI 1998

Hospitality Opportunity Alliance Conference and Career Days, Big Rapids, MI 1998-1997

Continuing Education- Industry Visitations

(other than professional presentation, professional meetings attended, and workshops attended)

Radisson Plaza, Property Tour, CVB Sales Forum, Kalamazoo, MI 2001

West Michigan Tourist Association, Property Tour and Forum, Grand Rapids, MI 2001

Yoplait General Mills Corporation Tour and Forum, Reed City, MI 2001

Soaring Eagle Resort and Casino, Property Tour Marketing and Sales, Mt. Pleasant, MI 2001-1999

Broadmoor Hotel, Property Tour Internship Forum, Colorado Springs, CO 2000

Grand Traverse Resort and Spa, Property Tour Marketing and Sales, Acme, MI 2001-1998

Amway Grand Plaza Hotel, Property Tour Rooms Division, Grand Rapids, MI 2001-1997

Gordon Food Services Warehouse Tour, Executive Management Forum, Grand Rapids, MI 2001

Clark Midstate Food Services Show, Mt. Pleasant, MI 2001-1998

BilMar Sara Lee Corporation, Marketing Sales Production Tour, Executive Management Forum, 1999-1989

Honors and Recognitions

Outstanding FSU Student Affairs Recognition Award 2001

Teaching Excellence Award for Baccalaureate/Graduate Degree Institutions in Region 4, nominated 2001

MHEA (Michigan Hospitality Educators Alliance), president 2002-2000

MICHRIE (Michigan Hospitality Restaurant Institution Educators), president 1999/1994

St. Mary's Gala Culinary Service Coordinator 2001-1997

FSU Student Satisfaction Survey Recognition 2001-2000

FSU "Pat on the Back" Recognition 2000

MICHRIE Hospitality Educator of the Year Award 1994

CONSULTING

NOCTI National Occupational Competency Testing Institute.

Connecticut Industry Validation Project in Nutrition, Food Production & Services, 2001

Michigan Hospitality Management test review & pilot test consultant 1997

TIPS Techniques in Intervention Procedures of Serving Alcohol, Health Communications, Inc.

Washington D.C. Conduct seminars for Mecosta County local business's Master Certified Trainer 2002-1995

Team Leader for Vocational Hospitality & Food Services for on site reviews, Dept. of Education State of Michigan, Lansing, MI 1998-1997

MOCAC Michigan Occupational Competency Assessment Center, Master Examiner. 2001-1996

EDUCATION

M.S. Occupational Education- Hospitality Management, College of Education, Ferris State University, Big Rapids, MI 1987 High Distinction

B.S. Hospitality Management - College of Business, Ferris State University, Big Rapids, MI 1980

A.A.S. Food Service Management- College of Business, Ferris State University, Big Rapids, MI 1978

I. Vita

A. Name: Lianne B. Briggs

Rank: Assistant Professor

Tenure/Non-Tenure: Tenure

Department or Division: College of Business/Marketing Department/Hospitality Programs

Teaching Experience:

Areas of Involvement (in teaching)

1988 – Present: Ferris State University, Assistant Professor: Food Chemistry, Quantity Food Management, Principles of Baking, Principles of Cooking, Menu Planning & Nutrition, Food Office Operations & Accounting, Equipment, Layout & Design

1991 – 1993: Big Rapids Community Education (Part-time): Adult Education Instructor, Food Service & Production

B. Education Background:

1999 M.S., Ferris State University
Major: Career & Technical Education

1985 M.P.S., Cornell University
Major: Hotel Administration

1980 B.S., Central Michigan University
Major: Food Service Administration

C. Prior Experience not in Education

1999 Baker Group
(Summer) Intern
Grand Rapids, MI

1996 – 1997 Amway Grand Plaza Hotel
Rooms Division Intern
Grand Rapids, MI

1989 – 1990 Hermann's European Café
(Summers) Food Production Worker
Cadillac, MI

1986 – 1988 ARA Leisure Services/Dubuque Greyhound Park
Clubhouse Manager
Dubuque, IA

1985 – 1986 Union Camp/Branigar Inc./Galena Territory
Dining Room Manager
Galena, IL

1983 – 1985 Cornell University
(Part-time) Graduate Teaching Assistant
Ithaca, NY

1984 (Summer)	Rock Resorts Int'l/Teton Lodge Co./Jenny Lake Lodge Social Hostess (Relief Manager) Grand Teton National Park, WY
1982	Cattlemen's Restaurant Inc. Manager Forsyth, MT
1983	Livingston Bar & Grill Kitchen Manager Livingston, MT
1981 – 1982	Chico Hot Springs Hotel Chef's Apprentice Pray, MT
1980 – 1981	Dial Corp./Greyhound Food Management/Prophet Foods Assistant Cafeteria Manager Livonia, MI
1979 – 1980	Central Michigan University Student Manager Mt. Pleasant, MI
1977 – 1981 (Seasonal)	Yellowstone Park Co./Canteen Services Dining Room Manager, Cafeteria Manager Yellowstone National Park, WY

D. Professional Memberships

Currently:

International Food Service Executives Association

Cornell Society of Hotelmen

Big Rapids Downtown Business Association

Formerly:

Council of Hotel, Restaurant & Institutional Educators

Michigan Council of Hotel, Restaurant & Institutional Educators

Ferris Professional Women

Food Service Educators

E. Professional Meetings Attended

International Food Service Executives Association Annual Conference: 1989 – 2000

International Food Service Executives Association Branch Meetings, Monthly 1988 – 1993

National Restaurant Association Annual Trade Show, 1989, 1990, 1991, 1995, 1998, 1999, 2001

Michigan Council of Hotel, Restaurant & Institutional Educators, 1988 – 1990, 1994 – 1995

Food Service Educators, 1991, 1992, 1998

Lily North Conference, 2001

Michigan Marketing Educators Conference, 2001

Equity in the Classroom XII Conference, 2002

F. Papers Presented:

G. Publications

H. Other Research Activity

Thesis: An Investigation of Food Service/Hospitality Management Student Satisfaction at Ferris State University.

I. Consulting

Summer Intern for Baker Group, Food Service Consultants (Specializing in Marketing Research and Commercial Kitchen Layout & Design). 1999. Continued Association on Selected Projects.

Consultant for the Student Occupational Competency Assessment Test, 1989 - 1994

Examiner and Consultant for the Michigan Occupational Competency Test in Quantity Food Management, 1989 - Present

J. Professional Growth Activities

Training for Intervention Procedures by Servers of Alcohol, 1989

Coffee Seminar, Coffee Development Group, 1989

The Dale Carnegie Course in Effective Speaking and Human Relations, 1989

Planning Successful Buffets, National Restaurant Association Show 1989

Healthy Profits Through Nutrition, National Restaurant Association Show, 1989

Food Educators Program, Johnson & Wales University, 1990

Promoting Your Restaurant, National Restaurant Association Show 1991

Table Side Cooking, Grand Rapids Community College, 1991

Techniques of Baking & Pastry for Food Educators, Johnson & Wales University, 1992

Rich's Products Corp. Make-up School, 1993

Connelly Awards Chairperson – Active Army Field Kitchens, 1994

Co-owner of Big Rapids Antique Mall, 1996 - Present

Rooms Division Intern (Sabbatical) at Amway Grand Plaza Hotel, 1996/97

Using WebCT for On-Line Instruction, Ferris State University, 1999

HACCP Training, 2000

Food Safety 2000 Seminar, 2000

Learning and Teaching Workshop, Ferris State University, 2002

Reading of related professional materials published by the Nutrition Action Health Newsletter, Foodservice Equipment Reports, Cook's Illustrated, Food Service Director, Food Management, Nation's Restaurant News

K. Seminars, Training Programs, etc., Conducted for Business & Industry

Garnishing Workshops Offered to Varied Community Groups

Culinary Demonstrations at Several College Related Events

Hospitality Seminar through Local Convention & Visitors Bureau

L. Professional Presentations, Speeches, etc.

International Food Service Executives Association, Senior Enrichment Day, Big Rapids Community Education, Mecosta County Convention & Visitors Bureau,

K. Institutional Services Performed

University-wide Committees: Honors Convocation Committee

Department-wide Committees: Marketing Vision Committee, Recruitment & Retention Committee,
Program Related Committees: Program Director Search Committee, Faculty Search Committee,
Gala Committee, and Tenure Review Committee, Semester Conversion Committee, Tech Prep
Committee, Program Review Committee

Advisor: International Food Service Executives Association

M. Recognition and Honors

Received M.S. in Education from Ferris State University with Highest Distinction, 1999

Certified Food Service Executive at the Ruby Level, 1999

Technology Grant Recipient, 1998

Timme Instructional Assistance Grant Recipient, 1993

Certificate of Recognition by Ferris Board of Control, 1992

Teacher Work Study Grant Recipient, 1989

German Exchange Teacher, 2001

Judge for State Wide DECA Competition, 2001-2002

N. Professionally Related Community Activities

Food Chairman of the Mecosta County Council for the Arts, 1991 – 1995

Riverdays Festival, Antique Show, Humanities Council of West Michigan, 2002

Presented Workshops for Big Rapids Community Education, Lion's Club, Senior Enrichment

Assisted in Various Ways for American Cancer Society, United Asian Student Organization,
Learning & Nutrition Project, International Festival of Cultures, American Legion, Miller Residence
Hall, Mecosta County Commission on Aging

II. Educational Background to document graduate course work in the field of Education and Hospitality Management sufficient to support doctoral level preparation.

1. Masters of Professional Studies (M.P.S.) from Cornell University with an emphasis in Food & Beverage Management.
2. Masters of Science (M.S.) from Ferris State University in Career and Technical Education.

III. Teaching Experience sufficient to document doctoral level expertise.

Curriculum development activities include the following: serving on the semester conversion committee for the Food Service and Hospitality Management degree programs; serving on the committee to create Minors in Food Service and Hospitality Management; serving on the committee for the development of a Three Year Hospitality Management degree program.

Course development activities include the following: leading semester conversion of FSMT 299; participating in the development of FSMT 229 and CHEM 104, developing a course in Food Technology (Food Chemistry).

Courses taught include the following: Food Technology (Food Chemistry) Principles of Baking, Principles of Cooking, Quantity Food Management, Menu Planning & Nutrition, Front Office Procedures & Accounting, Equipment, Layout & Design.

Teaching Techniques include the following: emphasizing active learning by employing a variety of techniques such as cooperative learning teams, case studies, computer simulations; videotapes, preparing and distributing printed materials where appropriate; role playing and related techniques; supervising cooperative education experiences and reports; inviting guest speakers; organizing field trips; supervising independent studies for academic credit.

IV. Documented Practical Experience.

Work experience outside of teaching has been directly related to teaching assignments as follows: year long sabbatical at Amway Grand Plaza Hotel involved working in Housekeeping, Reservations, Front Office, Security and Human Resources departments in order to gain more practical experience in preparation to teach more hotel related courses such as Front Office Procedures and Accounting. Summer experience with The Baker Group in the area of market research and commercial kitchen layout and design allowed the opportunity to gain hands-on experience related to the Equipment, Layout & Design course. Employment at Hermann's European Café provided additional Back and Front of the House experience to aid in the Quantity Food Management course. Prior to teaching working for ARA Leisure Services provided opportunities in hiring and training of employees as well as writing training materials, job descriptions, job specifications, conducting reviews and training sessions, point-of-sale terminal programming and expertise to other units, cash handling and control procedures, and inventory set-up and control.

V. Consulting Experience.

Consulting experience ties into teaching in the classroom as follows: (1) association with The Baker Group resulted in practical applications and computer training related to marketing research and commercial kitchen layout & design (2) consulting with, and acting as Master Examiner, for teacher and student competency testing aids in developing curriculum with those skills needed by industry as well as appropriate teaching strategies and testing techniques.

VI. Scholarly Activity.

Scholarly activity included activities such as the following: developing and conducting student satisfaction surveys, using integrative research which has resulted in creating more active learning concepts in the classroom; developing customized lab manuals for the food chemistry, cooking and baking courses.

ANTHONY O. AGBEH

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Big Rapids, MI 49307
Residence: (231) 796-4219
Office: (231) 591-2382
Fax: (231) 591-2998
E-mail: AgbehA@Ferris.edu

EDUCATION

Master of Science in Hotel and Food Service

Florida International University, Miami Florida
Date of Graduation, December 1983

Bachelor of Science in Hotel Restaurant and Tourism

Florida International University, Miami Florida
Date of Graduation, May 1982

Associate of Science in Hotel Restaurant and Tourism

Palm Beach Junior College, 1980

Certified Hotel Administrator (CHA) 1991-2006

Area of Specialty: Hospitality education, curriculum development,
marketing, planning and development of Hospitality Programs

PRESENT EMPLOYMENT

Professional Experience:

2000- Present Coordinator/
Professor

1996-1999 Coordinator/
Associate Professor

1990- 1996 Director/
Programs,
Associate Professor

In this position, I report to
the Marketing Department Head, and
Interact with the Dean to fulfill assignments.
Director/ Associate Professor, Hospitality

Ferris State University, Big Rapids, MI

PREVIOUS EMPLOYMENT

August 1989
To July 1990

Department Head, Hotel, Restaurant and Tourism Administration
Morris Brown College, Atlanta, Georgia

Summary of Selected Responsibilities:

- Responsible for Department Academic Planning and Faculty Staffing.
- Responsible for Departmental Budget.
- Initiated and developed close working relationships with the community
- Formation of an Industry Advisory Board, 1989
- Chaired Continuing Education Committee, 1989
- Member Curriculum Committee, 1989-1990
- Served on a Search Committee for Associate Dean Academic Affair, 1989
- Served on Provost Council, 1989-1990
- Fund Raising Event, 1989

Courses Taught:

- Laws of Inn Keepers
- Travel and Tourism
- Food and Beverage Service
- Organizational Management
- Human Resource Management

In this position I reported directly to the Provost

May 1989
to August 1996

Director, Hotel, Restaurant and Tourism Administration,
Wiley College, Marshall, TX,

Responsibilities:

- Reported to Business Department Chair
- Developed Articulation Agreement with St. Phillips College, 1986
- Chair Career Awareness Committee, 1986-1989
- Organized College Career Day, 1986-1989
- Faculty Advisor to Externship, 1986-1989
- Curriculum Development, 1986-1989
- Fund Raising Event, 1986-1989

Courses Taught:

- Introduction to Hotel and Restaurant Management
- Special Problems – Hospitality & Restaurant Industry
- Hospitality Law
- Seminars in Hospitality
- Policy Issues
- Human Resource/Training
- Property and Facilities Management
- Special Studies/Independent Studies

January 1984
to August 1986

Manager, Victoria Station, Miami, FL
Responsible For:

- Total Restaurant operation including management of 100-120 employees.
- Interview, hiring and disciplining employees
- Oversaw dining room operations
- Scheduled personnel
- Planned and Supervised outside catering
- Developed training tools for restaurant
- Trained new employees
- Developed in-house forms
- Ordering and receiving supplies

October 1979
to January 1984

Food Service Supervisor, The Raindancer, West Palm Beach, FL
Responsibilities:

- Supervised 20 personnel on Dining Room Staff
- Did end of the month inventory
- Interview, Hire and Supervise employees
- Ordering and receiving supplies
- Record keeping

Responsibilities/Accomplishments

(The following is a brief summary of my responsibilities/accomplishments since 1990 as Program Director/coordinator)

- Responsible for change of name of the program to reflect what we train our students to do
- Responsible for the program academic planning, including faculty staffing and curricula planning
- Responsible for preparing, monitoring and authorizing the program's budget
- Responsible for: program brochure, catalog description, curriculum, transfer and articulation, program review and development
- Instructional development, course development, course evaluation, supervision, and student advising
- Served in College of Business Council, 1996-Present
- Served in Administrative Council of College of Business, 1990-1996
- Faculty Advisor for Eta Sigma Delta Honors Society, 1994 - present
- Responsible for fund-raising and capital improvements, 1990-Present

- Industry relations to ensure student employment
- Developed Fiscal Enhancement Plan of the Hospitality Management Program, 1995
- Generated substantial sums of scholarship money for Hospitality Program, 1990-Present
- Strengthened and enhanced the program's Advisory Committee that has led to development of outreach program, areas of programmatic augmentation and diminution, and led to contribution of cash and in-kind gift of over hundreds of thousands of dollars
- Led the campaign that helped save the Hospitality Management Program at Ferris that was listed to be closed in 1994. Through my leadership the program was reinstated.
- Established Houston Resource Center, 1994
- Initiated the highly successful annual GALA that has raised over \$147,000 since 1992, with a profit of over \$87,000
- Establishment of Articulation Agreement with fifteen community colleges
- Developed three-year accelerated degree program, 1995
- Developed Hospitality Certificates, 1995
- Developed Hospitality Minor, 1995
- Developed Improvement Plan for Vocational Education funding, 1992
- Established a working and closer relationship of integration of our curriculum with the Holiday Inn Hotel & Conference Center on Campus

Principal Teaching Interest Areas

Courses Taught:

Introduction to Hospitality Management
Organizational Management
Hospitality Human Resource and Training
Policy Issues on Hospitality Industry
Special Studies in Hospitality Industry
Property and Facilities Management

Special Projects:

Mapping Curriculum to Accreditation Standards, 2001
Outcome Assessment for Hospitality Program
Responsible for program assessment efforts and auditing the curriculum, 1991-Present
Construction of Academic Master Plan

Retention and Conversion efforts, 1993-1997
Responsible for program's open house and classroom visits
Developed program fact sheet and conducted classroom visits
Developed Hospitality Management Good Neighbor Program
Established Hospitality Management Guest Lecture Series

Presentation Topics:

Conflict Resolution Management
Assessment outcomes
Hospitality Customer Service
Fundraising for Your Program
How to Promote Your Program
Diversity Management
Industry in the Classroom
Teaching Techniques that Make a Difference
Learning Styles
Faculty Development Internships

Publications:

- Agbeh, A. "Top Ten List: How to spot a Nontech in the computer lab," Hosteur Magazine Vol. 7, No.1, Fall 1997.
- Agbeh, A & Heroux, M. "Community Connections," Hosteur Magazine Vol. 6, No.1, Fall 1996.
- Agbeh, A. Co-authored Revised Monitoring Handbook: Career Tech Education Hospitality Food Service, MI Department of Education, Summer 1997.
- Agbeh, A. & Elfrink, J. "Assessment outcome in Hospitality Education Implication for the Future" Hospitality Research Journal Vol. 18, No.3, 1995.
- Agbeh, A. & Buchanan, P. "Case Studies in Hospitality, Travel, and Tourism," International Case Clearing House, 1993.
- Agbeh, A. "What You Can Do For Food Service Industry," Michigan Restaurateur, October 1993.
- Agbeh, A. "What Industry Can Do for Education," The Management Magazine of the Michigan Travel and Tourism, Summer 1993.

Presentations:

- Agbeh A. (July 2001) "Panel Discussion on Faculty Internship." Hyatt Hotel CHRIE Conference Toronto Canada
- Agbeh A. (August 2000) "Panel Discussion on Faculty Internship." Marriott Hotel New Orleans
- Agbeh, A. (August 1999) "Fine Tuning the Classroom." SGID CHRIE Conference.

Albuquerque, NM.

- Agbeh, A & Heroux, M. (February 1999) "Getting the Industry in the Classroom." Mid West Regional Conference, Merrillville, IN.
- Agbeh, A. (February 1998) "Should the Educational Institute of the American." Hotel and Lodging Association Establish a Hospitality Academy, Orlando, FL.
- Agbeh, A. (August 1997) "Fundraising for Your Program or I Didn't Know This Was in My Job Description." Council on Hotel Restaurant Institutional Education Conference, Providence, RI.
- Agbeh, A. & Heroux, M. (August 1997) "Bringing Industry into the Classroom, More than Guest Speakers." CHRIE, Providence, RI.
- Agbeh, A. & Kwansa, F. (August 1996) "Effect of Dual Culture on Hospitality Faculty in Their Quest for Academic Careers." CHRIE, Washington D.C.
- Agbeh, A. (August 1996) "Down But Not Out, Disarming the Ax." Council on Hotel and Restaurant Institution Education Conference, Washington D.C.
- Agbeh, A. & Grottola, M. (1995) "Survival or Extinction of Small/Moderately Hospitality Program." CHRIE Conference, Nashville, TN.
- Agbeh, A. (1993) "Student Assessment Outcome." CHRIE Conference, Chicago, IL.

Seminars, Training Programs Conducted for Business & Industry

- Mystery Shopper, Holiday Inn Hotel & Conference Center, Big Rapids, MI, Fall 1998
- Mecosta County Convention & Visitors Bureau – Hospitality Service Seminar, 1996
- Building Your Business Through Customer Service, Mecosta County Area, 1995

Moderator:

- The manager guide to Immigrants in the American Workplace, CHRIE Conference 2001, Toronto, Canada
- Student Web Pages, The Electronic Portfolio, Mid West Regional Conference, Merrillville, IN, February 1999
- Are your Students Really Learning? Council on Hotel Restaurant Institution Education Annual Conference, Providence, RI, August 1997
- Optimizing Rooms Operation Profit- A Room Pricing Model Incorporating Demand and Cost. CHRIE Annual Conference, Providence, RI, August 1997
- Evaluation by Segment of the Variability of Rev Par in the U.S. Hotel Industry, CHRIE Annual Conference, Providence, RI, August 1997
- "Building your own Business Through Customer Service" Service Seminar, Mecosta County, MI, Fall 1996

Consulting:

- Amarnath Gowda, Wood Creek Office Attorneys at Law, Farmington Hills MI
- Warner Norcross & Judd LLP Attorneys at Law, Grand Rapids, MI, Fall 1999
- Tenneco Automotive, Bolles Harbor Facility Monroe Lodge, MI, Summer 1999

- Mystery shopper - Woody's Restaurant, Holiday Inn Hotel and Conference Center, Big Rapids, MI, Fall 1998
- Team leader site visitation, Area Bay Technical Center, MI Department of Education. Office of Career and Technical Education, January 1998
- Team leader site visitation, Mecosta/Osceola Career Technical Center, MI Department of Education. Office of Career and Technical Education, February 1998
- Woody's Restaurant Secret Shopper, Big Rapids, MI, 1995
- Mecosta County Convention and Visitors Bureau, 1992
- Jerry E. Mitchel Associate International Limited Nocomis, Florida, 1989
- East TX Lodging and Dining Association, 1989

Books/Paper Reviews:

- Paper review: 2002 annual CHRIE Conference, Orlando FL, August 2002
- Collateral Reviewer: Research and Project Funding, American Hotel Foundation
- Paper Review: 2001 Annual CHRIE Conference, Toronto, Canada
- Paper Review: Annual CHRIE Conference Albuquerque, NM, August 1999
- Reviewer Introduction text Educational Foundation of the National Restaurant Association Chicago, IL
- Paper Review: Forecasting methods on lodging operation, CHRIE Conference, 1998
- Paper Review: Relationship between Discussion Support System and Sales Performance in Lodging Industry, CHRIE Conference, 1998, Albuquerque, NM
- Paper Review: The citizenship role of hotels in Wilmington, Delaware, CHRIE Conference, 1998
- Paper Review: Should Resort Use Automatic Service charge Policies at Some of the United States Most Prominent Resorts, CHRIE Conference, 1998
- Paper Review: Ethical Decision Making Based on a Combination of Ethical Precepts, CHRIE Conference, 1998
- Book Review - Goll: Hospitality Management (West educational Publishing), 1994
- Book Review - Madeline Schneider: The Professional Housekeeper (Van Nostrand Reinhold), 1992
- Educational Testing Service SIGI Plus Materials, Restaurant/Food service Manager and Hotel/Motel Manager
- Reviewer - Introduction Text, Educational Foundation of the National Restaurant Association
- Reviewer - Concepts of Food Service Operations and Management, 2nd Edition

Board Membership:

- Founding Fellow of American Hotel and Lodging Educational Foundation (AH&LEF)
- Board of Trustee: Educational Institute of the American Hotel and Motel Association: Orlando, FL. 1997-Present

- Executive Board of Directors Mecosta County Convention and Visitors Bureau, Big Rapids, MI. 1995-Present
- Board Member Big Rapids Cooperative Preschool 2001
- St. Mary's School Board: Big Rapids, MI. 1998-2000
- Membership Committee Council on Hotel Restaurant Institution Education, CHRIE Washington D.C. 1996-1998
- Advisory Board member Barber Scotia College, Hospitality Administration North Carolina, 1996-1997
- Curriculum Committee West Michigan Hospitality Academy, Grand Rapids, MI 1992-1995
- Co-Chair International Council on Hotel Restaurant Institution Education (CHRIE) High School Outreach, 1999

Course and Curriculum Development:

- Developed – FSMT 229 Dinning Room Service Mgmt., 1998
- Developed – FSMT 400 Special Events/Catering, 1996
- Developed – FSMT 297 Special Studies in Restaurant and Food Industry Management, 1993
- Developed – HSMT 307 Human Resource Mgmt., 1995
- Developed – HSMT 497 Special Studies in Hotel Management, 1993
- Developed - HSMT 499 Policy Issue, 1995
- Prepared an integration plan with the Holiday Inn & Conference Center, 1995
- Prepared a three-year accelerated B.S. Degree Program, 1995
- Developed a brochure for Hospitality Program, 1995
- Developed a Hospitality Mgmt. Minor Program, 1995
- Developed two certificates in Food Service and Lodging, 1995
- Served on Administrative Committee that developed university policy on minors, 1994
- Developed RFIM/HOMT 297/497 Special Studies, 1993
- Developed a five year plan for Hospitality Program

University Committee:

- Search Committee for Management Department Head, 2002
- General Education Assessment Committee Race/Ethnicity/Gender, 2001
- Chair, Resort Program Review Panel, 2002
- Chair, Hospitality Program Review Panel, 2001
- University Academic Policy and standards Committee 2001-Present
- College of Business Scholarship Committee, 2001-Present
- International Advisory Board Committee, 1999-Present
- Critical Study Group
- Building/Emergency Coordinator Committee, 1999-Present
- International Education Committee, 1998-1999
- College of Business Assessment Committee, 1997-1999
- Search Committee VP Administration and Finance, 1996

- Chair Search Committee Replacement Faculty Hospitality Programs Management, Summer 1996
- Advisor Eta Sigma Delta Honors Society, 1996-Present
- College of Business Council, 1995-Present
- Administrative Committee Member on University Policy on Minors, 1995
- Holiday Inn & Conference Center Advisory Committee, 1990-1995
- Minority Faculty and Staff Committee, 1991-Present

Community Service:

- State of Michigan: Family Independence Agency. Mecosta County. Diversity Presentation, Fall 2002.
- Serve on Board of Education St. Mary's School. Big Rapids, MI., 1998-2000
- Serve on Executive Board Mecosta County Convention and Visitor Bureau, 1994-Present
- Serve as Board Member, Big Rapids Cooperative Preschool, 2001 School Year
- Serve on Finance Council, St. Paul's Church, 1993-1998
- Prepared survey questionnaires for Mecosta County CVB on service seminar for the county, January 1998
- Developed Hospitality Programs Good Neighbor Program, (WISE), 1994-Present
- Search Committee St. Paul's Business Office Manager, 1996

Selected Conferences, Workshops and Grants:

- Council on Hotel, Restaurant and Institution Education (CHRIE), Orlando, Florida, Summer 2002.
- The Maturation of an Adolescent Brain: Spring Learning Institute, 2002
- International Hotel/Lodging and Restaurant Show November 2001, New York, N.Y
- Hyatt Hotel Professional development Session, Selection Skills/Train-the Trainer (SS/TTT) November 2001, New York, N.Y
- Lilly Conference on College and University teaching-North Fall 2001
- Problem Based Learning, Sponsored by CTLFD, Summer 2001
- Teach what you test – Test what you teach, Sponsored by CTLFD, Summer 2001
- Comedy in College: Laugh your way to Learning, Sponsored by CTLFD, Winter 2000
- Team Based Learning. Practical Applications In Today's Classroom, CHRIE Conference, New Orleans, 2000
- International Hotel/Lodging and Restaurant Show, New York 2000
- WebCT Syllabus/Walk-In WebCT, Winter 2000
- The West Point Methods of Instruction Workshop, Winter 2000
- With a Little Help From My Friends: Implementing Information Technology into the Curriculum, Fall 2000
- Exploration of Essential Leadership Qualities, Fall 2000
- How We Learn, Fall 2000

- Ferris State University Facilitating Student Learning, Summer 2000
- Ferris State University Critical thinking workshop, Summer 2000
- Critical Thinking Workshop, July 2000
- E-Commerce, Y2K and Techno-Trends Workshop, MI Hotel & Lodging Association Conference, 1999
- Service Disney Style, MI Hotel & Lodging Association Conference, Grand Rapids, MI, April 1999
- Teaching by Case Method Workshop, Fall 1999
- International Hotel/Lodging and Restaurant Show, New York, November 1999
- Legal Issues for Teachers in Higher Education, March 1999
- The Project 30 Alliance, Sponsored by College of Education FSU, 1999
- Synergy from others; Cultural Diversity on Campus, SST Communication Sponsored by HRD FSU, 1999
- Careers in Lodging/Food Service International Hotel/Motel and Restaurant Show; New York, November 1998
- Midwest Regional CHRIE Conference, Merrville, IN, February 1998 and 1999
- Received \$10,000 grant from Canteen Services Inc., 1998
- Legislative Employment update seminar Big Rapids, 1995-1997
- International Hotel/Lodging and Restaurant Show New York, November 1997
- National Restaurant Association, "Salute to Excellence," Faculty Forum Conference, Chicago IL. 93, 94, 95, 98
- Critical Incidents in the Classroom, Sponsored by Center for Faculty Learning and Faculty Development, 1998
- Ferris State University Assessment workshop, Holiday Inn, 1997
- Received Arts and Lecture Grants, 1997
- Served on workshop on MI Delegates to White House Conference on Tourism, 1996
- Governors school to work conference, Lansing MI, 1996
- International Hotel/Lodging and Restaurant Show New York, November 1996
- International Hotel/Lodging and Restaurant Show New York, November 1995
- Total Quality Management TQM Omni Hotel, Detroit, 1992
- Statler Foundation Grant \$10,000, 1991

Other Activities:

- DECA District II Conference Judge, Winter 2002
- Faculty Intern, Hyatt Hotel, Dallas Texas, Summer 2001
- Ferris State University Leadership Development Program, 2000-2001
- Participated in ACBSP Accreditation Training Workshop, 2001
- Faculty Intern, Marriott International Inc., Summer 2000
- Lodging Industry Education Summit, New York, Fall 1999
- The Educational Foundation of the National Restaurant Association Hospitality Education Research Consensus, 1998

- Mentor for New Faculty Member, 1997
- Participated in the AACSB Accreditation Workshop, Spring 1993
- Participated in ACPHA Accreditation Training Workshop, Summer 1991
- Secret Shopper Service; Holiday Inn & Ramada Inn, Marshall, TX, 1989
- Faculty Intern, Stouffer's Waverly Hotel, Atlanta, 1989
- Faculty Intern, Wyatts Cafeteria, Austin TX, 1988

Special Honors, Recognition and Awards:

- Founding Fellow American Hotel and Lodging Foundation (AH&LEF) 2002
- Finalist Steve Fletcher Achievement Award 2000/2001 Council on Hotel Restaurant Institution Educators
- Ferris State University Leadership Development Program Certificate, 2001
- Certificate of Appreciation: St. Mary, Board of Education, 2000
- Recognition Student Satisfaction Survey 1999, 2000
- Certificate of Appreciation, Midwest Regional CHRIE Conference, 1999
- Certificate of Appreciation: The Educational Foundation of the National Restaurant Association Hospitality Research Census, 1998.
- Certificate of Appreciation; Ferris State University
- Who is Who in Lodging, 1994
- Numerous community/social organization awards, 1990-1993
- Certified Hotel Administrator, 1991-2006
- Certificate of Completion Total Quality Management - Omni International Hotel Detroit, MI 1992
- Award of Service Dedication Vision - Wiley College, 1989
- Certificate of Achievement - Victoria Station, 1984
- Award of Merit - Palm Beach County Hotel Motel Association, 1979

Professional Membership:

- International Alliance Teacher Scholars, Inc 2001
- Florida International University Hospitality Society, since 1997
- American Hotel and Lodging Association AHMA, since 1994
- Council on Hotel Restaurant Institution Education CHRIE, since 1986
- Michigan CHRIE, since 1990
- Michigan Restaurant Association MRA, since 1991
- Michigan Travel and Resort Association MTRA, since 1991
- National Restaurant Association NRA, since 1989
- Historically & Predominately Black Colleges & Universities (HPBCU), since 1989

[Portfolio is available upon request.

APPENDIX

C

**Ferris State University
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