

## Curriculum Vitae

### **ALEX M. SUSSKIND**

#### **EDUCATIONAL BACKGROUND**

Michigan State University,

**Ph.D.**, Communication, Cognates in organizational communication and organizational behavior 1993-1996.

Doctoral Dissertation, Department of Communication Michigan State University (1996). "The Impact of an Organizational Downsizing Effort on Survivors' Communication Network Relationships and Attitudes."

Major Professor: Vernon D. Miller.

**MBA**, *The Eli Broad Graduate School of Management* - Concentration in personnel-human relations, 1991-1993.

Purdue University,

**BS**, Restaurant, Hotel and Institutional Management 1989-1991. Completed honors curriculum, graduated *With Highest Distinction*.

**Honors Thesis**, Department of Restaurant, Hotel, and Institutional Management, Purdue University (1991). "Alternative Work Schedules and Non-Work Activities: Their Effect on Workers' Organizational Commitment." Completed in partial fulfillment of the honors curriculum in the School of Consumer and Family Sciences. Thesis Director: Bonnie M. Farber.

Culinary Institute of America,

**A.O.S.**, Culinary Arts, 1987-1988. Graduated with *High Honors and Perfect Attendance*.

State University of New York at Farmingdale,

**A.A.S.**, Restaurant Management, 1984-1986. Completed the program while working full time.

#### **Professional Certifications and Affiliations**

Certified Food and Environmental Sanitarian, under the Federal Criteria for Foodservice Manager Training Certification as outlined by The Food and Drug Administration Center for Food Safety and Applied Nutrition (Publication No. 76-1009, as amended).

Certified Specialist of Wine, as outlined by the Society of Wine Educators.

Presto – Restaurant Tabletop Technology – Member, Board of Advisors January 2012 – present.

Rockspoon, Inc. – Restaurant Technology Company – Member, Board of Directors January 2014 – present.

Third Dan Black Belt - Chun Do Kwan Tae Kwon Do.

## LEADERSHIP EXPERIENCE

Nolan Hotel School Senior Director of Programs, Nolan School of Hotel Administration, SC Johnson College of Business, July 2022 – June 2025.

Member of University Associate Deans Council, July 2022 – June 2025.

Member of Nolan School Dean's Advisory Board, July 2022 – June 2025.

Member of SC Johnson College of Business Academic Planning Council, July 2022 – June 2025

Associate Dean for Academic Affairs, Nolan School of Hotel Administration, SC Johnson College of Business, January 2019 – June 2022.

Member of University Associate Deans Council, January 2019 – June 2022.

Member of Nolan School Dean's Advisory Board, January 2019 – June 2022

Member of SC Johnson College of Business Academic Planning Council, January 2019 – June 2022

Founding Director, Cornell Institute for Food and Beverage Management, March 2018 – June 2024.

Founding Director, Cornell University-Peking University Dual MBA-MMH program July 2019 – December 2023.

Acting Director, Baker Graduate Program in Real Estate, July 2020 – June 30, 2022.

Acting Director, Executive MMH Program, July 2020 – June 30, 2021.

Co-Director and Founder, Business of Food Theme, SC Johnson College of Business, July 2017 – 2019.

Associate Director, Cornell Institute for Healthy Futures, December 2017 – 2018.

Speaker of the Faculty Senate, 2016 – 2017.

Academic Area Director, Hospitality, Facilities, and Operations Area, July 2008 – 2009.

## TEACHING EXPERIENCE

Banfi Vintners Professor of Wine Education and Management July 2024 – present; Professor of Services Management, School of Hotel Administration, SC Johnson College of Business Cornell University, 2019 – present.

### Courses Taught:

*Competitive Strategies* (HADM 7144)

*Seminar in Leadership, Diversity, and Inclusion* (HADM 3960/7960)

*Essentials of Foodservice Management* (HADM 3365)

*MMH Master Class* (HADM 7950)

*Dean's Distinguished Lecture Series, Graduate Section* (HADM 6100)

*Introduction to Hospitality Management* (HADM 7050, M2 Program)

*Analytics for Foodservice Management* (HADM 6390, M2 Program)

*Industry Immersion I and Industry Immersion II* (HADM 6065 and HADM 6066, M2 Program)

## **Teaching Experience (continued)**

Associate Professor, School of Hotel Administration, Cornell University, 2004 – 2019.

### **Courses Taught:**

*Introduction to Foodservice Operations* (HADM 1360)  
*Tactics and Strategies for Restaurant Management* (HADM 3360/6360)  
*Operational Analysis for Foodservice Management* (HADM 6930)  
*Restaurant Management* (HADM 3350, formerly 3305)  
*Growth and Development Processes for Multi-Unit Restaurants* (HADM 6631/6310)  
*Strategic Management* (HADM 4410)  
*Competitive Strategies* (HADM 7144)  
*Supply Chain Management Master Class* (HADM 608/ HADM 796)  
*Restaurant Management Master Class* (HADM 700/HADM 795)  
*Foodservice Management* (in Executive Education)  
*Service Excellence* (in Executive Education)  
*Planning for Profits* (in Executive Education)  
*Analytics, Tactics, and Strategies in Foodservice Management* (in Executive Education)

Assistant Professor, School of Hotel Administration, Cornell University, 1998 – 2004.

Appointed to the Graduate Faculty in the field of Hotel Administration Fall 1998.  
Appointed to the Graduate Faculty in the field of Communication Spring 1999.

### **Courses Taught:**

*Introduction to Foodservice Operations* (HADM 106/136)  
*Graduate Food and Beverage Management* (HADM 702/731)  
*Growth and Development Processes for Multi-Unit Restaurants* (HADM 699/631)  
*Food Service Operations Management* (HADM 633)  
*Foodservice Management* (in Executive Education)

Visiting Professor, Dedman School of Hospitality Administration, College of Business, Florida State University, Spring Semester 2011.

### **Courses Taught:**

*International Wine and Culture* (HFT 2662)  
*International Food and Culture* (HFT 2890)

Visiting Assistant Professor, Department of Communication, Michigan State University, Spring Semester 2000.

### **Course Taught:**

*Organizational Communication II* (COM 915)

Assistant Professor, Department of Hospitality Administration, College of Business, Florida State University, 1996-1998.

### **Courses Taught:**

*Food and Beverage Management* (FSS 4338)  
*Strategic Management and Operations Analysis in Hospitality* (HFT 4294)

**Teaching Experience (continued):**

Visiting Lecturer, School of Hospitality Business, Michigan State University, 1995-1996.

**Courses Taught:**

*Special Topic: Training For Customer Service (HB 491)*

*Advanced Food Service Management (HRI 435/HRI 485/HB 485)*

Graduate Instructor, School of Hospitality Business, Michigan State University, 1991-1996.

**Course Taught:**

*Advanced Food Service Management (HRI 435/HRI 485/HB 485)*

*Special Topics in Theory and Research (HRI 499/COM 399, interdepartmental)*

Graduate Instructor, Department of Communication, Michigan State University, 1993-1996.

**Courses Taught:**

*Organizational Communication I (COM 815) – as Graduate Assistant to Dr. Miller*

*Groups and Dyadic Processes in Organizations (COM 340)*

*Organizational Communication (COM 240)*

Teaching and Research Assistant, Department of RHIT, Purdue University, 1989-1991.

**Course Taught:**

*Quantity Food Production Laboratory (RHI 337/RHI 292)*

**Online Learning – Developed an online certificate program in Food and Beverage Management for eCornell (launched December 2017).****Required courses:**

*Utilizing Income Statements and Operational Data (HADM 601)*

*Optimizing Your Food and Beverage Menu (HADM 602) with C. Stanley*

*Managing Your Food and Beverage Supply Chain (HADM 603) with C. Stanley*

*Building Guest Loyalty (HADM 604)*

*Leading your Team to Optimize Results (HADM 605)*

**Three eCornell elective courses for the F & B certificate program (launched June 2019):**

*Operating a Profitable and Responsible Beverage Program (HADM 606) by C. Stanley*

*Concept Development and Business Ideation (HADM 607)*

*Catering and Special Events Management (HADM 608) by C. Stanley*

**One eCornell course under development for the Cornell Institute of Healthy Futures Healthcare and Senior Living/Managed Care certificate program (expected launch summer/fall 2020):**

*Dining Innovations in Healthcare and Senior Living/Managed Care (JCB 403)*

**Professional Memberships**

- Council on Hotel, Restaurant, and Institutional Education, 1994 – present.
- International Communication Association, 1995 – present.
- Academy of Management, 1994 – present.
- American Association of Wine Economists, 2014 – present.

## RESEARCH AND PUBLICATION

### **Refereed Publications in Discipline-Based Journals**

Ozias A Moore, Alex M. Susskind, Andrew Hannah, and Drew Margolin (in press). “Patterns of Change in Degree Centrality in Intraorganizational Networks: The Longitudinal Effect of Organizational Disruption on Work-Related Relationships and Performance,” *Group and Organization Management*, Accepted January 2024.

Ozias A Moore, Alex M. Susskind, and Drew Margolin (2023). “An Examination of Survivor Dynamic Resource-Acquisition Strategies: A Longitudinal Analysis of Betweenness Centrality Relationships Following an Organizational Downsizing,” *Journal of Occupational and Organizational Psychology*, 96 (2) 378-396.

Ozias A. Moore, Beth A. Livingston, and Alex M. Susskind (2023). “Résumé Screening Heuristic Outcomes: An Examination of Hiring Manager Evaluation Bias.” *Equality, Diversity, and Inclusion: An International Journal*, 42 (1) 104-134.

John Cawley, Alex M. Susskind, and Barton Willage (2021). “Does Information Improve Consumer Knowledge? Evidence from a Randomized Experiment of Restaurant Menu Calorie Labels.” *American Journal of Health Economics*, 7 (4) 427-456. **Authorship is listed alphabetically.**

John Cawley, Alex M. Susskind, and Barton Willage (2020). “The Impact of Information Disclosure on Consumer Behavior: Evidence from a Randomized Field Experiment of Calorie Labels on Restaurant Menus.” *Journal of Policy Analysis and Management*, 39 (4), 1020-1042. **Authorship is listed alphabetically.**

Alex M. Susskind and Peggy Odom-Reed (2019). “Team Member’s Centrality, Cohesion, Conflict, and Performance in Multi-University Geographically Distributed Project Teams.” *Communication Research*, 46 (2) 151-178.

Alex M. Susskind and Benjamin Curry (2016). “An Examination of Customers’ Attitudes About Tabletop Technology In Full-Service Restaurants.” *Service Science*, 8(2), 203–217.

Alex M. Susskind, Peggy Odom-Reed, and Anthony E. Viccari (2011). “Team Leaders and Team Members in Interorganizational Networks: An Examination of Structural Holes and Performance.” *Communication Research*, 38 (4), 384—396.

Alex M. Susskind (2007). “Downsizing Survivors’ Communication Networks and Reactions: An Examination of Information Adequacy and Turnover Intentions.” *Communication Research*, 34 (2), 156-184.

Alex M. Susskind, Kristin Behfar, and Carl P. Borchgrevink (2006). “Exploring the Relationship Between Communication Network Structure and Perceived Team-Member Exchange Quality.” In G.B. Graen (Ed.) *LMX leadership: Sharing network leadership*, 4, 119-136.

Alex M. Susskind, Donald F. Schwartz, William D. Richards, and J. David Johnson, (2005). “Evolution and Diffusion of the Michigan State University Tradition of Organizational Communication Network Research.” *Communication Studies*, 56 (4), 397-418.

Alex M. Susskind (2004). “Internet Apprehensiveness: An Examination of Consumers’ Internet Usage and Purchasing Behaviors Relating to Electronic Commerce.” *Journal of Computer-Mediated Communication*, 9 (3). Available on-line at <http://www.ascusc.org./jcmc/vol9/issue3/susskind.html>.

### **Refereed Publications in Discipline-Based Journals (continued):**

Alex M. Susskind, K. Michele Kacmar, and Carl P. Borchgrevink (2003). "Customer Service Providers' Attitudes Relating to Customer Service and Customer Satisfaction in the Customer-Server Exchange (CSX)." *Journal of Applied Psychology*, 88(1) 179-187.

Alex M. Susskind (2000). "Efficacy and Outcome Expectations Related to Customer Complaints about Service Experiences." *Communication Research*, 27 (3), 353-378.

Alex M. Susskind, Vernon D. Miller, and J. David Johnson (1998). "Downsizing and Structural Holes: Their Impact on Layoff Survivors' Perceptions of Organizational Chaos and Openness to Change." *Communication Research*, 25 (1) 30-65.

### **Refereed Publications in Hospitality-Based Journals**

Alex M. Susskind, Barton Willage, and John Cawley (2024). "The Impact of Restaurant Menu Calorie Labels on Restaurant Revenue and Profit: Evidence from a Randomized Controlled Trial." *Cornell Hospitality Quarterly*, 65 (2), 227-239.

Aaron Adalja, Florine Livat, Bradley Rickard, and Alex M. Susskind (2021). "Old World and New World Sparkling Wines: Consumer Decisions and Insights for Retailers." *Cornell Hospitality Quarterly*, 62 (3), 346-356.

Alex M. Susskind and Benjamin Curry (2019). "A Look at How Table Top Technology Influences Table Turn and Service Labor Usage in Table-service Restaurants." *Cornell Hospitality Quarterly*, 60 (3), 233-236.

Alex M. Susskind, K. Michele Kacmar, and Carl P. Borchgrevink (2018). "The Relationship of Service Providers' Perceptions of Service Climate to Guest Satisfaction, Guest Return Intentions, and Firm Performance." *Cornell Hospitality Quarterly*, 59 (4), 390-396.

**Reprinted in:** Alex M. Susskind and Mark Maynard-Parisi (2019). *"The Next Frontier of Restaurant Management: Harnessing Data to Improve Guest Service and Enhance the Employee Experience."* Cornell University Press: Ithaca, NY.

Meehee Cho, Mark A. Bonn, Alex M. Susskind, and Larry Giunipero (2018). "Restaurant Relationship Structure with Suppliers and Responsiveness: Moderating Effects of Information Technology Adoption and Trust." *International Journal of Contemporary Hospitality Management*, 30 (9), 1-15.

Alex M. Susskind, K. Michele Kacmar, and Carl P. Borchgrevink (2018). Guest-Server-Exchange Model (GSX) and Organizational Performance: A Look at the Connection Between Service Climate and Unit-Level Sales In Multiunit Restaurants." *Journal of Hospitality and Tourism Research*, 42 (1), 100-110.

**Awarded "JHTR Best Paper Award 2017" by ICHRIE.**

Alex M. Susskind, Mark A. Bonn, H. Leslie Furr, and Benjamin Lawrence (2016). "A Review of Regional Contrasts in Consumers' Attitudes and Behavior Following the BP Oil Spill." *Cornell Hospitality Quarterly*, 57 (1), 66-81.

Alex M. Susskind (2015). "Communication Richness: Why Some Guests Complaints Go Right to the Top—and Others Do Not." *Cornell Hospitality Quarterly*, 56 (3) 320-331.

**Reprinted in:** Alex M. Susskind and Mark Maynard-Parisi (2019). *"The Next Frontier of Restaurant Management: Harnessing Data to Improve Guest Service and Enhance the Employee Experience."* Cornell University Press: Ithaca, NY.

Alex M. Susskind (2014). "Guests' Reactions to In-room Sustainability Initiatives: A Look at Product Performance and Guest Satisfaction." *Cornell Hospitality Quarterly*, 55 (3) 1-11.

### **Refereed Publications in Hospitality-Based Journals (continued):**

Alex M. Susskind, Robert A. Brymer, Woo Gon Kim, Hae Young Lee, and Sean A. Way (2014). "Attitudes and Perceptions Toward Affirmative Action Programs: An Application of Institutional Theory." *International Journal of Hospitality Management*, 41, 38-48.

Alex M. Susskind and Anthony E. Viccari (2011). "A Look at the Relationship Between Service Failures, Guest Satisfaction, and Repatronage Intentions of Casual Dining Guests." *Cornell Hospitality Quarterly*, 52 (4), 438-444.

**Reprinted in:** Alex M. Susskind and Mark Maynard-Parisi (2019). "The Next Frontier of Restaurant Management: Harnessing Data to Improve Guest Service and Enhance the Employee Experience." Cornell University Press: Ithaca, NY.

Alex M. Susskind (2010). "Guest Service Management and Processes in Restaurants: What Have We Learned in 50 Years?" *Cornell Hospitality Quarterly*, 51 (4), 479-482.

Alex M. Susskind, and Michael A. Stefanone (2010). "Internet Apprehensiveness: An examination of on-line information seeking and purchasing behavior." *Journal of Hospitality and Tourism Technology*, 1(1), 5-29.

Alex M. Susskind, K. Michele Kacmar, and Carl P. Borchgrevink (2007). "How Organizational Standards and Coworker Support Improve Restaurant Service." *Cornell Hotel and Restaurant Administration Quarterly*, 48 (4) 370-379.

**Reprinted in:** In C. Enz and J. Harrison (Eds.) (2011). *The Cornell Handbook of Applied Hospitality Strategy*. Beverly Hills, CA: Sage. Pp 705-715.

**Reprinted in:** Alex M. Susskind and Mark Maynard-Parisi (2019). "The Next Frontier of Restaurant Management: Harnessing Data to Improve Guest Service and Enhance the Employee Experience." Cornell University Press: Ithaca, NY.

Carl P. Borchgrevink, Michael P. Sciarini, and Alex M. Susskind (2007). "Hot Beverages at Quick Service Restaurant (QSR) Drive-Thru Windows." *Journal of Hospitality and Tourism Management*, 14 (1) 37-46.

Carl P. Borchgrevink and Alex M. Susskind (2006). "Consumer Acceptance of Server Recommendations." *International Journal of Hospitality and Tourism Administration*, 7 (4), 21-41.

Alex M. Susskind (2005). "A Content Analysis of Consumer Complaints, Remedies, and Repatronage Intentions Regarding Dissatisfying Service Experiences." *Journal of Hospitality and Tourism Research*, 29 (2), 150-169.

Alex M. Susskind, Eriko Tsuchiya, and Dennis Reynolds (2004). "An Evaluation of Guests' Preferred Incentives to Shift Time-Variable Demand in Restaurants." *Cornell Hotel and Restaurant Administration Quarterly*, 45 (1), 68-84.

Alex M. Susskind (2004). "Consumer Frustration in the Customer-Server Exchange (CSX): The Role of Complaint Attitudes and Information Sufficiency Related to Service Failures." *Journal of Hospitality and Tourism Research*, 28 (1), 21-43.

Alex M. Susskind, Mark A. Bonn, and Chekitan S. Dev (2003). "To Look or Book: An Examination of Consumers' Apprehensiveness Toward Internet Use." *Journal of Travel Research*, 41 (1), 256-264.

Alex M. Susskind (2002). "I Told You So! Restaurant Customers' of Word-of-Mouth Communication Patterns." *Cornell Hotel and Restaurant Administration Quarterly*, 43 (2), 75-85.

Alex M. Susskind and Edwin Chan (2000). "How Restaurant Features Affect Check Averages: A Study of the Toronto Restaurant Market." *Cornell Hotel and Restaurant Administration Quarterly*, 41, (6), 56-63.

### **Refereed Publications in Hospitality-Based Journals (continued):**

Alex M. Susskind, Carl P. Borchgrevink, Robert A. Brymer, and K. Michele Kacmar (2000). "Customer Service Behavior and Attitudes Among Hotel Managers: A Look at Perceived Support Functions, Standards for Service, and Service Process Outcomes." *Journal of Hospitality and Tourism Research*, 24 (3), 374-398.

Alex M. Susskind, Carl P. Borchgrevink, K. Michele Kacmar, and Robert A. Brymer (2000). "Customer Service Employees' Behavioral Intentions and Attitudes: An Examination of Construct Validity and a Path Model." *The International Journal of Hospitality Management*, 19 (1), 53-77.

Alex M. Susskind (1999/2000). "Perceptions of Government Regulation in Service-Based Organizations: An Examination of Hotel Managers' Reactions to the Americans With Disabilities Act of 1990 (ADA) in the Workplace." *Journal of Applied Hospitality Research*, 2 (2).

Alex M. Susskind and Carl P. Borchgrevink (1999). "Team-Based Interaction in the Foodservice Laboratory: An Exploratory Model of Team-Member-Exchange, Composition, Cohesion, and Performance." *The Journal of Hospitality and Tourism Education*, 10 (4), 22-29.

Mark A. Bonn, H. Leslie Furr, and Alex M. Susskind (1999). "Predicting a Behavioral Profile for Pleasure Travels on the Basis of Internet Use Segmentation." *Journal of Travel Research*, 37 (May), 333-340. **Authorship is listed alphabetically.**

Carl P. Borchgrevink, Alex M. Susskind, and John M. Tarras (1999). "Customer Preferred Hot Beverage Temperatures." *Journal of Food Quality and Preference*, 10 (2), 117-121.

Carl P. Borchgrevink and Alex M. Susskind (1998/1999). "Beverage Communication at Mid-priced, Casual Theme Restaurants: Guest Experiences and Preferences." *Praxis: The Journal of Applied Hospitality Management*, 1 (2), 92-116. **Authorship is listed alphabetically.**

Mark A. Bonn, H. Leslie Furr, and Alex M. Susskind (1998). "Using The Internet as a Pleasure Planning Tool: An Examination of the Socio-Demographic and Behavioral Characteristics Among Internet Users and Non-Users." *Journal of Hospitality and Tourism Research*, 22 (3), 303-317. **Authorship is listed alphabetically.**

Carl P. Borchgrevink and Alex M. Susskind (1998). "Micro-Brewed Beer and the Patrons of Mid-Priced, Casual Restaurants." *Journal of Hospitality and Leisure Marketing*, 5 (2/3), 115-129.

Carl P. Borchgrevink, Ronald F. Cichy, and Alex M. Susskind (1997). "Lean and Mean Do Not Equal Profitable and Hospitable." *Florida International University Review*, 15 (2), 17-25.

Carl P. Borchgrevink and Alex M. Susskind (1996). "Beverage Communication: A Pilot Study of the Experiences and Preferences of Restaurant Customers." *The Hospitality and Tourism Educator*, 8 (1), 19-23.

Carl P. Borchgrevink and Alex M. Susskind (1996). "The Validity of the Hinkin and Schriesheim Power Scales and Superior-Subordinate Power Relationships within Hospitality." *Hospitality Research Journal*, 20 (1), 39-55.

## **Cornell Center for Hospitality Research Reports and Content, and other Research Reports**

Darius Ganji, Liraz Pirouzian, Vikas Reddy, Fiorenzo Sapia, and Alex Susskind. "Guest-Facing Technology and Service-process Automation in Full-service Restaurants." *CIFBM White Paper Series*, Vol. 1, No. 1, August 2023.

Aaron Adalja, Florine Livat, Bradley Rickard, and Alex Susskind. "Old World and New World Sparkling Wines: Consumer Decisions and Insights for Retailers." *American Association of Wine Economists Working Paper Series*. September 20, 2020

John Cawley, Alex M. Susskind, and Barton Willage. "Does Information Disclosure Improve Consumer Knowledge? Evidence from a Randomized Experiment of Restaurant Menu Calorie Labels." *NBER Working Paper Series*, National Bureau of Economics Research, Cambridge, MA, Working Paper w27126, May 2020.

John Cawley, Alex M. Susskind, and Barton Willage. "The Impact of Information Disclosure on Consumer Behavior: Evidence from a Randomized Field Experiment of Calorie Labels on Restaurant Menus." *NBER Working Paper Series*, National Bureau of Economics Research, Cambridge, MA, Working Paper w24889, August 2018.

Alex M. Susskind, Ozias A. Moore, and K. Michele Kacmar. "Organizational Downsizing: A Longitudinal Examination of Layoff Survivors' Communication Networks and Performance." *Cornell Hospitality Report*, Vol. 18, No. 13, March 2018.

Alex M. Susskind. "The Food Service Industry: The Best of Times, The Worst of Times." *Cornell Hospitality Report*, Vol. 17, No. 16, June 2017.

Ozias A. Moore, Alex M. Susskind, and Beth A. Livingston. "Do You Look Like Me? How Bias Effects Affirmative Action in Hiring." *Cornell Hospitality Report*, Vol. 16, No. 27, November 2016.

Alex M. Susskind and Benjamin Curry. "The Influence of Table Top Technology on Table Turn, Service Labor Usage, and Average Check in Full-Service Restaurants." *Cornell Hospitality Report*, Vol. 16, No. 15, October 2016.

Alex M. Susskind, Saqib Awan, Ron Parikh, and Rajat Suri. "Guest's Reactions to Table Top Technology in Full-service Restaurants." *Cornell Hospitality Report*, Vol. 15, No. 18, October 2015.

Alex M. Susskind, Mark A. Bonn, and Benjamin C. Lawrence. "Consumer's Reactions to the 2010 Horizon Deep Water Oil Spill in the Gulf of Mexico: A Look at Travelers' Perceptions of Environmental Impact, Consumer's Travel Intentions, and Corporate Credibility." *Cornell Hospitality Report*, Vol. 15, No. 10, October 2015.

Alex Susskind and Rohit Verma. "Hotel Guests' Reactions to Guest Room Sustainability Initiatives." *Cornell Hospitality Report*, Vol. 11, No. 6, March 2011.

## **Cornell Center for Hospitality Research Reports and Content, and other Research Reports (continued):**

Sean A. Way, Bill Carroll, Alex M. Susskind, and Joe C.Y. Leng. "The Impact of Health Insurance on Employee Job Anxiety, Withdrawal Behaviors, and Task Performance." *Cornell Hospitality Report*, Vol. 11, No. 1, January 2011.

Alex M. Susskind. "Sustaining the Right Balance Dispelling Myths About Green Initiatives for Hospitality and Gaming." Podcast originally broadcast in March 2010.

Alex M. Susskind. "Complaint Communication: How Complaint Severity and Service Recovery Influence Guests' Preferences and Attitudes." *Cornell Hospitality Report*, Vol. 8, No. 7, April 2008.

Alex M. Susskind. "Restoring Workplace Communication Networks after Downsizing: The Effects of Time on Information Flow and Turnover Intentions." *Cornell Hospitality Report*, Vol. 8, No. 2, January 2008.

Alex M. Susskind, K. Michele Kacmar, and Carl P. Borchgrevink. "The Effects of Organizational Standards and Support Functions on Guest Service and Guest Satisfaction in Restaurants." *Cornell Hospitality Report*, Vol. 6, No 14, November 2006.

Alex M. Susskind. "An Examination of Guest Complaints and Complaint Communication Channels: The Medium Does Matter!" *Cornell Hospitality Report*, Vol. 6, No 14, November 2006.

## **Books**

Alex M. Susskind and Mark Maynard-Parisi (2019). "The Next Frontier of Restaurant Management: Harnessing Data to Improve Guest Service and Enhance the Employee Experience." Cornell Hospitality Management Best Practices Series (series edited by Chekitan Dev). Cornell University Press: Ithaca, NY. Released June 15, 2019

## **Book Chapters**

Alex M. Susskind (2015). "Communication in Service Encounters." In C. Berger & M. Roloff (Eds.) *The International Encyclopedia of Interpersonal Communication*. International Communication Association and Wiley: Washington DC.

Alex M. Susskind (2011). "Cultures and the Implementation of Strategy." In C. Enz and J. Harrison (Eds.) *The Cornell Handbook of Applied Hospitality Strategy*. Beverly Hills, CA: Sage.

Alex M. Susskind (2011). "How to Build Service Quality Into your Operation." In M. Sturman, J. Corgel, and R. Verma (Eds.) *The Cornell School of Hotel Administration on Hospitality: Cutting Edge Thinking and Practice*. New York: Wiley.

Alex M. Susskind and Rupert L.L. Spies (2011). "Focus on Finance: Aiming For Restaurant Success." In M. Sturman, J. Corgel, and R. Verma (Eds.) *The Cornell School of Hotel Administration on Hospitality: Cutting Edge Thinking and Practice*. New York: Wiley.

Alex M. Susskind (2011). "The Business of Culinary Arts and Food Service," In C. Loss (Ed.) *Introduction to the Culinary Arts and Sciences*: Hyde Park, NY, Culinary Institute of America.

### **Book Chapters (continued):**

Alex M. Susskind (2005). "Customer Service," In A. Pizam (Ed.) *International Encyclopedia of Hospitality Management*: Oxford: Elsevier.

Alex M. Susskind (2005). "Employee Satisfaction," In A. Pizam (Ed.) *International Encyclopedia of Hospitality Management*: Oxford: Elsevier.

Gabriele Piccoli and Alex M. Susskind (2005). "Customer Relationship Management," In A. Pizam (Ed.) *International Encyclopedia of Hospitality Management*: Oxford: Elsevier.

Alex M. Susskind, Rupert Spies, and Michael Roman (2001). "A Survey of the Commercial Catering Business: Issues for the 2000 and Beyond," *CaterSource Journal*, 58, 22-23.

Alex M. Susskind (1999). "The Service Management Perspective." In Carl P. Borchgrevink (Ed.), *Perspectives on the Hospitality Industry: An Introduction to Hospitality Management*. Dubuque, IA: Kendall/Hunt Publishing.

William Y. Jiang and Alex M. Susskind, (1997). "Human Resource Management: Challenges for the Hospitality and Tourism Industries." Richard Teare, Bonnie Farber, and Graham Brown (Eds.), *The Global Directions: New Strategies for Hospitality and Tourism* (pp. 169-192). London, England: Cassel.

### **Refereed Conference Presentations/Activity**

"Climate Change and Winegrape Production: Adoption, Selection, or Migration?"  
American Association of Wine Economists Annual Conference. June 2025, San Luis Obispo (co-authored with Bradley J. Rickard, Yu Ping Chang, and Justine E. Vanden Heuvel).

"Peer reviews: The Role of Category Leaders, Home Bias, and Product Familiarity."  
American Association of Wine Economists Annual Conference. June 2022, Tbilisi, Georgia (co-authored with Bradley J. Rickard and Florine Livat).

"Peer reviews: The Role of Category Leaders, Home Bias, and Product Familiarity."  
Alliance for Research on Wine and Hospitality Management Annual Conference. September 2022, Bolzano, Italy (co-authored with Bradley J. Rickard and Florine Livat).

"The Impact of Information Disclosure on Consumer Behavior: Do Calorie Labels on Restaurant Menus Influence Beverage Choice?" American Association of Wine Economists Annual Conference. June 2018, Ithaca, NY (coauthored with John Cawley and Barton Willage).

"Layoff Survivors' Workplace Communication Networks and Performance During an Organizational Downsizing: A Mediated Longitudinal Analysis." Annual Conference of the International Communication Association, May 2018, Prague, Czech Republic (coauthored with Ozias A. Moore and K. Michele [Micki] Kacmar).

"The Impact of Information on Consumer Choice: Results From a Randomized Field Experiment of Calorie Labels on Restaurant Menus." 25<sup>th</sup> *Seoul Journal of Economics* International Symposium on "Health Economics," University of Seoul December 18, 2017 (coauthored with John Cawley).

"Using Data and Technology to Build the Digital Guest Experience and Understand Customer Relationship Management in the Hospitality Business." Cornell Hospitality Research Summit, Ithaca, NY October 6, 2017, (coauthored with James Park, Andrew Robbins, and Matt d'Arbeloff).

### **Refereed Conference Presentations/Activity (continued):**

“The Impact of Restaurant Menu Calorie Labels on Food Choice.” University of Pennsylvania Conference on Behavioral Economics & Health: December 6, 2016

“Layoff Survivors’ Reactions: A Longitudinal Examination of Communication Networks and Performance.” Southern Management Association Meeting, October 2016, Charlotte, NC. (coauthored with Ozias A. Moore).

“The Impact of Restaurant Menu Calorie Labels on Food Choice.” Cornell Institute for Healthy Futures Research Summit, Ithaca, NY. October 2016, (coauthored with John Cawley).

“The Impact of Restaurant Menu Calorie Labels on Food Choice.” American Society of Health Economists Sixth Biennial Conference, June 13, 2016, Philadelphia, PA. (coauthored with John Cawley).

Cluster Chair for the Hospitality, Tourism, and Healthcare Track, Annual Meeting of INFORMS November 2015, Philadelphia, PA

“Using Technology to Enhance Guest Experiences and Performance in Hospitality Management.” Session Chair, Annual Meeting of INFORMS November 2015, Philadelphia, PA.

“The Connection Between Restaurant Performance and Customer-facing Technology.” Annual Meeting of INFORMS November 2015, Philadelphia, PA.

“Do as I Do, Not as I Say: A Look at Bias in Hiring Among Human Resource Professionals.” Annual Meeting of the Southern Management Association. November 2014, Savannah, GA (coauthored with Ozias Moore and Sean Way).

“The Three A’s of Tabletop Technology.” Cornell Hospitality Research Summit. October 2014, Ithaca, NY.

“Decoding the Mystery of Wine Clubs: A Look at Characteristics, Composition, and Outcomes.” American Association of Wine Economists Annual Conference. June 2014, Walla Walla, WA (coauthored with Ben Lawrence and Gary Thompson).

“Guests’ Reactions to In-room Sustainability Initiatives: A Look at Product Performance and Guest Satisfaction. Cornell Hospitality Research Summit. October 2010.

“Do Liaisons Have a Role in Teams? Examining the Performance Implications of Liaisons in Inter-Organizational Networks,” Annual Conference of the International Communication Association, May 2004, New Orleans, LA. (coauthored with Peggy R. Odom and Denney G Rutherford).

“Customer Complaints, Consumer Frustration, and Organizational Complaint Objects: The Medium Does Matter,” Annual Conference of the Academy of Management, August 2004, New Orleans, LA.

“I Told You So! An Analysis of Word-of-Mouth Communication Resulting From Dissatisfying Service Experiences,” Annual Conference of the International Communication Association, July 2002, Seoul, Korea.

“A Pair of Book Ends: Exploring the Development and History of Communication Network Research Michigan State University,” Annual Sunbelt Conference of the International Network for Social Network Analysis, February 2002, New Orleans, LA (co-authored with Donald F. Schwartz, William D. Richards, and J. David Johnson).

“Communication Network Centrality and Downsizing: A Look at Information Flow and Turnover Intentions Over Time,” Annual Conference of the International Communication Association, May 2001, Washington, D.C.

### **Refereed Conference Presentations/Activity (continued):**

“Exploring the Relationship Between Communication Network Structure and Perceived Team-Member Exchange Quality.” Annual Sunbelt Conference of the International Network for Social Network Analysis, April 2000, Vancouver, British Columbia (co-authored with Kristin Jackson).

“Internet Apprehension: The Development of a Theoretical Model.” Annual Conference of the International Communication Association, June 2000, Acapulco, Mexico (co-authored with Michael Stefanone).

“Uncovering the Micro-Macro Link: An Examination of Communication Network Relationships, Teamwork Dimensions and Performance among Multi-University Project Teams.” Annual Conference of the National Communication Association (formerly the Speech Communication Association), 1999, Chicago, Illinois.

“Structural Holes: An Expansion of Burt’s Arguments.” Annual Conference of the Speech Communication Association, 1996, San Diego, California (co-authored with Vernon D. Miller and J. David Johnson).

“The Impact of Interviewer Behavior and Reputation on Interviewees,” Annual Conference of the International Communication Association, 1996, Chicago, Illinois. (co-authored with Vernon D. Miller and Kenneth J. Levine).

“A Communication Approach to the Selection and Use of Instructional Media in Training: Not Only the Medium Matters!” Organizational Communication Mini-Conference, 1995, Michigan State University, East Lansing, Michigan.

“The Effects of Work Schedule and Non-Work Activities on the Organizational Commitment of Hotel Employees.” Annual Conference of the Council on Hotel, Restaurant, and Institutional Education, 1992, Orlando, Florida.

### **Invited Conference Presentations/Activity**

“Building a Luxury Guest Experience.” INSPIRE Luxury Hospitality Conference, International Luxury Hotel Association. December 14, 2022, Phoenix, AZ.

“Industry Check-In: How Have Hotels Adapted to Thrive?” INSPIRE Luxury Hospitality Conference, International Luxury Hotel Association. December 14, 2022, Phoenix, AZ.

“Managing Post-COVID-19 Supply Chain Disruptions” Panel moderator and discussant at the Food and Beverage Management Entrepreneurship Roundtable. May 2022, Denver, CO.

“Managing the Return from Covid-19.” INSPIRE Luxury Hospitality Conference, International Luxury Hotel Association. December 4, 2021, Los Angeles, CA.

“The Impact of Restaurant Menu Calorie Labels on Food Choice.” Princeton University Notestein Seminar, October 24, 2016, Princeton, NJ (coauthored with and presented by John Cawley).

“A Systems View of Service Quality and Consumer Complaints.” As featured keynote speaker, The Food Systems Global Summit sponsored by the Cornell Institute for Food Systems. October 2015, Ithaca , NY

“Restaurant Technology” Panel moderator and discussant at the Food and Beverage Management Entrepreneurship Roundtable. October 2015, Ithaca , NY

“Fresh Food, Fast” Panel moderator at Hotel Ezra Cornell. March 2014.

“Sustainability in the Hospitality Industry” Panel moderator at the Cornell Hospitality Research Summit. October 2012.

“Customer Service Management and Customer Complaint Management” Educational Seminar Delivered to the CMAA World Conference February 28, 2005, Honolulu, HA.

**Invited Conference Presentations/Activity (continued):**

“Menu Development and Concept Enhancement” Educational Seminar Delivered to the CMAA World Conference February 28, 2005, Honolulu, HA

“Customer Service Management and Customer Complaints” Educational Seminar Delivered to the Southwest Chapter of the Club Managers Association of America, April 4, 2005, Rio Rico, AZ.

“The Restaurant as the Third Place” Hotel Ezra Cornell, School of Hotel Administration, April 8, 2005, Ithaca, NY.

“The Customers’ View on Restaurant Revenue Management” Hotel Ezra Cornell, Faculty Research Showcase, School of Hotel Administration, April 2, 2004, Ithaca, NY.

“I Told You So! An Analysis of Word-of-Mouth Communication Resulting From Dissatisfying Service Experiences,” Hotel Ezra Cornell, Faculty-Student Research Showcase, School of Hotel Administration, April 5, 2002, Ithaca, NY.

“Communication Networks, Performance, and Decision Making,” Session Chair, Annual Sunbelt Conference of the International Network for Social Network Analysis, February 2002, New Orleans, Louisiana.

“Foundations in Organizational Communication Networks,” Panel Respondent, Annual Conference of the International Communication Association, May 2001, Washington, D.C.

“Customer Service, Technology, and What the Future Holds,” Seminar Delivered to Hospitality Day, in Rimini, Italy. October 14, 2017.

“Customer Service Management and Customer Complaints” Educational Seminar Delivered to the Cornell Family Weekend, October, 2013, Ithaca, NY.

“Sustainability in Hospitality Operations” Center for Hospitality Research Webcast March 14, 2010.

“Customer Service Management and Customer Complaints” Educational Seminar Delivered to the Central Florida Chapter of the Cornell Alumni Association, April 20, 2007, Orlando, FL.

“Customer Service Management and Customer Complaints” Educational Seminar Delivered to the Charlotte Chapter of the Cornell Alumni Association, April 19, 2007, Charlotte, NC.

“Customer Service Management and Customer Complaints” Educational Seminar Delivered to the Blue Ridge Mountain Chapter of the Cornell Alumni Association, April 18, 2007, Ashville, NC.

“Customer Service Management and Customer Complaints” Educational Seminar Delivered to the Denver Chapter of the Cornell Alumni Association, April 20, 2006, Denver, CO.

“Customer Service Management and Customer Complaints” Educational Seminar Delivered to the South West Cornell Alumni Association, April 21, 2006, Salt Lake City, UT.

“Customer Service Management and Customer Complaints” Educational Seminar Delivered to the North East Texas Chapter of the Cornell Alumni Association, April 22, 2006, Dallas, TX.

“Customer Service Management and Customer Complaints” Educational Seminar Delivered to the Southeast Chapter of the Cornell Alumni Association, March 8, 2005, Atlanta, GA.

“Customer Service Management and Customer Complaints” Educational Seminar Delivered to the Cornell Club of Naples, March 9, 2005, Naples, FL.

### **Invited Conference Presentations/Activity (continued):**

“Customer Service Management and Customer Complaints” Educational Seminar Delivered to the Cornell Club of Sarasota, March 10, 2005 Sarasota, FL.

“Organizational Change and Networks,” Special Topics in Organizational Communication (Comm 710), November 2002, Department of Communication, Cornell University, Ithaca, New York.

“Organizational Change and Networks,” Special Topics in Organizational Communication (Comm 710), November 2001, Department of Communication, Cornell University, Ithaca, New York.

“Personality Correlates of Team-Based Networks,” July 2001, Professional Development Program, School of Hotel Administration, Cornell University, Ithaca, New York.

“Structural Equivalence, Structural Holes, and Social Capital,” Seminar in Communication and Social Networks, (Comm 694), October 2000, Department of Communication, Cornell University, Ithaca, New York.

“Organizational Change and Development,” Organizational Communication (Comm 410/510), November 2000, Department of Communication, Cornell University, Ithaca, New York.

“Organizational Change and Development,” Organizational Communication (Comm 410/510), November 1999, Department of Communication, Cornell University, Ithaca, New York.

“Teamwork and Foodservice Management” June 1999, Professional Development Program, School of Hotel Administration, Cornell University, Ithaca, New York.

“Collaborative Academic Research Among Multi-University Project Teams: An Examination of Communication Network Relationships, Teamwork Dimensions, and Performance,” Colloquium in Communication Research, February 1999, Department of Communication, Cornell University, Ithaca, New York.

### **Competitive Grants and Awards**

Center for Hospitality Research, September 2017, \$5,000 awarded to study the impact of restaurant menu calorie labels on food choice in full-service dining.

Cornell College of Human Ecology Building Faculty Connections Program, May 2016, \$3,000 awarded to study the impact of restaurant menu calorie labels on food choice in full-service dining.

Cornell Institute for Social Sciences, Small Grant Program, March 2016, \$5,000 awarded to study the impact of restaurant menu calorie labels on food choice in full-service dining.

Cornell Institute for Healthy Futures, January 2016, \$6,000 awarded to study the impact of restaurant menu calorie labels on food choice in full-service dining.

Cornell Institute on Health Economics, Health Behaviors and Disparities, November 2015. \$10,000 to study the impact of restaurant menu calorie labels on food choice in full-service dining.

Sen. T. Cochran Fellowship Program 2010 – Appointment was to instruct Nigerian Restaurateurs about the global restaurant business.

**Competitive Grants and Awards (continued):**

Sen. T. Cochran Fellowship Program 2009 – Appointment was to instruct Chinese Restaurateurs about the global restaurant business.

Center for Hospitality Research – Research Fellow 2009/2010 – Appointment was awarded to conduct research to examine the effects of sustainable technology in hotels.

Center for Hospitality Research – Research Fellow 2006/2007 – Appointment was awarded to conduct research to examine complaint communication in multi-unit restaurants and the effects of downsizing among in a corporate setting.

Center for Hospitality Research – Research Fellow 2005/2006 – Appointment was awarded to conduct research to examine mystery shopper programs and complaint communication in multi-unit restaurants.

Council on Hotel, Restaurant, and Institutional Education (CHRIE) “Best Paper Award 2017” – Awarded by ICHRIE and the *JHTR* Editorial Board for the paper entitled: “Guest-Server-Exchange Model (GSX) and Organizational Performance: A Look at the Connection Between Service Climate and Unit-Level Sales In Multiunit Restaurants” (by Susskind, Kacmar, & Borchgrevink). *Journal of Hospitality and Tourism Research*.

2014 “Best Reviewer Award” Health Care/Hospitality Management/Public Administration Track. Awarded by the Southern Management Association.

2014 Industry Relevance Award – Awarded by the Center for Hospitality Research for the *CHR Report* “Hotel Guests’ Reactions to Guest Room Sustainability Initiatives” (by Susskind and Verma). Volume 11 (6).

2008 Industry Relevance Award – Awarded by the Center for Hospitality Research for the *CHR Report* “An Examination of Guest Complaints and Complaint Communication Channels: The Medium Does Matter!” Volume 6 (14).

Council on Hotel, Restaurant, and Institutional Education (CHRIE) “Article of the Year 2001” – First Runner Up – Awarded by CHRIE and the *JHTR* Editorial Board for the article: “Customer Service Behavior and Attitudes Among Hotel Managers: A Look at Perceived Support Functions, Standards for Service, and Service Process Outcomes” (by Susskind, Borchgrevink, Brymer, & Kacmar). *Journal of Hospitality and Tourism Research*.

Council on Hotel, Restaurant, and Institutional Education (CHRIE) Research Fellowship (1998). Full summer support was granted in Orlando, Florida at the Educational Institute of the American Hotel and Motel Association to conduct research in The Center for Hospitality Research Solutions examining *Research Alliance* team-member interaction.

“Joel Chrylser Research Award” (1997-1998). Received \$ 2,900 dollars from the Department of Hospitality Administration at Florida State University to develop a food production video instructional program in CD ROM format. This project was jointly supported by the Learning Systems Institute at Florida State University.

### **Competitive Grants and Awards (continued):**

“First Year Assistant Professor Award” (1997). Received \$10,000 dollars from The Council on Research and Creativity, Florida State University to examine factors that affect the organizational climate of service-based organizations.

### **Doctor of Philosophy Committee Membership at Cornell University**

Ted Russin (Ph.D. candidate) Department of Food Science, College of Agriculture and Life Science (CALS)

Gizem Kilic (Ph.D., 2025) Nolan School of Hotel Administration

Devan Rosen (Ph.D., 2007) Department of Communication, College of Agriculture and Life Science (CALS).

Peggy Odom (Ph.D., 2006) Department of Communication, CALS.

Siyoung Chung (Ph.D., 2006) Department of Communication, CALS.

Michael Stefanone (Ph.D., 2004) Department of Communication, CALS.

Kristin Jackson (Ph.D., 2003) Johnson Graduate School of Management.

Jae Shin (Ph.D., 2003) Department of Communication, CALS.

Jennifer Good (Ph.D., 2003) Department of Communication, CALS.

### **Master of Science Committee Membership at Cornell University**

Jennifer O’Halloran (M.S., 2004). Department of Communication, CALS.

Kyong Park (M.S., 2002). Department of Communication, CALS.

Michael Stefanone (M.S., 2001). Department of Communication, CALS.

Kelly House (M.S., 2001) Department of Food Science, College of Human Ecology.

### **Masters of Professional Studies Committee Membership at Cornell University**

Kent Vandersill (MPS, 2001) School of Hotel Administration.

Lawrence Chua (MPS, 1999). Department of Marketing and Food Distribution, CALS.

## **SAMPLE OF SERVICE DUTIES**

University Appeals Committee, Chair, April 2025 – present

Cornell PSSP Steering Committee – Nolan School Representative, Fall 2020 – present.

Faculty Fellow – North Campus Learning Initiative, Donlon Hall, Fall 2002 – present.

Faculty Fellow – West Campus Learning Initiative, Rose House, Fall 2024 – present.

Faculty Liaison – Men’s Ice Hockey Team, 2021 – present

Cornell Undergraduate Research Board – Nolan School Representative, Fall 2002 – 2006. Spring 2019 – 2025.

University Implementation Committee for Undergraduate Educational Requirement on Race and Equity, January 2022 – present.

University First Year and Sophomore Experience Collaborative Committee, March 2023 – 2025.

University-wide Cornell Accreditation Committee, January 2019 – 2025.

**Sample of Service Duties (continued):**

College of Business EPC, July 2020 – June 2025.

Educational Policy Committee/ Curriculum Committee, Fall 2009 – Spring 2010 and Fall 2011 to 2025 (Chair from 2019 – 2025).

Faculty Policy Committee, Fall 2003 – Spring 2006 and Fall 2016 – Spring 2025.

Faculty Senator, Fall 2015 – Spring 2016.

Academic Integrity Hearing Board, Fall 2002 – Spring 2003 and Fall 2005 – 2011.

**Program/Course Development**

Co-Chair Cornell Real Estate Program Review 2020 – 2021.

Administrative lead for undergraduate curriculum review. Responsible for the creation, NYSED approval, implementation and launch of our new undergraduate curriculum. Review work started in 2018 and the new curriculum launched in Fall of 2022.

Faculty and Administrative lead for the development of the EMMH program 2019 – 2021. Responsible for program development, course development, and preparing the program for NYSED approval and launch. Program launched July 2022.

Faculty and Administrative lead for the development of the Cornell-Peking University Dual Degree program 2019 – 2024. Responsible for program development, course development, and preparing the program for NYSED approval and launch. Program launched February 2022.

Developed the Hospitality Educators Success Program (HESP) to create a platform to orient new faculty to the Nolan School and the hospitality industry. Program launched Fall 2020.

Co-organizer: Alliance for Research on Wine and Hospitality Management Annual Conference May 2026. Conference is under planning to be held in Ithaca on Cornell's campus. I am currently co-arranging the programming and staffing, reviewing paper submissions, and securing donations and funding (co-organizer Brad Rickard)

Organizer: Alliance for Research on Wine and Hospitality Management Annual Conference June 2018. Conference was held in New York City on Cornell's campus. I arranged the programming and staffing, reviewed paper submissions, and secured donations and funding.

Co-organizer: Annual Conference of the American Association of Wine Economists June 2018. Conference was held in Ithaca on Cornell's campus. As co-organizer I helped arrange the programming, reviewed paper submissions, and secured donations and funding (co-organizers were Gary Thompson and Brad Rickard).

Organized multiple roundtables for our Centers and Institutes, 2003 – present.

**Program/Course Development (continued):**

Developed Graduate Foodservice Operations Management, Fall 1998.

Developed Seminar in Multi-unit Restaurant Management Growth Strategy, Spring 2001.

Redesigned HADM 106 Foodservice Management, Spring 2003 – due to curricular changes I led the team that redesigned this course into a 7-week format, from a 15-week format.

Redesigned HADM 305 Restaurant Management, Fall 2005 – based on my efforts, the School changed the location of our capstone public restaurant course from the Terrace Café to Ristorante Banfi. Summer 2005 I performed the research and development activities to complete and implement the move Fall Semester 2005.

Redesigned HADM 3350 Restaurant Management, Fall 2011 – based on the results of a curriculum review, the School changed the location and format of our capstone public restaurant course from operating in Taverna Banfi to a new location in the School.

Summer and Fall 2011, I performed the research and development activities to complete and implement the move Fall Semester 2011 along with my colleagues in the food and beverage subarea. The move took a total of three semesters as programmed to open fully in Fall 2012.

Redesigned HADM 1360 Introduction to Foodservice Operations, Spring 2013 – based on the results of a curriculum review the course was increased from 2 credits to 3 credits. I designed and added the additional content needed to launch the course in Fall 2013.

Developed HADM 3360/6330 Tactics and Strategies for Restaurant Management. Course launched in spring 2015.

Developed HADM 6930 Operational Analysis for Food Service Management. Course launched in spring 2016.

Developed HADM 3960/7960 Seminar in Leadership and Diversity. Course launched in fall 2020.

Revised 1/05/26