

BIOGRAPHICAL DATA

A.J. Singh, Ph.D.

**Professor
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Hospitality and Tourism Management

**Robert C. Vackar College of Business and Entrepreneurship
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2018

EDUCATION

Ph.D. **Michigan State University**, 1998. Major: Park, Recreation, and Tourism Resources.
December 1998.

M.S. **Purdue University**, 1984. Hotel, Restaurant and Institutional Management.

Diploma in Hotel Management, India, 1980. **Oberoi School of Hotel Management.**

B.A. **University of Delhi**, India, 1978. Major: History.

Foreign Language Schools Attended

1. Goethe Institute (German language school): 3 years
2. Alliance Francaise (French language school): 2 years
3. Zarabanda (Spanish language school): 1 year
4. Arabic language school: six months

PROFESSIONAL EXPERIENCE

- 9/18-Present Found Director: Hospitality & Tourism Management
University of Texas Rio Grande Valley**
- 7/05-8/18 THE SCHOOL OF HOSPITALITY BUSINESS
MICHIGAN STATE UNIVERSITY**
Professor: International Lodging, Finance and Real Estate Investment. Responsible for teaching courses and conducting research in International Lodging Management, Finance and Hospitality Real Estate Investments. Hilton Hotels Fellow. Director, Real Estate Investment Management Minor.
- 1/00-7/05 THE SCHOOL OF HOSPITALITY BUSINESS
MICHIGAN STATE UNIVERSITY**
Assistant Professor: International Lodging, Hospitality Technology, Hospitality Human Resource Management, and Finance. Responsible for teaching courses and conducting research in International Lodging Management, Finance and Operations.
- 8/05 –05/08 ELI BROAD COLLEGE OF BUSINESS
MICHIGAN STATE UNIVERSITY**
Director Study Abroad: Implementation of new and existing study abroad programs and strategic planning associated with strengthening the College's affiliations and international initiatives in Asia.
- 7/99-12/99 CENTRE INTERNATIONAL DE GLION**
Professor Financial Management: The Glion Management Center in Bulle, Switzerland. Taught courses in Managerial Finance.
- 8/98-5/99 THE SCHOOL OF HOSPITALITY BUSINESS**
Visiting Professor: Lodging Operations, and Management. Responsible for teaching the introductory lodging management class.
- 8/94-5/98 TRAVEL AND TOURISM RECREATION RESOURCE CENTER
MICHIGAN STATE UNIVERSITY**
Research and Operations Associate: Conducted Tourism, Recreation, and Real Estate Development research studies in Michigan. Provided consulting services to hospitality businesses in Michigan.
- 8/91-8/94 BETHUNE COOKMAN COLLEGE
HOSPITALITY MANAGEMENT PROGRAM**
Assistant Professor: Responsible for courses in Financial Management, Hotels Operations and Tourism. The college offered a bachelors degree in hospitality management.

- 11/90-8/91** **HOTEL CONSULTANT AND MARKET ANALYST**
Consultant: Conducted hotel market research for real estate companies, appraisers; and operational reviews for individual hotels.
- 1/90-11/90** **LAVENTHOL AND HORWATH - MIAMI, FLORIDA**
Leisure time Industry Consultant: Conducted various market studies, operations reviews, and small projects related to hotels and general real estate in Miami and the Caribbean.
- 2/89-10/89** **HYATT REGENCY HOTEL - HOUSTON, TEXAS**
Front Office Manager: Managed the front office operations of a 958 room convention hotel. The various management responsibilities included, recruiting, guest service training, annual budgets, revenue management and strategic planning.
- 2/88-2/89** **HYATT REGENCY HOTEL - HOUSTON, TEXAS**
Director of Housekeeping: Managed the housekeeping operations of a 958 room convention hotel. Responsible for the management of 120 employees. Specific responsibilities included purchasing, inventory and control of all hotel and in-room supplies, and physical appearance of the hotel product.
- 4/86-1/88** **HYATT REGENCY HOTEL - CINCINNATI, OHIO**
Director of Housekeeping: Managed the housekeeping operations of a 484 room commercial and convention hotel. Responsible for the management of 60 employees and physical appearance of the hotel product.
- 9/84-9/85** **THE HAMILTON (STOUFFER) HOTEL - CHICAGO, ILLINOIS**
Management Trainee: Conducted a one-year on the job training program at a 405 room commercial hotel. Trained in all operations and support functions of the hotel.
- 8/81-4/82** **OBEROI BOGAMALO BEACH RESORT - GOA, INDIA**
Rooms Division Manager: Was part of the opening team of this 128 room first class beach resort. Located on the eastern coast of India, and operated by the Oberoi group of hotels, with a focus on the upscale leisure market.
- 8/80-8/81** **OBEROI TOWERS - BOMBAY, INDIA**
Assistant Hotel Manager: Managed guest services and daily operations of a 700 room high traffic business hotel catering primarily to high net worth guests from the Middle East. The challenges of this operation were mainly due to its unionized labor force and high average annual occupancy, of 95 percent.
- 7/78-7/80** **OBEROI SCHOOL OF HOTEL MANAGEMENT - NEW DELHI, INDIA**
Corporate Management Trainee: Two year intensive training program with a

combination of on the job training and classroom academic sessions. The school is a Corporate University which is part of The Oberoi group, owners and operators of world class luxury hotels.

SCHOLARSHIP

Book Publication Projects

- Hotel Asset Management: Principles and Practices (Co-Ed) Educational Institute of the American Hotel and Lodging Association (Published 2016)
- **Hotel Asset Management: *Principles and Practices*** (Co-Ed), Educational Institute of the American Hotel and Lodging Association. Co-Editor of Text. (published 2015)
- **Hotel Asset Management: *Principles and Practices*** (Co-Ed), Educational Institute of the American Hotel and Lodging Association. Co-Editor of Text. Published 2009.
- Gee, C.Y. and Singh, A.J. (2008). **International Hotel Management**.(2nd ed.). Educational Institute of AH&LA. East Lansing. Published August 2008.
- **Best Practices in Sustainable Hotel Development and Operations**. (Co-Ed), Educational Institute of the American Hotel and Lodging Association. Published, August, 2011.

Book Chapters (*indicates peer reviewed)

- Singh, A.J. (1999). The Global Perspective. In Carl P. Borchgrevink (Ed.), Perspectives on the Hospitality Industry, Dubuque, IA: Kendall/Hunt, 89-107.
- Singh, A.J. (1999). The Lodging Perspective. In Carl P. Borchgrevink (Ed.), Perspectives on the Hospitality Industry, Dubuque, IA: Kendall/Hunt, 167-184.
- A large portion of my publication, “Factors Impacting the Growth and Decline of Mortgage REITs in the 1970s” was used in a book chapter titled “Lodging REITs” by Paul Beals and John Arabia in the text *Hotel Investments Issues and Perspectives*. Second Edition. Edited by Lori Raleigh and Rachel J. Roginsky (1999). Educational Institute, East Lansing.
- Singh, A.J. (2008) Human Resources Planning for Global Expansion. In: D. Hayes and J. Ninemeier. *Human Resources Management in the Hospitality Industry*. Pearson Prentice Hall. 2008.
- Singh, A.J. (2008) Purchasing in the Global Marketplace. In: J. Ninemeier and D. Hayes. *Procurement of Hospitality Resources* (working title). Pearson Prentice Hall 2008.
- Rumanes, N, and Singh, A.J. (2010) Lessons from the world’s largest LEED certified hotel: The Palazzo. In Denton, G. Raleigh, L. and Singh, A.J. **Hotel Asset Management: *Principles and Practices*** (Ed), Educational Institute of the American Hotel and Lodging Association.
- Kline, R, Singh, A.J. (2010,2015) A Current Profile of the Hotel Asset Management Profession. In Denton, G. Raleigh, L. and Singh, A.J. **Hotel Asset Management: *Principles and Practices*** (Ed), Educational Institute of the American Hotel and Lodging Association.

- Houdre, H. and Singh, A.J. (2010) Sustainable Development at the Willard. In Denton, G. Raleigh, L. and Singh, A.J. **Hotel Asset Management: Principles and Practices** (Ed), Educational Institute of the American Hotel and Lodging Association.
- Singh, A.J., Houdre, H.(2011).Definitions and Historical Evolution of Sustainable Development.In, A.J.Singh and H.Houdre. Hotel Sustainable Development Principles and Best Practices. Educational Institute of the American Hotel and Lodging Association. East Lansing.
- Singh, A.J. and Davis, A.(2011). Developing and Operating Sustainable Resorts to Achieve the Triple Bottom-line: Maho Bay Resort Case Study.In:A.J.Singh and H.Houdre. Hotel Sustainable Development: Principles and Best Practices. Educational Institute of the American Hotel and Lodging Association. East Lansing.
- Singh, A.J. and Houdre, H (Eds, 2012) The Emergence of Sustainable Development: A new model for developing and managing hotels. In: Lori Raleigh and Rachel Roginsky. Hotel Investments Issues and Perspectives. Educational Institute of the American Hotel and Lodging Association. East Lansing

Bulletins or Monographs (indicates significant outreach component)**

Singh, A.J. (1997, Spring). A Critical Evaluation of Competitive Analysis in Lodging Market Studies. Hospitality Financial Management Review, 10(1). 5-8.

Singh, A.J. (1998, Summer). Factors Impacting the Growth and Decline of Mortgage REITs in the 1970s. Hospitality Financial Management Review, 11(2). 2,4,6.

Singh, A.J. (1999). A 20th Century History and Delphi Study to Predict Changes in the Lodging Industry Structure, Performance and Capital Sources. (Doctoral Dissertation, Michigan State University) Dissertation Abstracts International.

Singh, A.J. (2000, March). Semester in Switzerland: An American educator's impression of hospitality education in Switzerland. Annual Report: Association Suisse de Ecoles Hotelieres.

**Singh, A.J. (2002, March). Tax Till They Drop: India's Tourism Mantra. World Travel and Tourism Tax Policy Center Travel Tax News, 1(1). 1-4.

** Singh, A. J. (2005). Doing Business in India. Investor focused educational module developed for global EDGE as part of their online global knowledge database.

Publications

Schmidgall, R.S., Damitio, J.W., & Singh, A.J. (1997, August). What is Capital Expenditure? How Lodging Industry Executives Decide. Cornell Hotel and Restaurant Administration Quarterly, 38(4). 28-33.

Singh, A.J. (1997, August). The Dollar Search: How to Find Financing You Need. Focus on SBA Loan Guarantee Program. AAHOA Hospitality, 2(8). 36- 41.

- Singh, A.J., & Schmidgall, R.S. (1997, September). The Dollar Search: How to Find Financing You Need. Focus on USDA Business and Industry Loan Guarantee Program. AAHOA Hospitality, 2(9). 50-53.
- Singh, A.J. & Schmidgall, R.S. (1997, October). How to Analyze a Lodging Feasibility Study. AAHOA Hospitality, 2 (10). 24-28.
- Schmidgall, R.S. & Singh, A.J. (1997, October) The New Tax Law and You. AAHOA Hospitality, 2(10). 18-21.
- Schmidgall, R.S., & Singh, A.J (1997, Fall). Lender bias against smaller lodging properties. FIU Hospitality Review, 15(2). 55-61.
- Singh, A.J. & Schmidgall, R.S. (1997, October). In Search of Financing. Lodging, 23(2). 53-55.
- Schmidgall, R.S. & Singh, A.J. (1998, January) The New Tax Law and Your Business. AAHOA Hospitality, 3(1). 69-71.
- Schmidgall, R.S., Damitio, J.W., Duffy, P., & Singh, A.J. (1998, August/September). Capital vs. Revenue Expenditures: A Survey of the Lodging Industry. The Bottomline, 13(5). 15-17, 30.
- Schmidgall, R.S. & Singh, A.J. (1998, October). Ratio Analysis: An indispensable tool to interpret financial statements. AAHOA Hospitality 3(10). 69-74.
- Schmidgall, R.S., & Singh, A.J. (1998, November) What is Your Bottomline? Using Ratio Analysis to Interpret Financial Statements. AAHOA Hospitality, 3(11). 71-75.
- Singh, A.J., and Kwansa, F.A. (1999). Financing the lodging industry in the next millennium. International Journal of Hospitality Management, 18. (415-425).
- Singh, A.J. (1999, May). Lodging Industry in the Next Millennium. Lodging, 24(9). 75-80.
- Singh, A.J., & Ninemeier, J. (1999, July). Help wanted: Finding and Retaining the Right People. AAHOA Hospitality, 4(7). 25-29.
- Singh A.J. (1999, November). Ringing In a Healthy Future of the U.S. Lodging Industry. Journal of Lending and Credit Risk Management, 2(3). 40-44.
- Singh, A.J. (1999, December). Capital Investment in the U.S. Lodging Industry to 2005. Travel & Tourism Analyst, 5. 69-87.
- Tarras, J., Singh, A.J., & Moufakkir, O. (2000, January). The Profile and Motivation of Elderly Women Gamblers. Gaming Research & Review Journal, 5(1). 33-46.
- Singh, A.J. (2000, Spring). Predicting Financial Sources for the Lodging Industry. FIU Hospitality Review, 18(1). 29-37.
- Singh, A.J. (2000, August). Financing Lodging Properties. Cornell Hotel and Restaurant Administration Quarterly, 41(4). 39-47.

- Singh, A.J. (2000, September). The Operating and Investment Performance of the U.S. Lodging Industry in the new Millennium. World Wide Hospitality and Tourism Trends (WHATT) E-Journal, 1(2). Electronic version of the International Journal of Contemporary Hospitality Management.
- Singh, A.J. (2000, Winter). The U.S. Lodging Industry in the New Millennium- A Delphi Study to Predict Changes in the Lodging Industry Structure, Performance and Capital Sources in Years 2000 and 2005. The Journal of Hospitality Financial Management, 8(1). 1-22.
- Singh, A.J. (2001, Spring). Events have impact on lodging industry finance. FIU Hospitality Review, 19(1). 11-25.
- Singh, A.J., and Schmidgall, R.S. (2001). Use of Ratios by Financial Executives in the U.S. Lodging Industry. The Journal of Hospitality Financial Management, 19(1). 28-44.
- Singh, A. J., and Schmidgall, R.S. (2002). Ratio Analysis Practices of the U.S. Lodging Industry. PRAXIS The Journal of Applied Hospitality Management, 4(2). 98-126.
- Kasavana, M., and Singh, A.J. (2002). Online Auctions: A Dynamic Pricing Application for Buying and Selling Hotel Rooms. Journal of Hospitality and Leisure Marketing, 9(3/4). 127-140.
- Singh, A.J. Ninemeier, J., Perdue, J., and Woods, R. (January-March, 2002). Training Methods for Specific Objectives: Performance of Managers in Private Clubs. Indian Journal of Training and Development, 32(1). 47-58.
- Singh, A.J., & Schmidgall, R.S. (August, 2002) Analysis of Financial Ratios Commonly Used by U.S. Lodging Financial Executives. Journal of Leisure Property, 2(3). 201-213.
- Singh, A.J. (September, 2002). The Evolution of Innovative Debt and Equity Structures: The Securitization of U.S. Lodging Real Estate Finance. Briefings in Real Estate Finance, 2(2). 139-161.
- Singh, A.J., and Ninemeier, J.D. (2003). Selection of Post Secondary Educational Institutions and Course Preferences of International Hospitality Students. Journal of Hospitality and Tourism Education. 15(11). 37-41.
- Singh, A.J., and Ninemeier, J.D. (2003). Teaching Methods and Course Evaluation Techniques Preferred by Post Secondary International Hospitality Students: An Exploratory Study. PRAXIS: The Journal of Applied Hospitality Management. 6(1). 86-101.
- Singh, A.J. (Spring,2003). The Securitization of U.S. Lodging Real Estate Finance: The Fundamentals of Securitizing Commercial Mortgage Backed Securities. FIU Hospitality Review 21(1) 56-66.
- Knutson, B.K., Singh, A.J., and Bryant, B.J. (2003) Guest Satisfaction in the U.S. Lodging Industry: Using the ACSI Model as a Service Scoreboard. Journal of Quality in Hospitality and Tourism, 4 (3-4). 97-118.
- Petersen, G.A., Singh, A.J., and Sheel, A. (2003). Performance Characteristics and Recommended Allocation of Hotel Real Estate in an Investment Portfolio. Journal of Hospitality Financial Management, 11 (1). 11-25.

Petersen, G.A. Singh, A.J. (2003) Performance of hotel investment in a multi-property commercial real estate portfolio: Analysis of results from 1982 to 2001. Journal of Retail and Leisure Property, 3 (2). 158-175.

Singh, A.J. (Spring, 2004). The Securitization of U.S. Lodging Real Estate Finance: The Development and Evolution of Commercial Mortgage Backed Securities. FIU Hospitality Review. 21 (2)

Singh, A.J., Schmidgall, R.S., Beals, P. (2004) The Role of Lodging Feasibility Studies in Reducing Lender Risk. Journal of Lender and Credit Risk Management , 86 (7). 55-61.

Kasavana, M, and Singh, A.J. (2004). Application Service Providers in the Hospitality Industry: Challenges and Opportunities. PRAXIS: The Journal of Applied Hospitality Management

Mouffakkir, O, and Singh, A.J. (2004). Segmenting Casino Visitors Based on Expenditures. UNLV Gaming Research and Review Journal

Brymer, R.A. and Singh, A.J. (2004). The International Hotel Industry in the New Millennium. FIU Hospitality Review, 13. No.3 104-116

Mouffakkir, O, Singh, A.J. Van der Woud, A, Holecek, D.F. (2004) Impact of Light, Medium and Heavy Spenders on Casino Destinations: Segmenting Gaming Visitors Based on Amount of Non-Gaming Expenditures. Gaming Research & Review Journal. 8 (1). 59-71

Knutson, B.J. Beck, J., Singh, A.J. Cichy, R, Kasavana, M. (2004) Marketing to Lodging, Food Service and Club Consumers in the Future: *A Delphi Study to Predict Marketing Management in 200*. Advances in Hospitality and Leisure (Inaugural Issue).

Kasavana, M.L., Singh, A.J. (2005) Application Service Providers in the Hospitality Industry: Challenges and Opportunities. Praxis- The Journal of Applied Hospitality Management, 7 (1) 52-69.

Singh, A.J., Schmidgall, R.S. (2005) Future Events and Their Impact on Financial Management in the U.S. Lodging Industry: Delphi Study to Predict Changes in 2007 and 2027. Journal of Retail and Leisure Property. 4 (3), 236-254.

Singh, A.J., Kasavana, M.L. (2005). The Impact of Information Technology on Future Management of Lodging Operations: A Delphi Study to Predict Key Technological Events in 2007 and 2027. Tourism and Hospitality Research, 6 (1), 24-37.

Kim, H.B, Singh, A.J., Huh, C. (2005) Information Technology Practices and Performance Impacts: A Case of the Korean Hotel Industry. The Journal of Hospitality and Tourism, 3 (2), 1-19

Singh, A.J., Mouffakkir, O (2007). A profile of Elderly American Casino Visitors Based on Trip Characteristics. Journal of Retail and Leisure Property. 6 (1), 61-68

Singh, A.J. and Horwitz, R.M (2006) Responsibilities of the Board of Directors in Timeshare Governance. Journal of Retail and Leisure Property, 5, (3), 185-196.

- Singh, A.J., and Schmidgall, R.S.(March, 2007) Global Distribution and Operational Ratios of the International Hotel Industry. *Bottomline*, 22,(1) 22-25.
- Kasavana, M.K., and Singh, A.J. (February, 2007) Electronic Distribution Channels: Understanding Electronic Distribution Channels for the Independent operator. *AAHOA Lodging Business*. 44-47
- Singh, A.J., and Kasavana, M.L. (March, 2007) Guest Feedback and Service Recovery. *AAHOA Lodging Business*. 86-88.
- Huh,C, and Singh, A.J. (2007) Families Traveling with a Disabled Member: Analyzing the Potential of an Emerging Niche Market Segment. *Tourism and Hospitality Research*.
- Singh, A.J., Kim. H.B. and Huh, C. (2006) Differential Impacts of Information Technology Services in the Korean Hotel Industry. *FIU Hospitality Review*.
- Schmidgall, R.S., and Singh, A.J.(2007)Operating Budget Practices in the U.S. Club Industry: A Comparative Study (1986-2006). *Journal of Retail and Leisure Property*.
- Singh, A.J. and Schmidgall, R.S. (2007). AHFME Member Profile. *AHFME Review*, 20 (1)
- Schmidgall, R. S., and Singh, A.J. (2007) Current Sales Forecasting Practices of the U.S. Club Industry. *Club Management*.
- Singh, A.J. and Schmidgall (2008) Critical Topics in Hospitality Business Real Estate Investment and Development: A Guide for Curriculum Design. *AHFME Review*, 20 (3) pp.5-7
- Singh, A.J. and Schmidgall, R.S (2008), Perspectives on the Current Financial Crisis: Implications for the Hospitality Industry, *AHFME Review*, 21, (4), pp.3-7
- Schmidgall, R.S, Singh, A.J. (October, 2009), L-MPI a new tool for Hotel Investment. *Lodging Hospitality*, pp. 10-11
- Damitio, J. Schmidgall, R.S. Singh. A.J. (2009), Banker Attitudes about and Satisfaction with Lodging Feasibility Studies. *Journal of Hospitality Financial Management*, 17 (1) 1-17.
- Singh, A.J. Denton, G, Schmidgall, R.S. (2009), The Importance of Including Asset Management in the Hospitality Curriculum. *Hospitality Financial Management Review*, 22, (4), 3-8.
- Singh. A.J., Schmidgall, R.S. (April, 23, 2009), New Index Targets Hotel Market Potential, *Lodging Hospitality* (www.lhonline.com).

Singh, A.J. Schmidgall, R.S.(2010), Methodological Limitations and Proposal to Improve Lodging Feasibility Studies, *Journal of Hospitality Financial Management*,18 (1)

Singh, A.J. Schmidgall, R.S and Damitio, J. (2011), Evaluating Hotel Feasibility Studies: Lender Perspective, *International Journal of Built Environment and Asset Management*. 1, (1).

Singh, A.J. and Tutag, R. (2011), Current Trends in Non-Performing Hotel Loan Investments: Overview, Market Opportunities, Challenges and Investment Strategies. *Journal of Hospitality Financial Management*. 19, (1) pp. 1-25.

Singh, A.J. and Schmidgall, R.S. (October, 2011), The Lodging Market Potential Index. Market Ranking. (lhone.com)

Singh, A.J. Schmidgall, R.S. (Summer, 2011), Hospitality Real Estate Industry Outlook for 2011 AHFME Review. Vol. 22, No. 2, pp. 5-7.

Singh, A.J. and Schmidgall, R.S (Fall, 2011) The Lodging Market Potential Index (L-MPI©) Market Analysis Tool for Hotel Developers and Investors. AHFME Review. Vol 23, No. 3,

Singh, A.J., Knutson, B.J., Cha, J.M., Kim, S.H. Trends in Guest Satisfaction from 1994 to 2009 in the U.S. Hotel Industry. (2012), *Tourism Destinations and Tourism Business: Issues of Competition and Cooperation*. Athens Institute for Education and Research.

Singh, A.J., Schmidgall, R.S. Kiyak, T. (2012) Lodging Market Potential Index (L-MPI©) Ranking of Major Lodging Markets in the United States. *Global Edge Business Review*. Vol 6, No.1, pp. 1-5

Morgeson,F, and Singh. A.J. (March,2012) Hotel Guest Satisfaction Raise Stakes (HotelNewsNow.com). Vol 24, No. 2.

Rosillo,J., Singh. A.J.(June, 2012),Impact of the Global Financial Crisis on the Spanish Hotel Industry. AHFME, Review

Kim,S.H.,Singh, A.J.Yoon,S.(2012)Evaluating Applicability of E-Service Quality in Online Hotel Bookings, *FIU Hospitality Review*, 30 (1)

Morgeson, F. and Singh, A.J. Hotel Customer Satisfaction Hits Record High. (Hotel NewsNow.com) . July 9, 2012.

Singh, A.J. and Morgeson, F. How Does Customer Satisfaction in the U.S. Hotel Industry Compare to other Service Experience Industries? (Hotel NewsNow.com.) September 2012.

Singh, A.J., Kline, Beals, P, Ma,Q (2012) Evolution of Hotel Asset Management: The Historical Context and Current Profile of the Profession, *Cornell Hospitality Quarterly*. 53 (4), 326-338.

Singh, A.J, Schmidgall, R.S (2012) Does Financial Performance Depend on Hotel Size? Analysis of the Financial Profile of the U.S. Lodging Industry. *FIU Hospitality Review*. Vol 30 (1) pp.239-255.

Tesarova, K., and Singh, A.J. Implementing Sustainable Practices in Asia. (Hotel NewsNow.com) November 14, 2012.

Singh, A.J., Schmidgall, R.S. (Winter, 2012) Survey of Teaching Activities of AHFME Members. AHFME Review.

Singh, A.J., (May, 2013) Are you ready to place your bets? AAHOA Hospitality Business. Vol 2 (3), pp.74-80.

Singh, A.J., (May, 2013), Hotel Investments 101, Process and Players. Hospitality Design, Vol 35 (4).

Kim, S.H. Cha, J.M., Singh, A.J., and Knutson, B (December, 2013). A Longitudinal Investigation to Test the Validity of the American Customer Satisfaction Index in the U.S. Hotel Industry. International Journal of Hospitality Management, Vol 35, 193-202.

Singh, A.J. (2014), A Case for Developing and Operating Sustainable Resorts: Innovative Sustainable Practices for the Next Generation of Green Resort Managers. Journal of Hospitality and Tourism Cases. Vol 2 (4), 52-59.

Singh, A.J. (February 28, 2014), Investment in India problematic but possible.
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Singh, A.J. (2014), Perspectives on Indian Hotel Management. [Http://aaholodging.biz/India-news/Perspectives+on+Indian+Hotel+Management](http://aaholodging.biz/India-news/Perspectives+on+Indian+Hotel+Management)

Morgeson, F., Singh, A.J. (May 1, 2014). Ritz Carlton, J.W. Marriott Tops in Satisfaction. <http://www.hotelnewsnow.com/Article/13615/Ritz-Carlton-JW-Marriott-tops-in-satisfaction>

Singh, A.J. Johnson, M (2014). Financial Impact of the Travel Promotion Act. AHFME Review, Vol 25, 2.

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Manning, C., O'Neill, J., Singh, A.J., Hood, S., Crocker, L., Bloom, B., (2015) The Emergence of Hotel/Lodging Real Estate Research. Journal of Real Estate Literature. Vol 23 (1).

Johnson, M. Singh, A.J., Ma, Q. (2015) The Impact of Authorization of the Travel Promotion Act on Hotel Firm Stock Returns. *Cornell Hospitality Quarterly*. Vol 56 (1), pp.29-40.

Johnson, M. S., Singh, A., & Zhou, Y. (2015). Internet gaming regulation: Valuation concerns for the industry. *Journal of Hospitality Financial Management*, 23(1).

M, M., O'Neill, J., Singh, A., & Liu, C. (2015). The emergence of hotel and lodging real estate research. *Journal of Real Estate Literature*, 23(1).

Schmidgall, R., & Singh, A. (2015). What keeps hotel asset managers up at night? *Journal of Hospitality Financial Management*, 23(2).

Zhang, C., Singh, A., & Yu, L. (2016). Does It Matter? Examining the Impact of China's Vacation Policies on Domestic Tourism Demand. *Journal of Hospitality and Tourism Research*, 40(5). Pp.527-556

Spenser, R, Singh, A.J., Das, P (2016). Financial Impact of LEED and Energy Star Certification on Hotel Revenues. *Journal of Hospitality and Financial Management*, 24 (2), pp.110-126.

Singh, A.J., Kim, S.H, Johnson, M, Mandelbaum, R (2016). Macroeconomic Variables and Hotel Performance: Good and Bad News, I-CHRIE Research Report, pp.1-15.

Jain, P., Robinson, S Singh, A.J. Sunderman, M (2017) Hospitality REITS and Financial Crisis: A comprehensive assessment of market quality *Journal of Property and Investment Finance*, 35 (3), pp.277-289

Research Accepted

Johnson, M, Kang, M.J., Singh, A.J. (2017), Impact of Data Breaches on Hotel and Restaurant Firm Stock Returns. Submitted and under review at *Journal of Hospitality Financial Management*

Awards

Second Place Prize, ICHRIE Penn State Research Reports, July 20-22 2016, Annual Conference, Dallas Texas, A. J. Singh, S. Kim, M. Johnson and R. Mandelbaum, "Macroeconomic Variables and Hotel Performance: Good and Bad News,"

Council of Hotel Restaurant and Institution Education CHRIE Conference Best Paper Award (July 2015) for Internet Gaming Regulation paper.

American Real Estate Society Best Paper Award (July 2013), for Sustainable Development.

Research in Progress and Planned (2018)

Robinson, S, Singh, A.J. (in progress). Economics of Operating Sustainable Real Estate: The Case of U.S. Hotels. *Cornell Hospitality Quarterly*

Johnson, M, Johnson, M, Singh, A.J. (in progress) Impact of FIRPTA on REITS and the Hotel Sector. *Cornell Hospitality Quarterly*

Kim, S. H., Cha, J. M., & Singh, A. (in progress). Determinants of innovative wellbeing product adoption for hotel companies. *International Journal of Hospitality Management*.

Singh, A.J. Morgeson, F, Seung, K, Cha, J, Knutson, B. (In progress). Data from American Customer Satisfaction Index (ACSI) for hotels and restaurants currently being analyzed for publication. <http://www.theacsi.org/>

Singh, A.J, Kocas, E, Seung, K. (In progress). Lodging Market Potential Index for 25 major hotel markets in the USA being relaunched in 2017. Output at various journal, industry publications, academic and industry conferences. <https://globaledge.msu.edu/content/gbr/gbr6-1.pdf>

Singh, A.J. Cha, J, Seung, K, Clark, M. (In progress). Employee wellbeing research being explored with Hyatt Hotel's department of Employee Wellbeing.

Chao Zhang and A.J. Singh (planned for 2018-2019), Development and Management of Medical Hotels. Sponsored a visiting scholar to the USA from Beijing International Studies University for 2018-2019.

Profile of Multinational Hotels in China: A SWOT Analysis (In Progress). Initial research has been conducted and draft written.

Research Grants

- **E-Learning Research Grant (2001):** Research Grant awarded by MSU Global to test the effectiveness of online learning mediums for hospitality business education. Award: \$28,000
- **India Campus Research (KARMA) (2003):** Research Grant awarded by MSU Global to investigate the creation of a joint program with a leading hotel school in India. The project included a survey of select hotel schools, UGC and AICTE regulations on foreign school collaborations, market size and price points. Award: \$7,000
- **Eli Broad College of Business Summer Research Grant (2005):** A critical review of the environmental forces shaping and transforming the Indian lodging industry. Award: \$10,000
- **Environmental Science and Policy Program ERI Grant (2006):** Hotel Sector specialist for Sustainable Planning Design and Construction Grant. Focus on LEED principles of Design and Construction. Award: \$100,000
- **Senegal Accelerating Growth and Increase in Competitiveness Project (SAGIC):** Tourism Sector specialist as part of a winning consortium which was awarded an international development grant by USAID. The MSU team was put together by the office of International Development and the consortia was led by the International Resources Group. Grant period 2005 to 2010. Award: \$10 Million
- **Hospitality Business Summer Research Grant (2009):** To research best practices in sustainable development in the Lodging Industry. \$2,500.
- **Hospitality Business Summer Research Grant (2012):** To research sustainable development best practices. \$2,500.
- **Center for International Business Education and Research (2012):** Research Grant to present sustainable development paper at U.N. Conference in Brazil. \$ 2,000.
- **Center for International Business Education and Research (2012).** Research Grant to present paper on Lodging Market Potential Index at ApacCHRIE conference in Manila. \$1,500.

- **Center for International Business Education and Research (2012).** Research Grant to present paper on Cultural Intelligence at EuroCHRIE conference in Lausanne, Switzerland. \$1,000.

Research Initiatives

AMERICAN CUSTOMER SATISFACTION INDEX (ACSI)

I acquired the right to use the Lodging segment of the American Customer Satisfaction Index. The data is owned and maintained by the National Quality Research Center at the University of Michigan's Business School. We currently have access to data from 1994 to 2009, which constitute over 8000 cases based on national telephone interviews. The data has been selectively made available to researchers and we have published articles and conference presentations using this sample.

FUTURE EVENTS AND THEIR IMPACT ON THE U.S. HOSPITALITY INDUSTRY

Delphi Study to predict the role of Human Resource, Operations, Information Technology, Marketing, and Financial Management in years 2007 and 2027

I initiated, structured and was the principal investigator in a collaborative research project with the faculty at The School to make predictions in five areas of concern to hospitality industry managers, investors, lenders, educators, and others associated with the U.S. hospitality industry. The Delphi questionnaire was mailed to a pre-selected panel of Hotel, Food Service and Club executives. These five prediction categories consist of over 100 events, which ultimately will define the future hospitality industry. An analysis of the results has provided initial clues about the direction of the industry with important implications for the management of hospitality enterprises. The five prediction categories for the purpose of the study include the industry structure, management of human resources, operations/information technology, marketing, and finance. The Faculty involved in the project have since then published various articles and presentations at academic conferences.

LODGING MARKET POTENTIAL INDEX

The Lodging Market Potential Index is an online market evaluation tool which was jointly developed with the Center for International Business Education and Research and Hospitality Real Estate Alumni. The research tool is used by industry, presented annually at industry and academic conferences, has resulted in several academic and trade publications, is used in the classroom as a teaching tool to evaluate hospitality investment markets. <http://globaledge.msu.edu/LMPI>

RESEARCH COLLABORATIONS WITH ORGANIZATIONS

On behalf of *The School*, I have established research collaborations with several external organizations as a source of data and resources for research projects. These include the Hospitality Asset Managers Association, International Society for Hospitality Consultants, The Fornell Group, Center for International Business Education and Research, The SHARE center at Smith Travel Research, and the American Real Estate Society (ARES)

Sample of Manuscripts Reviewed for Council on Restaurant, Hotel and Institutional Education (CHRIE) Paper submissions and Hospitality and Tourism Research Journal

1. Performance of Hotel Real Estate Investment Trusts: A comparative Analysis of Jensen Indexes.
2. Hotel REIT Firms Risk Features and Beta Determinants.
3. Strategic Understanding in the Hospitality Industry.
4. Financial Variables Affecting Bond Ratings of Hotel and Casino Firms.
5. The Relative Growth Rates of Domestic and International Earnings of Public Restaurant Firms.
6. Evidence for Weak Form Market Efficiency in Hotel Real Estate Markets.
7. Risk Adjusted Performance: A sector analysis of restaurant firms.
8. An Empirical Study about Motivational Factors from a Franchisee's Point of View.
9. A systematic approach to enhancing the performance of the Portuguese Tourism Industry: analysis and recommendations.

Book Reviews

Reviewer of: LeBruto, S.M. (Proposed text) Principles of Hotel Development. Prentice Hall.

Reviewer of: Dalbor, M.C. and Chatfield, R.E. (Proposed Text) Hospitality Financial Management. Prentice Hall.

Reviewer of: Devendra, Amitabh. Regulations for International Hotel Development in India. Taylor & Francis (2013).

Evidence of other Scholarship and Merit

- Based on the tabulation by Dr. Denney Rutherford (2003), author of "Frequent Hospitality Industry publishers," Singh ranks #94 from total author appearances of 1278. This places Dr. Singh in the top 7 percent of all researchers who have published in hospitality journals.
- Nominated by *The School's* Director for the Lilly Teaching Fellow Award in 2002.
- Nominated by *The School's* Director for the John D. and Dorothea J. Withrow Emerging Teacher/Scholar Awards for 2003.
- Nominated by *The School's* Director for the John D. and Dorothea J. Withrow Emerging Teacher/Scholar Awards for 2004.
- Awarded Outstanding I-CHRIE Refereed Paper Reviewer in 2003.
- Selected to serve on the Board of Examiners for Baldrige National Quality Program (2004-2005).

- Awarded \$10,000 competitive summer research grant for 2004-2005.
- Richard. J. Lewis Quality Award for 2007.
- Alumni Faculty Award for 2007
- Outstanding Faculty Award for 2008.
- Joint Editor: Sustainable and Eco-Innovative Practices in Hospitality-Tourism. Special Issue of the Cornell Hospitality Quarterly (2013).
- C-Chair. Research Paper committee. Association of Hospitality Financial Management Education (2011-2012)

Applied Research Reports and Studies with Significant Outreach Component

Festival and Events in Michigan Study: Study conducted for the National Institute of Sports Camps to determine the total impact of festivals in Michigan. The study was commissioned to solicit the continued corporate support of General Motors for festivals and events in Michigan. The study was conducted in conjunction with Travel, Tourism and Recreation Resource Center (TTRRC) at Michigan State University. September 1994.

Marquette County Market Study: Study undertaken to assess the role of casino development in the Upper Peninsula and their impact on room demand in Marquette County. Study was conducted in conjunction with Travel, Tourism, and Recreation Resource Center (TTRRC) at Michigan State University. 1995. Singh was the principal investigator for the study.

Muskegon County Tax Study: The tax study was conducted in conjunction with Travel Tourism and Recreation Resource Center (TTRRC) at Michigan State University to analyze and evaluate current Convention and Visitors Bureau activities and other uses of the Muskegon County accommodation/room tax fund, and to make recommendations for the most efficient and productive use of future tax revenue. 1997.

Muskegon County Proposed Aquarium Study: A study undertaken for the county to assess the impact of a newly proposed Aquarium in Muskegon County. Study was conducted in conjunction with Travel, Tourism and Recreation Resource Center (TTRRC) at Michigan State University in 1997.

Marquette County Casino Visitors Tastes and Preferences Study: Study undertaken to study the amenity and service preferences for a newly expanded casino in Marquette County. Study results were written and presented to the Tribal Council. The study was conducted in conjunction with Arthur Anderson, and TTRRC in 1996. Singh was the principal investigator for the study.

Michaywe Club House Study: As study was performed for Stowe, Darling and Boyd, Attorneys, to resolve a property dispute and determine the highest and best use of a Restaurant/Bar facility in a clubhouse setting in Gaylord Michigan. The study was conducted in conjunction with Travel, Tourism and Recreation Resource Center (TTRRC) at Michigan State University in 1998.

Seminar Leader and Participant Guides Prepared for the Educational Institute of the American Hotel and Lodging Association. Seminar topics included Recruiting, Selection, and Employee Turnover. 1997-1998.

CRW Dynamic Officing: From Concept to Reality. An innovative non-territorial officing arrangement and facilities management program developed for General Motors, Controls, Robotics and Welding. May 1999-August 2000. Worked with Ron Cichy, Raymond Schmidgall and Michael Kasavana.

Survey for Bass Hotels & Resorts to help create the next generation of reservation systems. Worked on this research project with Michael Kasavana. Research completed in 2000.

Beta Test on E-Learning. Research report prepared for MSU Global to study the effectiveness and feasibility of offering online hospitality courses to campus students and off-campus continue education. Completed in 2001 and results have been implemented to develop and market specific courses to hotel industry executives.

Market Research Projects with Significant Real Estate Component

<u>PROJECT</u>	<u>DESCRIPTION</u>
Resort	1200 room beach resort on Miami Beach. Market Study and Appraisal.
Resort	350 room beach resort on Miami Beach. Market Study.
Commercial Hotel	250 room commercial hotel in Miami. Market Study.
Luxury Commercial	180 room commercial hotel near the downtown area. Market analysis and income projection.
Budget Hotel	300 room budget hotel in Fort Lauderdale. Market Study and appraisal.
Historic Hotel	150 room historic hotel. Conversion study. Near Fort Lauderdale.
Tourist Resort	150 villa type room resort in St Maarten. Developmental Market Study.
Tourist Time Share	120 room time share. Developmental Market Study. St Maarten.
Office building	250,000sq.ft. Office building. Market Research. Miami.
Upscale Spa	Operations review. Miami.
Resort	505 room independent hotel on Miami Beach. Operations Review.
Destination	Large Scale Tourism Demand study for Marquette County, Michigan.

Business Seminars

1. **Factors Impacting Financial Institutions in their Lending and Investment Decisions to the U.S. Lodging Industry.** Presented to the Industry Real Estate and Finance Advisory Council (IREFAC). New York, NY. 1997.
2. **Applying the Cheese Metaphor.** Executive education session for National Automatic Merchandising Association (NAMA) executives. (2000)
3. **Lodging Capital Markets.** Presented at 5th Outdoor Recreation and Tourism Trends Symposium in Lansing, MI. September 17-20th, 2000.
4. **Caribbean Travel & Tourism Tax Policy Issues.** Paper and Discussion presented at the Caribbean Hotel Association Conference. Curacao, Netherlands Antilles. April 18, 2001.
5. **Fundamental Considerations for Travel and Tourism Tax Policy Development in the Caribbean.** Presented at Tourism Summit Planning Meeting. Puerto Rico. June 10-13, 2001.
6. **Career Advancement and Skills Advancement: Making a Case for Delivering On-line Training.** Panelist for discussion organized by the Educational Institute of American Hotel & Lodging Association (AH&LA). New York, November 2001.
7. **Management of Lodging Systems (2002).** A five module, 25 week online hotel management program for Mid-level executives at Hostmark Hospitality Group, Outrigger Hotels and Resorts and members of the Michigan Hotel, Motel & Resort Association . The five week modules included:
 - a. Fundamentals of the Rooming Process
 - b. Fundamentals of the Guest Service Process
 - c. Fundamentals of Physical Asset Management, Security and Loss Prevention
 - d. Fundamentals of People Management and Supervision
 - e. Fundamentals of Financial Management
8. **Caribbean Travel & Tourism Tax Policy Issues.** A workshop and discussion with key Caribbean policy makers in Curacao, Netherlands Antilles. (2003)
9. **Lodging Capital Markets.** Paper and discussion presented to consultants, and the Investment community at the Outdoor Recreation and Tourism Symposium in Lansing Michigan. (2003)
10. **Effective Hotel Operations.** Three seminars over two weeks presented to mid-level international lodging managers in Delhi, Bombay, and Calcutta, India. The seminars were organized through the Federation of Hotel & Restaurants Association of India (FH&RAI). (2003)
11. **Promoting Tourism Investments in Michigan.** Panel discussion at Michigan Tourism Outlook Conference. East Lansing, MI. March 2003
12. **The Role of Lodging Feasibility Studies in Reducing Lender Risk.** RMA Risk Management Conference. October 5-7, 2003, Baltimore.
13. **Fundamental Considerations for Travel and Tourism Tax Policy Development in the Caribbean.** Tourism Planning Summit Meeting, Puerto Rico. (2003)
14. **Career Advancement and Skills Advancement: Making a Case for Delivering On-line Training.** Panelist on a panel discussion organized by Educational Institute of AH&LA New York. (2002)
15. **Public vs. Private Ownership- Are We Worth Every Penny Wall Street Says We Are?** moderator in Town Hall debate at America's Lodging and Investment Summit (ALIS), formerly known as the UCLA investment conference. Los Angeles, CA. (2002)
16. **Promoting Tourism Investments in Michigan:** Panel discussion at Michigan Tourism Outlook Conference. East Lansing, Michigan, (March, 2003).
17. **Future Events and Their Impact on the U.S. Lodging Industry.** Seminar presented for the Educational Institute of the American Hotel and Lodging Association. November 10, 2003, New York.
18. **The Role of Lodging Feasibility Studies in Reducing Lender Risk.** RMA Risk Management Conference. October 5-7 (2003), Baltimore.

19. **Management of Lodging Systems.** Delegation of Russian Hotel and Hospitality Professionals. November 11, 2003.
20. **Guest Service Best Practices.”** Presented to Park Hotel Executives, New Delhi India. July 2004.
21. **Guest Service Best Practices.** A round table discussion with Executives at Oberoi Delhi, India. July 2005.
22. **Guest Service Best Practices.** Presentation for HRH Hotel Executives, Udaipur, India. July 2006.
23. **Human Resource Challenges for Hospitality Businesses in China.** Presentation at International Society of Hospitality Consultants, (October, 2007)
24. **Global Roundtable Presentation:** International Society for Hospitality Consultants (2008)
25. **Strategic Financial Management for Value Creation.** Seminar for Venetian Macau Executives. May 2008.
26. **Acquisitions Outlook for 2008:** Midwest Lodging Investment Summit. July, 2008.
27. **Financial Management for Club Managers in China.** July, 2009.
28. **Financial Management of Club Managers in China.** July, 2010
29. **Doing Business in India.** Presentation for International Business Institute. June, 2010.
30. **Sustainable Development Practices of Hotel Companies.** Americas Lodging Investment Summit. January, 2010.
31. **Sustainable Development Best Practices.** International Society for Hospitality Consultants. 2010.
32. **Developing and Operating Sustainable Hospitality:** Presentation at America’s Lodging Investment Summit (2011)
33. **Doing Business in India.** Presentation for International Business Institute. June 2011
34. **Lodging Market Potential Index:** Midwest Lodging Investment Summit (July 2011)
35. **Sustainability Roundtable:** Center for Hospitality Research at Cornell University (October, 2011)
36. **Development of Life Style Boutique Hotels a Case study.** Life Style Boutique conference. October, 2011
37. **Doing Business and Asian Perspective.** Presentation for International Business Institute. June 2012.
38. **Teaching Activities of AHFME Members.** I-CHRIE conference. SIG Presentation. (August, 2012)
39. **Drivers Shaping the Sustainability Agenda in the Hotel Industry:** International Conference on Responsible Tourism, U.N. Rio Earth Summit. Sao Paulo, Brazil, (June, 2012).
40. **Transactions Temperature for Hotel Investments.** Midwest Lodging Investment Summit. July 2012.
41. **Looking Forward:** Trends in the Hospitality Industry. International Society for Hospitality Consultants. September 2012.
42. **Transactions Temperature for Boutique Hotels.** Life Style Boutique Investment Conference. October 2012.
43. **Guest Satisfaction Trends in the US Lodging Industry.** International Hotel, Motel & Restaurant Show, New York. November, 2012
44. **Hotel Investments 101:** America’s Lodging Investment Summit. Los Angeles, CA. January, 2013
45. **Sustainable Development Trends:** ISHC conference in Panama City, Panama, May 9, 2013.
46. **Asset Management for Hotel Owners:** AAHOA conference, Houston, Tx. March 26-28.2013
47. **Transactions Temperature:** North American Tourism and Investment Conference. November, 2013.
48. **How American Markets itself to the World:** Industry-Academic Symposium, October 2014.

49. **Transactions Temperature:** Session at North America Tourism and Investment Conference. November, 2014.
50. **Hotel Investments 101:** America's Lodging Investment Summit, January, 2015.
51. **Hospitality Business Real Estate Investment Management Advisory Council Meeting,** April 2015.
52. **Hospitality Business Real Estate Investment Management Advisory Council Meeting,** April 2016
53. **Real Estate Investments Round Table Discussion,** June, 2016, New York
54. **Hotel Investment India Forum,** July 2016, Mumbai, India.
55. **Asia Hotel Investment Forum,** September, 2016, Beijing.
56. **Real Estate Investments Round Table Discussion,** April, 2017, East Lansing, MI
57. **Hotel Investments 101.** America's Lodging Investment Summit, January, 2017, Los Angeles
58. **Hotel Investments 101.** America's Lodging Investment Summit, January 2018, Los Angeles
59. **Hotel Asset Management Trends:** Asia Hotel Investment Forum, March 30th , 2018 (Webinar Shanghai)
60. **Real Estate Investments Round Table Discussion,** April, 2018, East Lansing, MI
61. **Real Estate Education: Past, Present and Future,** April 2018, East Lansing, MI
62. **Hotel Asset Management Principles and Practices:** Presentation to Horwath International, Zagreb, Croatia (April, 2018)
63. **Hospitality and Tea:** World Tea Expo, Las Vegas (June 13, 2018)

Academic Papers and Presentations

The Application of Fair Share Analysis to Assess County Market Share. Presented at Annual CenState Conference, St Louis, MO. 1996.

An Argument for a Change in the Competitive Analysis Section of Lodging Market Studies. Presented at Association of Hospitality Financial Management Educators (AHFME) conference, New York, NY. 1997. Co-presented with Dr. Bonnie Knutson.

A Comparative Analysis of SBA and USDA Small Business Loan Guarantee Programs. Presented at the Association of Hospitality Financial Management Educators (AHFME) conference, New York, NY. 1997. Co-presented with Dr. Raymond Schmidgall.

Trends in CenStates Gaming Market. Presented at annual Travel and Tourism Recreation Association conference. Norfolk, VA. 1997. Co-presented with Donald F. Holecek and David Pearlman.

A Predictive Study to Determine the Structure, Capital Needs and Performance of the Lodging Industry and the Role of Financial Institutions in Providing Capital to the Lodging Industry. Preliminary presentation of Dissertation presented at AHFME, New York, NY. November 1998.

Ratio Analysis Practices of the U.S. Lodging Industry. Presented at AHFME conference in New York, NY. November 8, 2000.

Trends in Guest Satisfaction from 1994-2000 in the U.S. Lodging Industry. Interpretation and Analysis of the American Customer Satisfaction Index (ACSI) Model. Hawaii Conference on Business. University of Hawaii, Honolulu, HI. June 13-17, 2001.

Online Courses and Perceived Online Course Features: Application to Undergraduate Hospitality Technology Courses. Presented at CHRIE conference, August 2002.

Promoting Tourism Investments in Michigan. Paper presented at Michigan Tourism Outlook Conference. East Lansing, MI. March 2003

Analyzing Guest Satisfaction in the U.S. Lodging Industry: Using the ACSI Model as a Service Quality Scoreboard. Paper presented at Council of Hotel, Restaurant, and Institutional Education (CHRIE) conference, August 2003.

Future Events And Their Impact On The U.S. Hospitality Industry: A Delphi Study to predict the role of Human Resources, Operations, Information Technology, Marketing, and Financial Management in the year 2007. Paper presented at Council of Hotel, Restaurant, and Institutional Education (CHRIE) conference, August 2003.

Trends in Guest Satisfaction from 1994 to 2002 in the U.S. Hotel Industry-Interpretation and Analysis of the American Customer Satisfaction Index Model. Paper presented at Asia CHRIE (Apac-CHRIE), May 21st, 2003. Seoul, South Korea.

A Longitudinal Study of Resident's Attitudes Toward Tourism Development in Kinmen-Implications for Tourism Development. Paper presented at Asia CHRIE (Apac-CHRIE), May 21st, 2003. Seoul, South Korea.

Selection of Post Secondary Educational Institutions and Learning Preferences of International Hospitality Students. Paper presented at EuroCHRIE conference, October, 2003. Bonn, Germany.

The Current State of the Art: Lodging Feasibility Studies. AHFME Research Symposium. November 9, 2003. New York City.

Real Estate in a Property Investment Portfolio: Analysis of Results from 1992 to 2002. AHFME Research Symposium. November 9, 2003. New York City.

Future Events and Their Impact on the U.S. Lodging Industry. Panel discussion at the 88th Annual International Hotel/Motel & Restaurant Show. November 10, 2003. New York City.

Implementing Virtual Reality in Hospitality Industry Training and Education. Great Lakes Hospitality Education Conference (April 16-17, 2004).

Future Events and Their Impact on the U.S. Lodging Industry. Great Lakes Hospitality Education Conference (April 16-17, 2004)

A Critical Review of Events Transforming the Lodging Industry in India. AHFME Research Symposium, November 12, 2005. New York City

Differential Impacts of Information Technology in Korean Hotel Industry. Asia Pacific CHRIE conference, May 26-28, 2005. Kuala Lumpur, Malaysia.

Is it Time to Change Lodging Feasibility Studies? EuroCHRIE conference, October 26-30, 2005. Paris, France.

Multinational Lodging Enterprises and Global Investments. Great Lakes Hospitality Education Conference, April 9, 2005. Indianapolis, Indiana.

Assessing the Competitive Advantage of the Lodging Industry in India . Great Lakes Hospitality Education Conference. December 3, 2005. East Lansing, Michigan.

Performance and Transformation of the Lodging Industry in India in the Era of Economic Reforms. AHFME Research Symposium, November 11, 2006. New York City

Real Estate Investment Performance in Dubai: AHFME Research Symposium, November 11, 2007. New York City

Profile of Hotel Asset Managers. AHFME Research Symposium. November, 2008. New York City.

Lodging Market Potential Index: A Market Analysis Tool for Hotel Developers and Investors. AHFME Research Symposium. November 2009, New York.

Trends in Guest Satisfaction in the U.S. Hotel Industry. 7th annual International Conference on Tourism. Athens, Greece. 2011.

Lodging Market Potential Index. Predicting Performance of Hotel Markets. Hospitality Tourism and Education Summit. Grand Rapids, Michigan. 2011.

Drivers Shaping the Sustainability Agenda in the Hotel Industry. Great Lakes Hospitality and Tourism Educators Conference. Grand Rapids, Michigan. Singh, A.J., Houdre, H. (April, 2012)

Drivers Shaping the Sustainability Agenda in the Hotel Industry: Charting the Way Forward. International Conference on Responsible Tourism, U.N. Rio Earth Summit, Sao Paolo, Brazil (June 2012)

Analysis of the Current Financial Profile of the U.S. Lodging Industry. I-CHRIE conference Providence, Rhode Island. August 1, 2012)

Factors Impacting Hotel Market Performance. 10th APacCHRIE, Manila, Phillipines.(June, 2012).

Drivers Shaping the Sustainability Agenda in the Hotel Industry and Charting the way forward. International Conference on Responsible Tourism, U.N. Rio Earth Summit. Sao Paolo, Brazil. June, 2012.

Educating the New Generation of Global Managers: Testing Cultural Intelligence for Business Study Abroad Participants. 30th EuroCHRIE Annual Conference. Lausanne, Switzerland. (2012)

An Analysis of Hotel Investment Objectives and Decision Making Criteria: An Ownership Perspective. AHFME Research Symposium, New York, November 2014.

Analyzing a competitive market environment: The case of the U.S. Hotel industry. Korea America Hospitality and Tourism Educator's Association. April, 2015.

Macroeconomic determinants of hotel market performance: Pattern analysis of time series data. Asia-Pacific International Council on Hotel, Restaurant, and Institutional Education Conference, Auckland, New Zealand. (June 2015).

Impact of the PATH Act on REITS and the Hotel Sector, Association of Hospitality Financial Management Education (November, 11, 2016), New York.

Examining the Impact of Airbnb Regulations in New York: A Difference in Differences Model. AHFME Research Symposium, (November 11, 2017), New York

Data Breaches: Should Managers of Hospitality Firms Be Alarmed? AHFME Research Symposium, (November 11, 2017), New York

Hotel/Lodging Real Estate Investment Industry Issues: Panel Discussion. American Real Estate Society (April 13, 2018), Bonita Springs, Florida.

Adoption of a Wellness Product in the Hotel Industry: Advances in Hospitality and Tourism Marketing and Management Conference (June 25-29, 2018), Bangkok, Thailand.

Presentations at Academic Institutions

The Concept of a Lodging Organization's Environment. Lecture delivered to senior class at University of Las Vegas Nevada (UNLV), April 1998.

Hotel Development: The role of Feasibility Studies. Presented to graduate level finance class at Institute de Management Hotelier International (IMHI) in Paris France, October 1998.

A 20th Century History and Delphi Study to Predict Changes in Lodging Industry Structure, Performance, and Sources of Capital. Presented to the graduate school faculty at Institute de Management Hotelier International (IMHI) in Paris France. October 1998.

Tales from the Front Line. Housekeeping Lecture delivered to sophomores and juniors at the University of Houston. Spring, 1999.

The Nature and Role of Feasibility Studies in Lodging Development. Presented to final year students at Centre International de Glion, Switzerland. Spring, 1999.

Hospitality Management Managerial Accounting and Hotel Investment Analysis. Centre International de Glion, Switzerland. July 1999-December 1999.

Trends in International Hospitality Education. Class presentation to the new batch of students at the FHRAI institute in Noida, India. December 2005.

Globalizing Hospitality Education. Presentation for Faculty and Students at the University of Puerto Rico. Spring 2006

Developing Impactful Research Strategies and Infrastructure: Presentation to The Faculty and Graduate Students Alfred Lerner College of Business HRIM, University of Delaware. (2011)

Perspectives on Fund Raising: The School of Hospitality Leadership. University of Wisconsin-Stout. (2011).

Developing a Financial Management and Real Estate Development Program: A Program of Prominence. A Vision for Strategically Positioning The Chaplin School of Hospitality & Tourism Management. Florida International University. (2012)

Discussion on Implementing The Malcolm Baldrige Quality Program in Hospitality Business Programs. J. Mack Robinson College of Business. Georgia State University, (2012).

Real Estate Investment Management: Beijing International Studies University, April, 2014.

Introduction to Global Hospitality Management: Amity University, July 2014.

Future of Hospitality Education: Presentation in Association with the Singapore Institute of Technology, March 2015.

Yunnan Agricultural University: Presentation to Faculty and Students on Global Lodging Industry Trends, and Value Creation. Kunming, China, (July, 2017)

Hotel Asset Management Principles and Practices: Presentation to MBA students at MODUL University, Vienna, Austria (August 2015)

Hotel Asset Management Principles and Practices: Presentation to MBA students at MODUL University, Vienna, Austria (August 2016)

Hotel Asset Management Principles and Practices: Presentation to MBA students at MODUL University, Vienna, Austria (August 2017)

International Tourism and Hospitality Academy at Sea: (May 5-12, 2018), Invited by University of Zagreb

TEACHING RECORD

Primary Courses Taught

HB 882: Advanced Hospitality Managerial Finance
HB 482: Hospitality Managerial Finance
HB 460: International Lodging Development and Management
HB 382: Hospitality Business Real Estate Investment and Development
HB 311: Introduction to Hospitality Finance
FI 311: Introduction to Financial Management
MKT310: International Business
HB 237: Management of Lodging Systems

Specialized Courses for Real Estate Investment Management

1. Hospitality Valuation (HB 492)
2. Hospitality Investments: Buy-Sell Analysis (HB 492)
3. Hospitality Asset Management (HB 492)
4. Hospitality Underwriting (HB 492)
5. Advanced Excel Modeling for Real Estate (HB 492)

Innovative Practices in Teaching and Curriculum Development

- **Online Courses:** Researched, designed, and implemented (through Virtual University) two new online courses for on campus students and hotel industry managers at Outrigger Hotels and Resorts a full service hotel company with 45 resort operations in Hawaii, Australia and the Polynesian Islands, Hostmark Hospitality Group a 49 unit independent management company and select members of the Michigan Hotel, Motel & Resort Association.
- **Small Business Institute:** Established the Small Business Institute (SBI) at *The School of Hospitality Business* at Michigan State University, in 1995. The program, which was part of the Small Business Administration (USSBA), is a contract between the Small Business Administration and a four-year educational institution. The purpose of the contract is to provide business counseling to small business clients requesting assistance. Six (SBI paid) projects were completed with student teams at MSU before the institute closed in 1997.
- **New Course Development:** Developed two new international courses, International Lodging Development and Management (HB 460) and Hospitality Business Real Estate Investment and Development (HB 382). These have been taught since 2003.
- **Innovative Model Hospitality Real Estate Development Class:** Designed, developed and taught the first Hospitality Business Real Estate Development class in conjunction with an actual hotel and executive development center project on campus. Student teams worked with the various “players” in hotel development process: Consultants, lenders, architect, developer, management/franchise company, general contractor and owner. There was no book for the class, however, the hotel development “book,” was created by the student teams for each of their specialties, and combined into a binder which served as their, take away from class.
- **Specialization in Hospitality Business Real Estate Development and Investment:** Co-created, launched, and currently oversee the implementation of the first specialization in the School. The Broad College of Business recognized this contribution with the Richard J. Lewis Quality of Excellence for 2006. The 22 credit specialization has created a new career track for the students interested in the Real Estate Development and Investment sectors of the Hospitality Industry. The program currently has 20 students in the specialization.
- **International Lodging Development and Management Study Abroad Program:** With a primary focus on the development and management of hotels in **India, Dubai and Thailand**, the summer study abroad program launched in 2002 and conducted it each year until 2010. Approximately 140 students having gone through the program. The program is a combination of operational exposure, cultural sensitivity and applied research. The program exposed students to operational differences associated with managing hotels internationally and the challenges and opportunities of investing in emerging countries.
- **International Dimensions of Hospitality Business in China:** The newly developed 5 week program was launched in June 2007, and was conducted until 2010. The program was based in Hong Kong and Macau, with exposure to Southern China. I designed and developed the program which was implemented in conjunction with the faculty at Hong Kong Polytechnic University and the University of Macau. The course work and field trip exposure included an understanding of the various dimensions of hospitality businesses in China. Tourism, Hotels, Casinos, Clubs, Food service and Entertainment and Amusement sectors are a sample of exposures planned.

- **Multinational Finance and Global Business Management:** I designed and developed a new College of Business program in 2008 to be based in Macau, with exposures to Hong Kong and Southern China. The program was taught by faculty at the University of Macau and Industry executives.
- **Alternate International Spring Break:** Designed, development and implemented a 1 credit alternate Spring Break in March 2006 to Puerto Rico. The program was organized through the Global Hospitality Business Organization (GHBO) and sponsored by a major Hotel Real Estate Developer based in Puerto Rico. The purpose of the program was to provide student learning about the Tourism Industry and Hotel Development in the Caribbean. We had 15 students go on the program.
- **Hospitality Industry Cases:** The graduate level Managerial Finance Class was designed around real hotel, resort, restaurant and club financial management issues. Student teams interacted with the assigned business and present recommendations and solutions to management or ownership representatives.
- **Student Consulting Projects:** I have assisted the Real Estate Investment Club (formerly the Consultants Club) gain valuable practical experience by securing small consulting projects, which they have conducted under my supervision. Club members earned scholarships as a form of “payment,” for their work.
- **MKS International Study Abroad Scholarships:** From 2002- 2006 I have personally sponsored, through MKS International, 8 students each year for Asia based study abroad Business programs. Each student received a scholarship of \$500.00 when they enrolled in the program.
- **HAMA Asset Management Book Royalty Fund:** Annual spendable fund of approximately \$3000 established with book royalties received. The fund started in 2010, first year the book was published.
- **Strathmore Real Estate Scholarship:** \$2,500, the first installment, was deposited into a scholarship to support research and travel associated with Hospitality Real Estate Development. This was a result of the relationship with HB 382, a course on Real Estate Development, which assisted the local developer with a mixed use hotel project in East Lansing. Fall, 2011.
- **Japan Center for Michigan Universities:** Designed Hospitality curriculum for a two week study abroad program. Launched in June, 2012.
- **Profession oriented Real Estate and Asset Management workshops:** To position students enrolled in the Hospitality Business Real Estate Development Specialization, a series of annual workshops were started in 2009. These included workshops on valuation, asset management, online LEED program and Real Estate Career workshop. This is in addition to supporting professional development workshops on Real Estate at the Career Expo.
- **NATHIC Student Case Competition:** Students participated in the NATHIC inter-university new business development competition and won first place. November 2013.
- **NATHIC Student Case Competition:** Students participated in the NATHIC inter-university new business development competition and won first place. November 2014.

- **HAMA Asset Management Case Competition:** Student Advisor for HAMA case competition (2012-2017)

Student Advisory Functions

- Advisor: Global Hospitality Business Organization
- Advisor: HB-Real Estate Investment Management
- Faculty Mentor: Humphrey Fellow (Fullbright scholarship)
- Advisor: HB-Real Estate Investment Management Club

EXTERNAL RELATIONS- SERVICE AND ADMINISTRATION

Director Real Estate Investment Management Minor

Oversee the Real Estate Investment Management Minor in *The* School of Hospitality Business, since 2006. As Director of the Minor responsibilities include:

- Partnerships with Real Estate Investment Management firms for student placement and networking
- Co-teach and administer 6 specialized workshops for students enrolled in the Minor. Each workshop is 1 credit
- Fund raising to support the minor. Currently, 4 Endowments for Research, student and administrative support
- Real Estate Investment Management Advisory Council meeting, annual
- Partnerships with 3 investment conferences for student exposure
- Hosting on campus and off campus Real Estate Round Table discussions

Professional Affiliations

1. **CHRIE** - Council on Hotel, Restaurant and Institutional Education
2. **ARES**: American Real Estate Society.
3. **AHFME** - Association of Hospitality Financial Management Educators (President)
4. **ULI**: Urban Land Institute**
5. **HAMA** - Hospitality Asset Managers Association**
6. **ISHC**: International Association of Hospitality Consultants** (Board Member)

** Represents membership by sponsor recommendation and invitation.

Editorial and Board Positions

Journal of Hospitality Financial Management (Editorial Board Member)

International Journal of Built Environment (Editor: North America)

I-CHRIE Research Report (Editorial Board Member)

AHFME-REVIEW: Co-Editor

AHFME (Association of Hospitality Financial Management Education (Board member)

ISHC (International Society of Hospitality Consultants (Board Member)

HAMA (Hospitality Asset Managers Association) International Committee, Education Committee

CHAM (Certified Hospitality Asset Manager) Exam Review Committee

Participation in Regional, National, and International Conferences

1999:

- ❖ Hotel Electronic Distribution Network Association (HEDNA) Regional Conference. Zurich, Switzerland, October 1999
- ❖ Associazione Dirretori Albergo (A.D.A.) conference: Milan, Italy. November 1999.

2000:

- ❖ Michigan Hotel, & Resort Association (MH&RA). March 2000.
- ❖ Michigan Travel and Tourism Conference. March 2000.

- ❖ Hotel Asset Managers Association (HAMA). Philadelphia, PA. September 2000.
- ❖ Outdoor Recreation and Tourism Trends Symposium. Lansing, MI. September 2000.
- ❖ Association of Hospitality Financial Management Educators (AHFME). New York, NY. November 2000.
- ❖ International Hotel, Motel and Restaurant Show. New York, NY. November 2000.

2001:

- ❖ Michigan Hotel, & Resort Association. March, 2001.
- ❖ Marriott International Franchise Marketing and Operations Strategy conference. Indianapolis, IN. April, 2001
- ❖ Caribbean Hotel Association (CHA) Conference. Curacao, Netherlands Antilles, April 2001.
- ❖ World Travel and Tourism Council(WTTC) AGM Meeting, Vancouver, Canada, May 2001.
- ❖ Hawaii Conference on Business. University of Hawaii, Honolulu, HI. June 2001.
- ❖ The Spartan Hospitality Educators Summit. Hilton Lecture Series XII. The School of Hospitality Business. Michigan State University. East Lansing, MI. September, 2001.
- ❖ Association of Hospitality Financial Management Educators(AHFME) November 2001
- ❖ International Hotel Motel and Restaurant Show. New York, NY. November 2001

2002:

- ❖ Americas Lodging Investment Summit (ALIS), Los Angeles, CA. February 2002
- ❖ Michigan Hotel, Motel, & Resort Association. March 2002.
- ❖ Marriott International Franchise Marketing and Operations Strategy conference. Westfield, VA. April 2002.
- ❖ Council on Hotel, Restaurant and Institutional Education (CHRIE) conference. Orlando, FL. August 2002.
- ❖ Marriott International Franchise Marketing and Operations Strategy conference. Detroit, MI, November, 2002.

2003-2004:

- ❖ Michigan Tourism Outlook Conference. March 5th, 2003
- ❖ Michigan, Hotel, Motel, & Resort Association. March 11-12, 2003.
- ❖ Caribbean, Hotel & Tourism Investment Conference. April 1-3, 2003. Bermuda.
- ❖ Asia Pacific CHRIE conference. May 21- 23. Seoul, Korea.
- ❖ Tourism Development in Rajasthan: Incentives and Disincentives. July 28-29, Udaipur, India.
- ❖ Euro CHRIE conference. October 22-25, Bonn, Germany.
- ❖ International Hotel, Motel and Restaurant Show, New York, NY, November 2003

2004-2005

- ❖ Hospitality Asset Managers Association, Toronto, Canada, September 2004
- ❖ Michigan Hotel, Motel & Resort Association. March 2004
- ❖ Asia Pacific CHRIE conference, May 2004
- ❖ International Hotel, Motel and Restaurant Association, November 2004.
- ❖ Association of Hospitality Financial Management Educators, November 2004.
- ❖ Hospitality Asset Managers Association, Atlanta, GA March 2005

2005-2006

- ❖ HVS China Hotel Investment Summit, April, 2005
- ❖ Asia Pacific CHRIE conference, May 2005
- ❖ EuroCHRIE conference, October 26, 2005
- ❖ Hotel Investment Conference Asia Pacific, October, 2005.
- ❖ Association of Hospitality Financial Management Educators, November 2006
- ❖ International Hotel, Motel and Restaurant Association, November 2005.
- ❖ Great Lakes Hospitality Educators Conference, December 2005.
- ❖ Michigan Hotel, Motel & Resort Association. March 2005
- ❖ Michigan Hotel, Motel & Resort Association. March 2006
- ❖ Hospitality Asset Managers Association. September 2006
- ❖ International Society of Hospitality Consultants. October 2006.
- ❖ Association of Hospitality Financial Management Educators, November 2006.

2006-2007

- ❖ Association of Hospitality Financial Management Educators, November 2006.
- ❖ International Society of Hospitality Consultants, February, 2007
- ❖ Hotel Asset Managers Association, April 2007.

2008

- ❖ International Society of Hospitality Consultants, February, 2008
- ❖ Hotel Asset Managers Association, April 2008.
- ❖ Midwest Lodging Investment Summer, July 2008
- ❖ Association of Hospitality Financial Management Educators, November 2008

2009

- ❖ International Society of Hospitality Consultants, October, 2009
- ❖ Hotel Asset Managers Association, April 2008.
- ❖ **Midwest Lodging Investment Summer, July 2009**
- ❖ Association of Hospitality Financial Management Educators, November 2009

2010

- ❖ International Society of Hospitality Consultants, October, 2010
- ❖ Association of Hospitality Financial Management Educators, November 2010
- ❖ Americas Lodging Investment Summit. January, 2011
- ❖ Hotel Asset Managers Association, March, 2011.
- ❖ Great Lakes, Tourism and Hospitality Conference. April, 2011.

2011

- ❖ International Society of Hospitality Consultants, October, 2011
- ❖ Life Style Boutique Conference, October 2011
- ❖ Association of Hospitality Financial Management Educators, November 2011
- ❖ Americas Lodging Investment Summit. January, 2011

- ❖ Midwest Lodging Investment Summit, July 2011
- ❖ Hotel Asset Managers Association, March, 2011.
- ❖ Great Lakes, Tourism and Hospitality Conference. April, 2011.

2012

- ❖ Americas Lodging Investment Summit. January, 2012
- ❖ HB-Real Estate Investment Management, Advisory Council, April 2012
- ❖ Great Lakes, Tourism and Hospitality Conference. April, 2012
- ❖ Caribbean Hotel Investment Conference, May, 2012
- ❖ Asia Pacific CHRIE conference, June, 2012
- ❖ Rio Earth Summit, June, 2012
- ❖ Midwest Lodging Investment Summit, July, 2012
- ❖ I-CHRIE, August, 2012
- ❖ International Society of Hospitality Consultants, September, 2012
- ❖ Life Style Boutique Conference, October 2012
- ❖ EuroCHRIE, October, 2012
- ❖ Association of Hospitality Financial Management Educators, November 2012
- ❖ Destination Brand Marketing Conference, December 2012.

2013

- ❖ America's Lodging Investment Summit, January, 2013
- ❖ HB-Real Estate Investment Management, Advisory Council, April 2013
- ❖ International Society of Hospitality Consultants, May, 2013
- ❖ Hospitality Asset Managers Association, April, 2013
- ❖ I-CHRIE, July, 2013
- ❖ North America Tourism and Investment Conference, November 2013
- ❖ Association of Hospitality Financial Management Education, November 2013

2014

- ❖ America's Lodging Investment Summit, January, 2015
- ❖ HB-Real Estate Investment Management, Advisory Council, April 2014
- ❖ International Society of Hospitality Consultants, May, 2014
- ❖ Hospitality Asset Managers Association, April, 2015
- ❖ North America Tourism and Investment Conference, November 2014
- ❖ Association of Hospitality Financial Management Education, November 2014
- ❖ Governor's conference on Tourism, March 2015
- ❖ World Travel and Tourism Council, April 2015

2015

- ❖ America's Lodging Investment Summit, January, 2016
- ❖ HB-Real Estate Investment Management, Advisory Council, April 2015

- ❖ International Society of Hospitality Consultants, May, 2015
- ❖ Hospitality Asset Managers Association, April, 2015
- ❖ North America Tourism and Investment Conference, November 2015
- ❖ Association of Hospitality Financial Management Education, November 2015

2016

- ❖ America's Lodging Investment Summit, January, 2016
- ❖ HB-Real Estate Investment Management, Advisory Council, April 2016
- ❖ International Society of Hospitality Consultants, June, 2016
- ❖ Hotel Investment India Forum, July, 2016
- ❖ Asia Hotel Investment Forum, Beijing, September, 2016
- ❖ Hospitality Asset Managers Association, Fall, 2016
- ❖ Association of Hospitality Financial Management Education, November 2016

2017

- ❖ America's Lodging Investment Summit, January, 2017
- ❖ HB-Real Estate Investment Management, Advisory Council, April 2017
- ❖ CHRIS-HOLA Investment Conference, May 2017
- ❖ Southern Lodging Summit, August 2017
- ❖ International Society of Hospitality Consultants, Spring, 2017
- ❖ Hospitality Asset Managers Association, Fall, 2017
- ❖ Association of Hospitality Financial Management Education, November 2017

2018

- ❖ America's Lodging Investment Summit, January, 2018
- ❖ New Hotel Development and Construction Conference, February, 2018
- ❖ Asian Hotel Owners Association Conference, March 2018
- ❖ American Real Estate Society Conference, April, 2018
- ❖ Council of Hotel Restaurant Institutional Education, July 2018

National and International Service

Director Study Abroad: As Director of Study Abroad for the College of Business, I was part of the steering committee leading The College of Business Strategic Planning efforts for global expansion. (2006)

Immersion Program: Worked jointly with the College of Education at Michigan State University to develop an Immersion Program for Hospitality management students at Srinakharinwirot University in Bangkok, Thailand. The program was to assimilate students into the English curriculum of the University. (2005)

Global Encounters China and India: A part of MSU's new international strategic initiative is to shift its focus from a "Land Grant to World Grant," Institution. As such, the University has

launched various town hall meetings titled, “Global Encounters,” to brainstorm ways in which the academic units can engage in international teaching, research and outreach. I have been involved with the two Asia based initiatives. (2005-2006)

Chair of China Committee: I was chair of the China Committee in *The School of Hospitality Business* with the task of exploring ways to engage The School in China, as a window to Asia. Created two MOU’s with Hong Kong Polytechnic and University of Macau (2008-2009).

Chair of Study Abroad Advisory Board: I was chair of the Study Abroad Advisory Board in the College of Business. (2006)

Center for International Business Education and Research (CIBER): The Eli Broad Graduate School of Management at Michigan State University has been designated by the U.S. Department of Education as one of the 13 CIBERs. The Center is one of the national resources for International Business Education and Research. As Director of Study Abroad, I work closely with CIBER on various international education initiatives. (2006)

Board of Examiners: Baldrige National Quality Program: Member of the Board of examiners for the 2004-2005 Baldrige National Quality Program, administered by the National Institute of Standards and Technology (Department of Commerce).

VIPP Program: Developed a proposal with the Visiting Industry Professionals Program at MSU for a three month USA Hospitality Industry Exposure for Management Trainees enrolled in the WelcomLegionnaire program of the ITC Welcomgroup Hotels in India. (2006)

MSU Dubai Project: Assisted Vice President of Global Engagements and Strategic Projects at MSU, with a strategic plan to include Hospitality Business education (degree and non-degree) as part of MSU Dubai. (2006)

World Travel and Tourism Council (WTTC): As part of associate member of the Tax Policy Center at Michigan State University have participated in developing and implementing tax policy position papers, research, seminars and advisory services impacting tourism industries worldwide.

Michigan Tourism Investment Forum: Jointly envisioned and implemented the creation of the Michigan Tourism Investment Forum. The primary purpose of which was to provide a common platform to begin a practical dialogue between the public sector and private sector, with the goal of attracting investments into tourism enterprises in Michigan and spurring economic development in the region. The secondary purpose was to showcase *The School’s* alumni and friends and to create an opportunity for us to interact in a mutually beneficial setting. As part of the planning committee and working closely over several months with students, alumni, colleges, community, and with the support of various Dean’s and Directors, the Forum was successfully launched on May 26th, 2004.

Service on Editorial Board: Editorial Board of the Journal of Hospitality Financial Management. International Editor of the Journal of Hospitality Financial Management.

MSU Outreach: Worked on over seven outreach projects to assist the Travel and Tourism Industry in Michigan (1995-2002). The projects were done in conjunction with the Travel, Tourism, and Recreation Resource Center at Michigan State University.

Consulting Assignments: General Motors. Development of “Hoteling,”an innovative officing arrangement for their engineers. Feasibility studies for various organizations for acquisition, and development. Operations reviews for various hospitality companies.

International Business Institute: Conducted short seminars for Community College Educators on Doing Business in India (2007-2009).

Macquarie University Campus Program: Participated in Macquarie University student visit to MSU campus by conducting a session on International Hotel Development and Management. (2008)

Project Manager Venetian Macau Executive Development Program: Co-developed a program for executives of the Venetian Macau, as part of a comprehensive strategy to develop an executive cadre for their expansion in Asia (2007-2008).

Hospitality Business Real Estate Specialization: Co-developed and currently administer, the Hospitality Business Real Estate Specialization in *The* School of Hospitality Business (2006 to date). Currently serving as Director of the HB-Real Estate Investment Management Minor.

Asia Studies Center: Appointed Faculty (2007-Present)

International Society for Hospitality Consultants: Research and University outreach committee (2009-present)

Hospitality Asset Managers Association: On Examination and Certified Hotel Asset Manager (CHAM) Board (2011-present)

Smith Travel Research SHARE Center: Served as Advisory Board member for SHARE center to assist with the development of an Industry wide certification program on analytics.(2012)

Boston University: External Program review committee for Hospitality Management Program (2017)

