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ACADEMIC POSITION: School of Hotel, Restaurant Tourism Management, Daniels College of Business, University of Denver.

EDUCATION:

Ph.D. MICHIGAN STATE UNIVERSITY, 1978
Administration of Higher Education
Dissertation Title: **Tourism Education: Its Development and Current Status with Special Reference to Selected Segments of Tourism-Related Industries in Michigan.**

M.B.A. MICHIGAN STATE UNIVERSITY, 1972
Major: Hotel, Restaurant, and Institutional Management

B.A. UNIVERSITY OF STRATHCLYDE'S SCOTTISH HOTEL SCHOOL, 1970.
Major: Hotel Management and Economics

EMPLOYMENT EXPERIENCE:

Academic

DIRECTOR OF UNDERGRADUATE PROGRAMS 1995- present
Daniels College of Business, University of Denver.

DIRECTOR OF GRADUATE PROGRAMS 1992 -1998.
School of Hotel, Restaurant, & Tourism Management, Daniels College of Business, University of Denver.

DIRECTOR 1985-1988
School of Hotel, Restaurant, & Tourism Management, Daniels College of Business, University of Denver.

PROFESSOR 1986 – present
School of Hotel, Restaurant, & Tourism Management, Daniels College of

Business, University of Denver.

ASSOCIATE PROFESSOR 1981 – 1986

School of Hotel, Restaurant, & Tourism Management, Daniels College of Business, University of Denver.

ASSISTANT PROFESSOR AND TOURISM EXTENSION SPECIALIST 1978-1981

Department of Park and Recreation Resources, Michigan State University.
Taught Commercial Recreation.

INSTRUCTOR AND ASSISTANT PROFESSOR 1974 – 1978

School of Hotel, Restaurant, & Institutional Management, Michigan State University.

INSTRUCTOR 1974-1978

Department of Hotel/Food Management, Lansing Community College, Lansing, Michigan.

ASSISTANT PROFESSOR 1972 – 1974

Institute of Transportation, Travel and Tourism, Niagra University, East Lansing, Michigan.

GRADUATE ASSISTANT 1970 – 1972

School of Hotel, Restaurant, & Institutional Management, Michigan State University, East Lansing, Michigan.

Business

Employed from 1966 to 1971 in the following positions:

HEAD PORTER

Trust Houses

ASSISTANT PIER MANAGER

Forte

TRAINEE CHEF

Canadian Pacific

RESTAURANT MANAGER

McTavish's Kitchens

ASSISTANT TO THE VICE PRESIDENT – MANPOWER DEVELOPMENT

Inter-Continental Hotel Corp.

MEMBER OF TOURISM DEVELOPMENT PROJECT TEAMS FOR:

Kintyre (Scotland)

Northern Ireland

Algeria

TEACHING ACTIVITIES:

UNDERGRADUATE COURSES TAUGHT AT THE UNIVERSITY OF DENVER:

Lodging Management
Topics in H.R.M.: Hospitality Management Simulation
Human Resource Management
Domestic and International Tourism
Feasibility Analysis for Hospitality Properties
Managing the Guest-Recreation Mix
Serving the International Visitor
Socio-Economic Impacts of Tourism
Tourism Management and Marketing
Resort Management and Marketing
Principles of Lodging
Travel Abroad
The Long Journey Home
The Business Idea (undergraduate business core)
Operating the Business (undergraduate business core)

UNDERGRADUATE COURSES TAUGHT AT MICHIGAN STATE UNIVERSITY:

Service Industry Accounting
Marketing of Hospitality Services
Dimensions of Tourism
Passenger Transportation Systems
Commercial Recreation Enterprises
Recreation Behavior in the Marketplace

GRADUATE COURSES TAUGHT AT THE UNIVERSITY OF DENVER:

Lodging Fundamentals
Productivity Development for the Hospitality Industry
Domestic and International Tourism
Research Methods for Tourism and Hospitality
Tourism Destination Marketing
The Spirit of Hospitality

GRADUATE COURSES TAUGHT AT MICHIGAN STATE UNIVERSITY:

Financial Management for the Hospitality Industry
Recreation Systems Administration and Management

CONTINUING/EDUCATION:

Budapest University of Economic Sciences, Budapest, Spring 1997.

National Council for Hotel Management and Catering Technology, New Delhi, Bombay, Ahmedabad, Bangalore. Fall 1989.

University of Hawaii, School of Travel Industry Management, Manoa. Summer 1989.

Massey University, Palmerston North, New Zealand. August 1989.

International Centre for Advanced Tourism Studies, Mexico City. August 1979.

University of Minnesota. Crookston, February 1978.

University of Strathclyde's Scottish Hotel School. December 1977.

HONORS AND AWARDS:

Fulbright Lecturer to Hungary, 1997.

Recipient of \$10,000 Grant from Rotary International--University Teachers to Developing Countries 1997.

Certified Hospitality Educator, 1995.

Fulbright Lecturer to India, 1989.

Recipient of \$9,500 Grant from Holiday Corporation to develop an Interpersonal Skills Lab for Students, 1986.

Certified Hotel Administrator, American Hotel and Motel Association, 1985.

Recipient of Faculty Development Grant to research with Mr. Steak, Inc., as Co-Sponsor, "Organizational Climate and Organizational Effectiveness," 1983.

St. Andrews Society of New York Scholar, 1970.

PUBLICATIONS:

Journal Articles

'Segments of the Market Travel' *Marketing Decisions* Vol. 7, issue 2, Winter 2002, pp. 10-11.

'Cross-Cultural Communication : An Integrated Training Approach' *International Business & Economics Research Journal*, Vol. 1, No. 6, June 2002, pp. 7-18.

'How to Satisfy (Almost) All the Customers (Almost) All the Time' *Daniels Business Review*, Fall 2001, pp. 16-18.

"Societal Marketing -- Implications for Tourism Destinations," Journal of Vacation Marketing: An International Journal, Volume 2, Number 2, June 1996.

"Cross-Cultural Communication: An Integrated Training Approach," Hospitality & Tourism Educator, Volume 6, Number. 1, Winter 1994, pp. 67-70.

"Responsibilities of the Hospitality Educator," International Journal of Hospitality Management, Volume 7, Number 3, 1991.

"The Marketing of Services--Implications for Leisure," Visions in Leisure and Business, Volume 5, Number 4, Winter 1987.

"Managing the Service Encounter," Cornell Hotel and Restaurant Administration Quarterly, Volume 26, Number 3, February 1986, pp. 39-46.

"Upping the Organization: Enhancing Employee Performance Through An Improved Work Climate," Cornell Hotel and Restaurant Administration Quarterly, February 1985, pp. 30-37.

"An Academic Program for Resort Managers," Visions in Leisure and Business, Spring 1983.

"Tourism Education -- Its Development and Current Status," The Journal of Hospitality Education, Winter 1979.

Proceedings

"Integrating Study Abroad Into The Business Curriculum," Refereed Conference Proceedings, *Applied Business Research Conference*, Acapulco, Mexico, April, 2003.

'Cross-Cultural Communication : An Integrated Training Approach' Refereed Conference Proceedings, *Applied Business Research Conference*, Puerto Vallarta, April, 2002.

'A Comprehensive Model of Customer Satisfaction in Hospitality and Tourism: Strategic Implications for Management' Refereed Conference Proceedings, *Applied Business Research Conference*, Puerto Vallarta, April, 2002.

"The New Tourism: Benefits for All," Making Better Decisions, 2nd Annual New Mexico Tourism Research Conference, Rio Rancho, New Mexico, April 1994.

"Cross-Cultural Communication: An Integrated Training Approach," Pacific Asia Travel Organization/World Tourism Organization. Education Forum on "Direction 2000: Education and Human Resource Development for the Hospitality and Tourism Industry," Hong Kong, April 1992.

"Customizing Government Research: The Use of Perceptual Maps," Travel and Tourism Research Association, 20th Annual Conference, Hawaii, June 1989, published in Proceedings of the Conference, December 1989.

"Organizational Climate and Bottom-Line Performance," World Hospitality Congress 11, Boston, March 1984, published in Proceedings of the Conference, December 1985.

"Courses and Curricula -- What Should Be," The Travel and Tourism Research Association, 11th Annual Conference, Savannah, Georgia, June 1980, published in Proceedings of the Conference, December 1980.

"Commercial Recreation Curricula: What Do Ski Area Managers Want?" with Donald F. Holecek and Bradford Seid. 1980 Congress for Recreation and Parks, Phoenix, Arizona, October 1980.

"Commercial Recreation Needs -- A Focus on Small Business Enterprises," with Donald F. Holecek and Eugene F. Dice. Symposium on Outdoor Recreation and the Public Interest, Eugene, Oregon, July 1979.

"Travel Research in the Classroom," with Stokley Swanson. The Travel Research Association, 10th Annual Conference, San Antonio, Texas, June 1979, published in Proceedings of the Conference, December 1979.

"Career Paths in the Retail Travel Industry: A Michigan Analysis," The Travel Research Association, 10th Annual Conference, San Antonio, Texas, June 1979, published in Proceedings of the Conference, December 1979.

"The Positive Side of Tourism Development: Principles for Identifying and Developing the Cultural Resource Potential," with Robert W. McIntosh and Robert L. Blomstrom. International Tourism Congress, Ankara, Turkey, October 1978, published in the Journal of the Mugla School of Business Administration, October 1978.

Books

Restaurant Management: Customers – Operations – Employees, Prentice-Hall, 1998; Chinese translation 1999, Second edition 2001, Third edition, 2005.

With Kirsten Stengel and Laura Johnson. Instructor's Resource Manual, 2005.

Tourism: The International Business, Prentice-Hall, 1990.

With Rebecca Popper. Instructor's Resource Manual, Tourism: The International Business, Prentice-Hall, 1990.

Managing for Productivity in the Hospitality Industry, Van Nostrand Reinhold, 1989.

Instructor's Resource Manual, 1989.

The Tourism System, with Alastair Morrison. Prentice-Hall, 1985, Second Edition 1992, Third Edition 1998, Kendall-Hunt, Fourth edition 2002, Fifth edition 2006.

With Alastair M. Morrison and Terra J. Pugh. Instructor's Resource Manual, 2002.

Resorts: Management and Operation, John Wiley & Sons, 2001, Portuguese translation 2002, Simplified and General Chinese translations, 2002. Second edition, 2006.

With Terra J. Pugh. Instructor's Resource Manual, 2001.

Managing the Lodging Operation, Prentice-Hall, 2005.

With Laura Johnson, Justine Brew and Nic Marchesco. Instructor's Resource Manual, 2005.

Other

"Teaching Johnny How to Manage in Today's World," Daniels Business Review, Winter 1997.

"Motivating the Service Employee," Travel Marketing Decisions, Volume 2, Issue 2, Summer 1997.

"Training for Sales," Travel Marketing Decisions, Volume 2, Issue 1, Spring 1997.

"Hiring Service- and Sales-Oriented Employees," Travel Marketing Decisions, Volume 1, Issue 4, Winter 1997.

"Teaching Johnny How to Manage in Today's World," BridgeNews, December 6, 1996.

"Total Customer Service: The Customer Comes Second," Travel Marketing Decisions, Volume 1, Issue 3, Fall 1996.

"How to Treat Your Employees Like Customers," Nation's Restaurant News, March 18, 1996.

"Don't Talk Business With Mouth Full," profile article in Rocky Mountain News, October 1995.

"International Tourism," in VNR Encyclopedia of Hospitality and Tourism, Van Nostrand Reinhold, 1992.

"Human Resource Management in Tourism and Hospitality Management," in Progress in Tourism, Recreation and Hospitality Management, Chris Cooper (editor), Frances Pinter Publishers (London), 1989.

"Productivity Improvement in Service Industries," in Management in the Service Industries, Peter Jones (editor), Pitman (London), 1989.

"Tourism Characteristics and Trends," in Literature Review, President's Commission on Americans Outdoors, U.S. Government Printing Office, 1987.

"Organizational Climate and Bottom Line Performance: Implications for Management," in The Practice of Hospitality Management II: Profitability in a Changing Environment, Robert C. Lewis, Thomas J. Beggs, Margaret Shaw, Steven A. Crofford (eds.), Avi Publishing Company, 1986.

"Tourist Characteristics and Trends," invited chapter for the President's Commission on Americans Outdoors, April 1986.

"The Psychology of Food," Military Clubs and Recreation, Volume 8, Number 5, May 1986.

"Marketing: A Practical Approach," INSITE, National Association of Concessionaires Annual Magazine and Directory, May 1984.

With Gaylan Rasmussen, Daniel Stynes and Bill Deming, "Cross-Country Skiing: Characteristics and Trends, Trail Design and Marketing," Cooperative Extension Service, Michigan State University, October 1982.

Market Study for City of Detroit Golf Courses, January 1981.

Feasibility of Slip Condominiums in SouthWest Michigan, April 1980.

"Limits to the Development of Tourism," with Tony Kurec. The Tourist Review, November/December 1980.

"The Changing Shape of Tourism", Strathclyde Hotelier, Fall 1980.

"An Analysis of the Job Specifications and Skills Necessary for Ski Area Managers", with Bradford Seid. Agricultural Experiment Station, Research Report 408, Michigan State University, October 1980.

"Energy and Recreation: Problems and Challenges," with Joseph Fridgen. P.R.R. New Highlights, Winter 1980.

"Advertising in an Energy Crisis," Cooperative Extension Service, Michigan State University, June 1979.

"Career Development of Tourism and Travel Occupations," Tourism International Air Letter, June 1979.

"A Good Staff is Hard to Find," The Travel Agent, May 19, 1979.

"Tourism Education: Its Development and Current Status with Special Reference to Selected Segments of Tourism-Related Industries in Michigan," Ph.D. Dissertation, Michigan State University, 1978.

Hotel Development in the Bahamas, May 1978.

"Leisure Trends in the U.S. -- Will Britain Follow?" Strathclyde Hotelier, Fall 1977.

Tourism Development Proposals for SouthWest Michigan, April 1977.

Bicentennial Recommendations for Niagara Falls, Niagara Falls, May 1974.

Proposals for the Development of Niagara Falls, Niagara Falls, May 1974.

RESEARCH IN PROGRESS:

The Quality-Service Triangle: The relationship between customers, managers and employees in producing quality service.

Lessons from the Baldrige Award: An analysis of quality principles as exhibited by past winners of the Baldrige Award.

PROFESSIONAL ORGANIZATIONS:

Hotel, Catering and Institutional Management Association (U.K.).
Council on Hotel, Restaurant and Institutional Education (U.S.A.).
Travel and Tourism Research Association (U.S.A.).

SERVICE ACTIVITIES:

Professional

Reviewer, Marketing Papers, CHRIE Conference, 1997.
Reviewer, International Journal of Hospitality Management, 1993-present.
Reviewer, Annals of Tourism Research, 1993-2000.
Reviewer, Journal of Travel Research, 1992-present.
Reviewer, Travel and Tourism Research Association's Annual Conference Research Workshop, 1992-present.
Travel Research Workshop. Manuscript Reviewer. Travel and Tourism Research Association Conference. 1987-present.
CHRIE Graduate Education Technical Committee, 1986-present.
Prospectus and Text Reviewer, Prentice-Hall and Van Nostrand Reinhold, 1987-present.
Cadre of Seminar Speakers, The Educational Institute of the American Hotel and Motel Association, 1988 to present.
Director, Mountain States Chapter, Travel and Tourism Research Association, 1989-present. President 1993-1994. Chairman of the Board 1994-1995.
Reader, Certification Papers and Written Exams, Certified Tour Professional, National Tour Association, 1989-present.
Reviewer, Journal of the International Academy of Hospitality Research, 1991-present.
Editorial Board, The Journal of the International Academy of Hospitality Research, 1990-present.
Coordinator, The Thomas Cook Student Awards for Papers on Travel and Tourism, 1990-present.
Judge, T.T.R.A. Student Travel Research Contest, T.T.R.A. International, 1983, 1989-present.
Travel and Tourism Committee, American Hotel and Motel Association, 1985-present.
"Team Teaching & Course Development: Collaboration issues and Opportunities," Presentation at the 1997 AACSB Undergraduate Curriculum Seminar, Dallas, February 1997.
Marketing Paper Review Coordinator, CHRIE Conference, February 1996.
"Contemporary Issues in Hospitality and Tourism Graduate Education," - Panelist. Conference on Graduate Education and Graduate Students' Research in Hospitality. University of Houston, January 1996.
Convenor for Hospitality Operations papers, International Internet Conference on Hospitality and Tourism, Fall 1995.

- "Education for a Sustainable World," invited paper at Building a Sustainable World Through Tourism, Montreal, September 1994.
- Resource Editor, Annals of Tourism Research, 1987-1993.
- "Can We Talk?: Producing Effective Cross-Cultural Communications," Council on Hotel, Restaurant and Institutional Education, 1992 Annual Conference, Orlando, Florida, August 1992.
- External Examiner, Ph.D. dissertation for Neil Leiper, Massey University, New Zealand, "Whole Tourism System: Interdisciplinary Perspectives on Structures, Functions, Environmental Issues and Management," 1992.
- Consultant to the Appraisal Committee Council of Ontario Universities to evaluate the M.S. in Hotel and Food Administration, University of Guelph, December 1991.
- Editorial Board, Journal of Transportation Research Forum, 1989-1990.
- "Foundations of the Graduate Curriculum in Hospitality," Graduate Symposium, Virginia Polytechnic, Blacksburg, Virginia. April 1990.
- "Travel Research: Globalization, The Pacific Rim and Beyond," Special Student Forum of the Travel and Tourism Research Association, 20th Annual Conference. Honolulu, HI. June 1989.
- "Teaching Entrepreneurship to Hospitality Students," Entrepreneurship in the Hospitality Industry. Queen Margaret College. Edinburgh, Scotland. July 1988.
- "Tourism Teaching in the 1990's," An International Conference for Tourism Educators. University of Surrey. England. July 1988.
- "Marketing the Tourism Experience," Seminar for the Cyprus Tourism Organization. Cyprus. June 1988.
- "Assessment Centers -- A Link Between Industry and Academia," with Jeff Cava, Holiday Corporation. Council on Hotel, Restaurant and Institutional Education. Toronto, Ontario, Canada. June 1988.
- "Developing the Hospitality Manager of the Future," First International Hospitality Research Symposium. Virginia Polytechnic Institute and State University. April 1988.
- Secretary/Treasurer, Mountain States Chapter, Travel and Tourism Association, 1983-1989.
- Guest Editor, Visions in leisure and Business, Fall 1986.
- Management of Technological Change in Catering, Paul Slattery, Holt-Saunders, London, England, April 1986.
- "Market Trends -- Implications for Management," Panel Moderator. Mountain States Chapter, Travel and Tourism Association. Denver, CO. November 1985.
- "The Role Trends Play in Market Planning," Moderator, Panel Discussion. Travel and Tourism Research Association, Mountain States Chapter. Denver, CO. November 1985.
- External Examiner, M.Sc. Degree, Huddersfield Polytechnic, England. Thesis title: "The

process of Internationalization: The Case of Finnish Hotel Firms," Jukka Kervinen, July 1985.

"What's Happening -- And How Does it Affect Me?" and "Building a Foundation for Community Development," 1985 Colorado Tourism Conference. Denver, CO. April 1985.

"Types of Information Needed to Alleviate Seasonality," Travel and Tourism Research Association, Mountain States Chapter. Salt Lake City, UT. March 1985.

"How to Choose an Outside Consultant," Mountain States Chapter, Travel and Tourism Research Association. Denver, CO. November 1984.

"Effective Research for the Big and Small Operation," 1984 Colorado Tourism Conference. Denver, CO. April 1984.

Planning Committee, Annual CHRIE Conference, Denver, CO. 1984.

"Do-it-Yourself Marketing Plan/Market Research for the Small business," T.T.R.A., Mountain States Chapter, Seminar. Salt Lake City, UT. March 1983.

"Developing a Marketing Strategy," Fourth Annual Governor's Tourism Conference. Denver, CO. February 1982.

Tourism Specialist, North Central Accreditation Team, 1981.

Director, Censtates Chapter, Travel and Tourism Research Association, 1981.

Program Planning Committee, 11th Annual Conference, Travel and Tourism Research Association, 1980.

"Resorts and Ski Areas," Financial Management and Marketing Workshop, North Central Commercial Recreation Specialists. Central States Travel and Tourism Research Association. Madison, WI. September 1980.

Review of Tourism Readings Text, Duxbury Press, March 1977.

University

"Table Etiquette," presentation to the DU Men's Basketball Team. December 1995, December 1996.

"An Insider's Look at Innovative DU Programs," Presentation to The Pioneer Society of the University of Denver. August 21, 1996.

Strategic Initiatives Committee, University of Denver, 1994.

University of Denver Strategic Planning Committee, 1990-1992.

Chair, University of Denver Task Force on Co-Curricular and Extra-Curricular Activities, 1989.

Associate, the Latin American Studies Center, Michigan State University. 1978.

College

Undergraduate Curriculum Committee, College of Business, University of Denver, 1984, 1993-1995.

Member of Design Team, CBA Undergraduate Core, 1993-1994.

Dean's Search Committee, College of Business Administration, University of Denver, 1987.

Entrepreneurship Committee, College of Business, University of Denver, 1984.
General Appeals Committee, College of Business, University of Denver, 1984.
Advisory Board, Center for Management Development, College of Business, University of Denver, 1985.

Department

"Summer in London" Coordinator, University of Denver, 1985-present.
Chair, HRTM Graduate Programs, 1982-present.
Internship Coordinator, School of HRTM, Univ. Of Denver, 1981-1988.
Honorary Chairman, Morton's University of Denver Dinner, Annual Fund Raising Event.
April 1986.
Chair, Graduate Committee, Dept. of Park and Recreation Resources. Michigan State University. 1980-1981.

Community

Reader, National Tour Association's Certified Tour Professional Program. 1992-Present.
"The Customer Comes Second," The Bailey Group. Colorado Springs, CO. February, 1997.
"Managing Beyond...A View from the Front Lines," General Session MUFSSO Annual Conference. Dallas, TX. October 1996.
"How to Treat Your Employees Like Customers," Seminar at Hospitality '96, 50th Annual Rocky Mountain Regional Foodservice & Lodging Convention. Denver, CO. April 1996.
"Frontline Feedback," Panel, Chair. MUFSSO Annual Conference. Atlanta, GA. October 1995.
"Business Entertaining at Home," Emerging Leaders Program, Center for Management Development. University of Denver. May, October 1994.
"Success Factors for the 90's," Technotel '94. Santiago, Chile. August 1994.
"Eat, Drink and Be Wary," Emerging Leaders program, Center for Management Development, University of Denver. April, August 1994.
"Service Skills for Employees," Lakewood Country Club. Lakewood, CO. July 1994.
"Business Meal Etiquette," Sedgwick James of Colorado, March 1994. UNIPAC, June 1994.
Advisory Committee, Managing Human Resources Series, National Restaurant Association. 1991-1992.
"How to Motivate (Almost) All The People (Almost) All The Time," Colorado Tourism Summit. Denver, CO April 1991.
"How Students Learn", "Developing Creativity" and "Training Techniques" Teachers Workshop. National Council for Hotel Management and Catering Technology. New Delhi. November 1989.
"Concepts of Education and Training" and "Organizational Climate for Effectiveness".

- Workshop for Principals, National Council for Hotel Management and Catering Technology. New Delhi. November 1989.
- "Organizational Climate -- the Key to Employee Motivation," Seminar for Managers of Searock Sheraton, Welcomgroup, Bombay, October 1989; repeated for the Management of the Oberoi Group, The Taj Group, Hotel Leelaventure in Bombay, October 1989; the Gujarat Hotel Managers Association, Ahmedabad, November 1989; the India Tourism Development Corporation, New Delhi, November 1989.
- "Studies in America -- Hotel Administration/Management," The United States Educational Foundation in India, Bombay, October 1989.
- "Profitable Promotions Workshop" and "Productivity", MHM, Inc., F&B Managers and Chefs Conference. Dallas, TX. November 1988.
- "Do-It-Yourself Marketing," The Old West Trail Foundation's Annual Conference on Tourism. Butte, MT. September 1988.
- "Management is Just One thing After Another," 69th Annual National Restaurant Association and Hotel-Motel Show. Chicago, IL. May 1988.
- "How's the Weather in Your Company: A Guide to Motivating Employees," 42nd Annual Rocky Mountain Regional Hospitality Convention and Educational Exposition. Denver, CO. March 1988.
- Honorary Director, Colorado-Wyoming Hotel and Motel Association, 1986-1988.
- Contributor, Forest and Rangeland Renewable Resources Planning Act Ten Year Review. Southeastern Forest Experiment Station. Athens, GA. U.S.D.A. 1987.
- Participant, The Sheraton Study: A Landmark Forecast of the Future of the Hospitality Industry. 1987.
- "Practical Marketing Research" and "101 New Creative Marketing Ideas", Annual Conference, Quality Inn International. Reno, Nevada. September 1987.
- "Marketing" and "Personal Selling," American Hotel and Motel Association for Best Western International. Dubuque, Iowa. February 1987. Repeated St. Louis, MO., March 1987; Ottawa, Ontario, Canada, September 1987; Atlanta, GA., December 1987 for the Beck Group, Knoxville, TN. April 1987.
- "Getting the Most Out of Your Employees," Colorado/Wyoming Restaurant Assoc., Mile High Chapter. Denver, CO February 1987; Repeated for the Utah Restaurant Assoc., Salt Lake City, UT., April 1987.
- "Quality Assurance for Conference Centers" and "Conference Centers: The Selling Process", International Association of Conference Centers, Colorado Springs, CO. April 1986.
- "Tourism -- How Sweet It Is," Keynote Speaker. Hospitality '86. Salem, OR. April 1986.
- "Increased Productivity Through Management by Objectives," 40th Annual Rocky Mountain Regional Hospitality Convention and Educational Exposition. Denver, CO. March 1986.
- "Employee Motivation," Colorado Assoc. Of Hospitality Accountants. Lakewood, CO.

- February 1986.
- "The Psychology of Food," International Hotel, Motel and Restaurant Show. New York, NY. November 1985.
- "The Hospitality Industry," Hospitality Industry Career Seminar. Denver, CO. October 1985.
- Facilitator, Employee Orientation Program, Denver Airport Rodeway Inn. Denver, CO. Monthly - 1985.
- "Marketing the Lodging Experience," 6th Annual Management Institute of the American Hotel and Motel Association. East Lansing, Michigan, May 1985; Repeated at the Annual Convention of Quality Inn International. Atlanta, GA. October 1985.
- "Employee Motivation," National Restaurant Assoc. - Large Independent Operators Study Group. Denver, CO. April 1985.
- "Improving Productivity in Hotels," Midway Motor Lodge Management Seminar. Elk Grove, IL. April 1985.
- "The Psychology of Food," Student Chapter, International Food Service Executives Association. University of Denver. February 1985; Repeated for Schlotzsky's Annual Conference, Austin, TX. March 1985; Repeated for the Canadian Restaurant and Foodservices Assoc. Toronto, Ontario, Canada. April 1985.
- "Producing Hospitable Employees," Colorado Hospitality Personnel Association Annual Conference. Breckenridge, CO. October 1984.
- "How to Use Organizational Climate to Improve Productivity," Mr. Steak, Inc., Annual Conference. Keystone, CO. July 1984.
- "The Psychology of Food," 65th Annual National Restaurant Association, Restaurant and Hotel-Motel Show. Chicago, IL. May 1984.
- "Marketing your Meals," Rocky Mountain Hospitality Convention and Educational Exposition. Denver, CO. March 1984.
- Expert Witness in Freeman vs. Joyce's Submarine Sandwiches, Inc. Denver, CO. March 1984.
- "Marketing and Pricing Strategies," 1984 Colorado Dairy Queen Convention. Denver, CO. February 1984.
- "Developing a Climate of Hospitality," Mr. Steak Institute of Restaurant Management. Semi-annual. Denver, CO. 1982-1984.
- "Perform Like a Winner -- Profit Like a Winner," Taco Johns National Convention. Cheyenne, WY. June 1983.
- "Marketing Productivity," Inaugural Speaker. International Food Service Executives Association. Rocky Mountain Chapter. Denver, CO. May 1983.
- Faculty Coordinator. Snack Bar University. National Association of Concessionaires. San Antonio, TX. April 1983.
- "Sun, Sand, Sea And Sex -- A Social and Economic Analysis of Tourism Development in the Third World," Graduate School of International Studies, University of Denver. April 1983.
- "Fast Food Trends," Taco Johns National Convention. Cheyenne, WY. June 1982.

- Task Force Member, Michigan Natural Resources Outlook Conference. Michigan. 1980.
- Task Force Member, Tri-County Recreation Planning Group. Michigan. 1980.
- "Problems of Commercial Recreation Operators," Tri-County Recreation Force. Mason, MI. November 1980.
- "Management's Role in Developing Employee Attitudes," Annual Management Seminar. Michigan Chapter, American Society for Hospital Food Service Administrators. Farmington, MI. November 1980.
- "Marketing the Tourism Business," and "How to Run a Tourism Business", Annual Cooperative Extension School, Michigan State University. October 1980.
- "Employee Motivation," Supervisor's Seminar. Pontiac General Hospital. Pontiac, MI. June 1980.
- "Tourism and Recreation Marketing," Muskegon Community College. May 1980.
Repeated at Mio, Michigan Chamber of Commerce. May 1980.
- "Developing Employee Attitudes," Michigan Chapter, American Society for Hospital Food Service Administrators. Lansing, MI. May 1980.
- "Food Service and Hospitality," Northern Michigan Food and Hospitality Show. Boyne Highlands. Harbor Springs, MI. Repeated at West Branch, MI. May 1980.
- "Marketing the Tourism Business," In-Service Training. Cooperative Extension Service. St. Ignace, MI. Repeated at Tourism Management Seminar, Kirtland Community College. Roscommon, MI. April 1980.
- "Advertising in an Energy-Scarce Era," Annual Conference, Michigan Association of Private Campground Owners. Michigan State University. March 1980.
- "Tourism Survival -- How to Beat the Gas Problem," Upper Peninsula Communities, MI. February 1980.
- "How to Improve the Climate in Your Club," Michigan Club Manager's Association. University Club, Michigan State University. January 1980.
- "Economic Regional Development Through an Expanded Leisure Industry," Detroit Joint Recreation Committee. Wayne State University. Detroit, MI. November 1979.
- Adversary Committee, Eastern Upper Peninsula Regional Planning and Development Commission. Michigan. 1979.
- "Improved Hospitality Means More \$\$\$," Institute for Resort Management and Marketing, Michigan State University. October 1979. Repeated at Castaways Resort. Port Austin, MI. November 1979.
- "Hospitality/Marketing/Promotion," Tourism Management Seminar. Kirtland Community College. Roscommon, MI. April 1979.
- "Careers in Commercial Recreation," Michigan Forestry and Park Assoc. Michigan State University. February 1979.
- "Cross-Country Skiing -- and Who Does It? Trail Development Guidelines," Mio and Tawas City, MI. December 1978.
- "The Relationship Between Chemicals and Tourism/Recreation," Annual Conference,

Michigan Cooperative Extension Service, Michigan State University. October 1978.

"Evaluating Training Programs and Selective Retraining," The University of Tennessee. Knoxville, KY. January 1978.