

**J. Bruce Tracey**  
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SC Johnson College of Business  
Cornell University  
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### ACADEMIC WORK EXPERIENCE

Area Chair, Management & Organizations	2021-present
Kenneth and Marjorie Blanchard Professor of Human Resource Management	2020-present
Professor	2013-present
Associate Dean for Academic Affairs	2016-2017
Academic Area Director	2002-2004, 2007-2009
Associate Professor	1999-2013
Assistant Professor	1993-1999
Visiting Assistant Professor	1992-1993
School of Hotel Administration SC Johnson College of Business Cornell University, Ithaca, NY	
Instructor	1990-1992
Management Department School of Business The State University of New York at Albany, Albany, NY	

### *Other Appointments:*

Visiting Professor Kyoto University Kyoto, Japan	September-October 2022
W. James Whyte Visiting Research Fellowship University of Queensland Brisbane, Australia	October-November 2019
Visiting Professor Free University of Bolzano Brunico, Italy	July 2014, June 2016
Visiting Professor Aalto University Executive Education Helsinki, Finland	February 2012

Visiting Professor TKK Executive School of Business Helsinki University of Technology Helsinki, Finland	February 2008
Visiting Professor Cornell-Nanyang Institute for Hospitality Management Nanyang Technological University Singapore	March-June 2007
Visiting Professor Institut de Management Hotelier International ESSEC Paris, France	March 2005
Visiting Professor Ecole Hoteliere Lausanne Lausanne, Switzerland	June 2001

## EDUCATION

Ph.D., Organizational Studies, 1992  
The State University of New York at Albany, Albany, NY

M.S., Industrial/Organizational Psychology, 1989  
St. Mary's University, San Antonio, TX

B.A., Psychology, 1986  
The Colorado College, Colorado Springs, CO

## PUBLICATIONS

Tracey, J. B., Le, V., Brannon, D. W., Crystal-Mansour, S., Golubovskaya, M., & Robinson, R. N. (2023). The influence of diversity management initiatives on firm-level diversity: Evidence from the restaurant and foodservice industry. International Journal of Contemporary Hospitality Management, 35, 4010-4030.

Aksoy, L., Choi, S., Dogru, T., Keiningham, T., Lorenz, M., Rubin, D., & Tracey, J.B. (2022). Global trends in hospitality. Journal of Business Research, 142, 957-973.

Tracey, J.B. (2021). The Statler Hotel: A case study on the evolution of a learning laboratory. In B. McKercher and L. Ren (eds.), Practical Learning in Hospitality Education.

Brisbane, Australia: UQ Pressbooks.

Tracey, J. B., & Houran, J. (2021, October). Creating enchanted customer experiences. Boston Hospitality Review. <https://www.bu.edu/bhr/2021/10/04/creating-enchanted-customer-experiences/>

Houran, J. & Tracey, J.B. (2021, April 30). Memo to leaders: “Enchanted” marketplaces and workspaces are on the horizon. Boston Hospitality Review, <https://www.bu.edu/bhr/2021/04/30/creating-engaging-workspaces-and-experiences/>

Tracey, J.B. (2021, March 7). Re-thinking the future of hotel work. Hotel Executive, [https://www.hotelexecutive.com/business\\_review/6888/re-thinking-the-future-of-hotel-work](https://www.hotelexecutive.com/business_review/6888/re-thinking-the-future-of-hotel-work)

Michel, J.W., Tews, M.J., and Tracey, J.B. (2020) Validating effective managerial behaviors for the hospitality industry. International Journal of Contemporary Hospitality Management, *32*, 2175-2193.

Tracey, J.B. and Swart, M.P. (2020). Training and development research in tourism and hospitality. Tourism Review, *75*, 256-259.

Tracey, J.B. & Warech, M. (2019, April 14). The future of hospitality work: Three questions for industry leaders. Hotel Executive, [https://www.hotelexecutive.com/business\\_review/6064/the-future-of-hospitality-work-three-questions-for-industry-leaders](https://www.hotelexecutive.com/business_review/6064/the-future-of-hospitality-work-three-questions-for-industry-leaders).

Way, S.A., Wright, P., Tracey, J.B., and Isnard, J.F. (2018). HR flexibility: Precursors and the contingent impact on firm financial performance. Human Resource Management, *57*, 567-582.

Tracey, J.B. (2018). Hospitality training research: A review and implications for future study. In K. Brown (ed.), The Cambridge Handbook of Workplace Training and Employee Development. New York, NY: Cambridge University Press, 566-584.

Paşamehmetoğlu, A., Guchait, P., Tracey, J.B., Cunningham, C.R., and Lei, P. (2017). The moderating effect of supervisor and coworker support for error management on service recovery performance and helping behaviors. Journal of Service Theory and Practice, *27*, 2-22.

Tracey, J.B. & Sherman, A. (2016). Leadership. In J. Jafari and Xiao, H. (eds.), Encyclopedia of Tourism. Springer, Cham.

Tracey, J.B., Hinkin, T.R., Tran, L.B., Emigh, T., Kingra, M., Taylor, J., and Thorek, D. (2015). A field study of new employee training programs: Industry practices and strategic insights. Cornell Quarterly, *56*, 345-354.

Way, S.A., Tracey, J.B., Fay, C.H., Wright, P., Snell, S.A., Chang, S., & Gong, Y. Validation of a multi-dimensional HR flexibility measure. (2015). Journal of Management, *41*,

1098-1131.

Tracey, J.B. (2014). A review of human resources management research: The past 10 years and implications for moving forward. International Journal of Contemporary Hospitality Management, 26, 679-705.

Michel, J.W., Kavanagh, M.J., & Tracey, J.B. (2013). Got support? The impact of supportive work practices on the perceptions, motivation, and behavior of customer-contact employees. Cornell Quarterly, 54, 161-173. *Finalist for Best Paper Award*.

Tracey, J. B. (2012). A contextual, flexibility-based model of the HR-firm performance relationship. Management Decision, 50, 909-924.

Tews, M.J., Stafford, K, & Tracey, J.B. (2011). What matters most? The perceived importance of personality and general mental ability for staffing decisions. Cornell Quarterly, 52, 94-101. *Best Paper Award*.

Tracey, J.B. & Way. S.A. (2011). Making the most of your human capital. In M.C. Sturman, J.C. Corgel, & R. Verma (Eds.), The Cornell School of Hotel Administration on Hospitality: Cutting Edge Thinking and Practice, 444-454.

Hinkin, T.R. & Tracey, J.B. (2010). What makes it so great? An analysis of HR practices among *Fortune's* best companies in the hospitality and service segments. Cornell Quarterly, 51, 158-170. *Finalist for Best Paper Award*.

Tracey, J.B. (2010). Human resources strategy in the hospitality industry: Where do we go from here? In C.A. Enz (Ed.), Cornell Handbook of Applied Hospitality Strategy, 493-499.

Tracey, J.B., Sturman, M.C., Shao, L. & Tews, M.J. (2010). The role of personality and general mental ability in predicting performance for new and experienced employees. In C.A. Enz (Ed.), Cornell Handbook of Applied Hospitality Strategy, 415-428.

Shay, J. & Tracey, J.B. (2009). Expatriate adjustment and performance: The mediating role of managerial practices. Journal of International Management, 15, 401-412.

Tews, M.J. & Tracey, J.B. (2009). Helping managers help themselves: The use and utility of on-the-job interventions to improve the transfer of interpersonal skills training. Cornell Quarterly, 50, 245-258.

Tews, M.J. & Tracey, J.B. (2008). An empirical examination of interventions for enhancing the effectiveness of interpersonal skills training. Personnel Psychology, 61, 375-401.

Tracey, J.B. (2008). Accounting for human resource flexibility: Commentary on "Human resource systems in Kenya." Cornell Quarterly, 49, 428-431.

Tracey, J.B. & Hinkin, T.R. (2008). Contextual factors and cost profiles associated with

employee turnover. Cornell Quarterly, 49, 12-27. *Finalist for Best Paper Award*. Also published in C.A. Enz (2010), Cornell Handbook of Applied Hospitality Strategy, 736-753.

Tracey, J.B., Way, S.A., & Tews, M.J. (2008). HR in the hospitality industry: Strategic frameworks and priorities. In D. Tesone and A. Pizam (Eds.), Handbook of Hospitality Human Resources Management. Burlington, MA: B-H/Elsevier.

Tracey, J.B., Sturman, M.C., & Tews, M.J. (2007). Ability versus personality: Factors that predict employee job performance. Cornell Quarterly, 48, 313-322.

Tracey, J.B. & Tews, M.J. (2005) Construct validity of a general training climate scale. Organizational Research Methods, 8, 353-374.

Tracey, J.B. (2004). HR Roundtable 2003: Current issues and future developments. Cornell Quarterly, 45, 373-375.

Tracey, J.B. & Charpentier, A. (2004). Professionalizing the HR function: Functional, industry, and firm-specific approaches for enhancing HR competencies. Cornell Quarterly, 45, 388-397.

Tracey, J.B. & Tews, M.J. (2004). An empirical investigation of the relationships among climate, capabilities, and unit performance. Journal of Hospitality and Tourism Research, 28, 298-312.

Warech, M. & Tracey, J.B. (2004). Assessing the impact of HR: Identifying what matters. Cornell Quarterly, 45, 376-387. Also published in C.A. Enz (2010), Cornell Handbook of Applied Hospitality Strategy, 441-451.

Hinkin, T.R. & Tracey, J.B. (2003). Continued relevance of "Factors driving meeting effectiveness." Cornell Quarterly, 44, 27-30.

Tracey, J.B. & Nathan, A.E. (2002). The strategic and operational roles of HR: A new model emerges. Cornell Quarterly, 43, 17-26. *Finalist for Best Paper Award*. Also published in C.A. Enz (2010), Cornell Handbook of Applied Hospitality Strategy, 429-440.

Tracey, J.B., Hinkin, T.R., Tannenbaum, S.I., & Mathieu, J.E. (2001). The influence of individual characteristics and the work environment on varying levels of training outcomes. Human Resources Development Quarterly, 12, 5-24.

Hinkin, T.R. & Tracey, J.B. (2000). The cost of turnover: Putting a price on the learning curve. Cornell Quarterly, 41, 14-21.

Hinkin, T.R. & Tracey, J.B. (1999). An analysis of variance approach to content validation. Organizational Research Methods, 2, 175-186.

Hinkin, T.R. & Tracey, J.B. (1999). The relevance of charisma for transformational

leadership in stable organizations. Journal of Organizational Change Management, 12, 105-119.

Sherwyn, D., Tracey, J.B., & Eigen, Z.J. (1999). In defense of mandatory arbitration of employment disputes: Saving the baby, tossing out the bath water, and constructing a new sink in the process. University of Pennsylvania Journal of Labor and Employment Law, 2, 73-150.

Hinkin, T.R. & Tracey, J.B. (1998). The service imperative: Factors driving meeting effectiveness. Cornell Quarterly, 39, 59-67. *Reprinted*, Cornell Quarterly, 44, 17-26.

Sherwyn, D. & Tracey, J.B. (1998). Sexual-harassment liability in 1998: Good news or bad news for employers and employees? Cornell Quarterly, 39, 14-21.

Tracey, J.B. and Hinkin, T.R. (1998). Transformational leadership, or effective managerial practices? Group and Organization Management, 23, 220-236.

Hinkin, T.R., Tracey, J.B., & Enz, C.A. (1997). Scale construction: Developing reliable and valid measurement instruments. Journal of Hospitality and Tourism Research [formerly, Hospitality Research Journal], 21, 100-120.

Shay, J.P. & Tracey, J.B. (1997). Expatriate managers: Reasons for failure and implications for training. Cornell Quarterly, 38, 30-35.

Sherwyn, D. and Tracey, J.B. (1997). Mandatory arbitration agreements: Implications for policy and practice. Cornell Quarterly, 38, 58-66.

Simons, T. & Tracey, J.B. (1996, May). Hospitality training toward the future. Cruise Industry News, 14-15.

Simons, T. & Tracey, J.B. (1996). Hospitality training for the next decade. Cruise Industry News Annual, 254-257.

Tracey, J.B. & Cardenas, C.G. (1996). Training effectiveness: An empirical examination of factors outside the training context. Hospitality Research Journal, 20, 113-123.

Tracey, J.B. & Hinkin, T.R. (1996). How transformational leaders lead in the hospitality industry. International Journal of Hospitality Management, 15, 165-176.

Tracey, J.B., Tannenbaum, S.I., & Kavanagh, M.J. (1995). Applying trained skills to the job: The importance of the work environment. Journal of Applied Psychology, 80, 239-252.

Tracey, J.B. & Tews, M. (1995). Training effectiveness: Accounting for individual characteristics and the work environment. Cornell Quarterly, 36, 36-41.

Hinkin, T.R. & Tracey, J.B. (1994). Transformational leadership in the hospitality industry. Hospitality Research Journal, 18, 49-63.

Tracey, J.B. & Hinkin, T.R. (1994). Transformational leaders in the hospitality industry. Cornell Quarterly, 35, 18-24.

Yukl, G.A. & Tracey, J.B. (1992). Consequences of influence tactics used with subordinates, peers, and the boss. Journal of Applied Psychology, 77, 525-535.

#### PRESENTATIONS (refereed)

Tracey, J. B., Le, V., Brannon, D. W., Crystal-Mansour, S., Golubovskaya, M., & Robinson, R. N. (2024). A multi-level investigation of social washing in the restaurant and foodservice industry. Presented at the Annual ICHRIE Summer Conference, Montreal, CN

Le, V. & Tracey, J.B. (2022). Diversity, equity, and inclusion in the restaurant and foodservice sectors: State of the industry. Presented at the Annual Yale Bouchet Conference on Diversity and Graduate Education, New Haven, CT.

Le, V. & Tracey, J.B. (2022). An empirical examination of employee perceptions about working in the restaurant and foodservice industry, job satisfaction, and generational influences. Presented at the 27<sup>th</sup> Annual Graduate Education & Research Conference in Hospitality and Tourism, Houston, TX.

Houran, J., Tracey, J. B., & Lange, R. (2019). Using covert response biases in psychometric assessments to bolster job candidate interviews: An example with hospitality roles. In *Proceedings of the 62<sup>nd</sup> ISI World Statistics Congress 2019: Special Topic Session: Vol. 4* (pp. 39-47). Department of Statistics Malaysia (DOSM). <https://www.isi2019.org>

Houran, J., Tracey, J.B., & Lange, R. (2017). The hospitality X-factor in non-management employees, psychometrically speaking. Presented at the Cornell Hospitality Research Summit, Ithaca, NY.

Murphy, J., Tracey, J.B., and O'Connor, P. (2016). Insights into Hospitality and Tourism MOOCs, A year later. Presented at the Annual ICHRIE Summer Conference, Dallas, TX.

Murphy, J., Horton-Tognazzini, L., & Tracey, J.B. (2016). MOOC Camp: A flipped classroom and blended learning model. Presented at the Annual ENTER 2016 Conference, Bilbao, Spain.

Tracey, J.B., Murphy, J., and Horton-Tognazzini, L. (2016). A framework for assessing MOOCs in applied hospitality and tourism settings. Presented at the Annual ENTER 2016 Conference, Bilbao, Spain.

Horton-Tognazzini, L., Murphy, J., Tracey, J.B., and Hara, T. (2015). MOOCs: The ideal is taking off in tourism. Presented at the Annual APacCHRIE Conference, Auckland, New Zealand.

Murphy, J., Tracey, J.B., and Hara, T. (2015). Massive Open Online Courses (MOOCs) in hospitality and tourism. Presented at the Annual ICHRIE Summer Conference, Orlando, FL.

Guchait, P., Paşamehmetoğlu, A. and Tracey, J.B. (2014). Supervisor and coworker support for error management: Impact on employees' service recovery performance and helping behaviors. Presented at the Annual ICHRIE Summer Conference, San Diego, CA.

Cunningham, C.P. & Tracey, J.B. (2014). Innovative solutions for human capital staffing in the hospitality industry. Presented at the Cornell Hospitality Research Summit, Ithaca, NY.

Chen, R.J.C., Parsa, H.G., Singh, A.J., & Tracey, J.B. (2013). Sustainable services in hospitality and tourism. Presented at the Annual ICHRIE Summer Conference, St. Louis, MO.

Way, S.A., Tracey, J.B., & Wright, P. (2013). HR flexibility and firm performance: The cross-level moderating effect of industry dynamism. Presented at the Annual Meeting of the Academy of Management conference, Orlando, FL.

Koys, D., Thompson, K. Rivkin, D., Lewis, P., & Tracey, J.B. (2012). Using O\*NET products and tools to develop or revise a course. Presented at the Annual Meeting of the Academy of Management conference, Boston, MA.

Tracey, J.B., Matilla, A., Okumus, F. & Perdue, R. (2011). Editorial policies and publication requirements for top hospitality journals. Presented at the Annual ICHRIE Summer Conference, Denver, CO.

Tracey, J. B., Gilman, G.A., & Richmond, C. (2010). Operational and legal implications of using social media for HR management. Presented at the Cornell Hospitality Research Summit, Ithaca, NY.

Tracey, J.B. & Tews, M.J. (2010). An examination of individual transfer strategies and training climate on post-training skill performance. Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Sturman, M., Tracey, J.B., & Tews, M.J. (2006). Revising theory on task job performance: Updating and testing propositions from Murphy's (1989) model. Presented at the Annual Meeting of the Southern Management Association, Clearwater, FL.

Tews, M.J. & Tracey, J.B. (2006). An empirical examination of interventions for enhancing the effectiveness of interpersonal skills training. Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

Shay, J., Tracey, J.B., & Liu, J. (2005). Expatriate adjustment and performance: The mediating role of managerial practices. Presented at the Annual Meeting of the Academy of Management, Honolulu, HI.



Tracey, J.B., Dittman, D.A., & Potter, G. (2005). A longitudinal analysis of the service profit chain. Presented at the Annual Meeting of the Academy of Management, Honolulu, HI.

Tracey, J.B. & Sherwyn, D.S. (2005). An experiential approach to learning about employment law and intentional discrimination. Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Tews, M.J. & Tracey, J.B. (2004). Differences in ability- and personality-performance validities: Evidence for newcomers and experienced employees in high task consistency jobs. Presented at the Annual Meeting of the Academy of Management, New Orleans, LA.

Tracey, J.B. & Tews, M.J. (2003). Do standards really matter? The impact of compliance with corporate training requirements on employee performance. Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.

Tracey, J.B. & Tews, M.J. (2002). A strategic approach to training needs analysis. Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.

Tracey, J.B. & Tews, M.J. (2001). The role of training needs and development climate in the service profit chain. Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.

Shay, J.P. & Tracey, J.B. (2000). An empirical examination of the relationship between facets of expatriate adjustment and multiple measures of expatriate managerial effectiveness. Presented at the Annual Meeting of the Academy of International Business, Phoenix, Arizona.

Shay, J.P., Tracey, J.B., & Peterson, S. (2000). An empirical examination of expatriate managerial practices in cross-cultural contexts. Presented at the Annual Meeting of the Western Academy of Management, Kona, Hawaii.

Sherwyn, D., Tracey, J.B., & Heise, M. (2000). The new affirmative defense in sexual harassment cases: An analysis of the first 53 summary judgment motions. Presented at the Annual Meeting of the Academy of Management, Toronto, Canada.

Shay, J.P. & Tracey, J.B. (1999). An empirical examination of expatriate managerial behaviors and multiple indicators of effectiveness. Presented at the Annual Meeting of the Academy of Management, Chicago, IL.

Sherwyn, D. & Tracey, J.B. (1999). Changes in sexual harassment law: A strategic opportunity for defining the next step in the journey. Presented at the Annual Meeting of the Academy of Management, Chicago, IL.

Tracey, J.B. & Tannenbaum, S.I. (1999). Key considerations for evaluating team training. Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Hinkin, T.R. & Tracey, J.B. (1998). An analysis of variance approach to content validation. Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

Tracey, J.B. (1998). A three-dimensional model of the transfer of training climate. Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

Tracey, J.B. & Shay, J.P. (1998). Transformational leadership: Implications for expatriate managers. Presented at the Annual Meeting of the Academy of Management, San Diego, CA.

Tracey, J.B. & Shay, J.P. (1997). The theoretical adequacy of transformational leadership for the international context. Presented at the International Meeting of the Eastern Academy of Management, Dublin, Ireland.

Enz, C.A. & Tracey, J.B. (1996). Devising a quantitative approach to measuring cultural constructs. Presented at the Annual Meeting of the Academy of Management, Cincinnati, OH.

Hinkin, T.R. & Tracey, J.B. (1996). A critique and refinement of Bass and Avolio's (1990) Multifactor Leadership Questionnaire. Presented at the Annual Meeting of the Academy of Management, Cincinnati, OH.

Tracey, J.B. & Enz, C.A. (1994). The Hospitality Change Simulation: An Experiential Approach to the Introduction of Change. Presented at the Annual Meeting of the International Association of Hotel Management Schools/EuroCHRIE, Cergy-Pontiose, France.

Tracey, J.B., Tannenbaum, S.I., & Kavanagh, M.J. (1993). The impact of the work environment on the transfer of training. Presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.

Evans, M., Tracey, J.B., Graves, J., Tas, R., Marple, S., & Khan, M. (1993). An Examination of Baccalaureate Hospitality Management Programs Operating Campus Hotels: Costs & Benefits of Public Teaching Laboratory Facilities. Presented at the Annual Meeting of the Council on Hotel, Restaurant and Institutional Educators, Chicago, IL.

## PRESENTATIONS (invited)

Ruf, R., Abrams, J., and Tracey, J.B. (2024). Data-driven approach to responsible hospitality. Annual Meeting of the Independent Lodging Congress, Cavallo Point, CA.

Ferrazza, A., Ceresa, M., Tracey, J.B., and Blal, I. (2024). Luxury tourism and hospitality is growing back in Europe: Will we run out of staff? European Hotel Managers 50<sup>th</sup> General Assembly, Venice, Italy.

Tracey, J.B. (2023). Crack the code: Managing the elusive quiet quitter. Hospitality Financial and Technology Professionals Annual Conference, Indianapolis, IN.

Tracey, J.B. (2023). Play is the way. Mattel Global HR Conference. Los Angeles, CA.

Tracey, J.B. (2023). DE&I policies and practices in the restaurant and foodservice industry. Distinguished Speaker Series, Rochester Institute of Technology, Saunders College of Business, Rochester, NY.

Tracey, J.B. (2022). Theory or contingency: The current case of hospitality. PhD Colloquium, University of Massachusetts, Isenberg School of Management, Amherst, MA.

Tracey, J.B. (2022). The future of hospitality work and implications for hospitality research. Managing Tourism Across Continents-MTCON 2022, Antalya, Turkey.

Chon, K., Okumus, F., and Tracey, J.B., (2022). A session with three editors: Discussions on research and publication. The 27<sup>th</sup> Annual Graduate Education & Research Conference in Hospitality and Tourism, Houston, TX

Chon, K., Okumus, F., and Tracey, J.B., (2021). A session with three editors: Discussions on research and publication. The 26<sup>th</sup> Annual Graduate Education & Research Conference in Hospitality and Tourism, Houston, TX.

Abarbanel, B., Chon, K., Kamdampully, J., and Tracey, J.B., (2020). Meet the editors: Tips for successful journal publishing. The 25<sup>th</sup> Annual Graduate Education & Research Conference in Hospitality and Tourism, Las Vegas, NV.

Back, K-J., Chon, K., Okumus, F., and Tracey, J. B. (2019). TED Talks about “Top 3 Dos and Don’ts” and other discussions on research and publication. The 24<sup>th</sup> Annual Graduate Education & Research Conference in Hospitality and Tourism, Houston, TX.

Bakker, D., Donders, V., Tracey, J.B., Oskam, J. (2019). Trending topics in the hospitality industry. International Hospitality Management Symposium, Amsterdam, Netherlands.

Tracey, J.B., Ross, D., DeCort, B., & Winey, G. (2019). Hotel labor: Labor costs, productivity, recruiting, and retention. Atlanta Lodging Outlook 2020, Atlanta, GA.

Houran, J., Tracey, J.B., Johnson-Anderson, D., and Lange, R. (2018). HR and assessment in the “real world”. HR in Hospitality Conference and Expo, Las Vegas, NV.

Tracey, J.B. (2018). Trends in online learning. 7<sup>th</sup> Biennial International Tourism Studies Association Conference, Tshwane, South Africa.

Tracey, J.B. (2018). Women in strategic leadership. Republic of South Africa Department

of Tourism, Gauteng Tourism Authority, and University of South Africa School of Business Leadership Executive Development Program, Johannesburg, South Africa.

Tracey, J.B. (2018). Global hospitality workforce 2030. Annual conference of the Council for Hospitality Management Education, Bournemouth, UK.

Buhalis, D., Jenkins, K., Qui, H., Tracey, J.B., and Tsui, E. (2017). Online education and MOOCs. Global Hospitality and Tourism Conference and Asia Tourism Forum, Hong Kong, China.

Blankenship, M. & Tracey, J.B. (2015). Developing employee surveys to enhance HR decision making. HR in Hospitality Conference and Expo, Las Vegas, NV.

Tracey, J.B. (2014). HR Planning at the Waldorf-Astoria. Departmental meeting, New York, NY.

Cunningham, C. & Tracey, J.B. (2014). Science of staffing. HR in Hospitality Conference and Expo, Las Vegas, NV

Mellwig, R., Gilbert, M. & Tracey, J.B. (2014). Building a distinctive and strong HR brand. HR in Hospitality Conference and Expo, Las Vegas, NV.

Tracey, J.B. (2014). Innovation and hospitality research: References and role models. Global Hospitality and Tourism Conference and Asia Tourism Forum, Hong Kong, China.

Blankenship, M. & Tracey, J.B. (2013). Happier employees + happier customers = more profit. HR in Hospitality Conference and Expo, Las Vegas, NV.

Mellwig, R. & Tracey, J.B. (2012). Creating a culture of performance management at Destination Hotels. HR in Hospitality Conference and Expo, San Francisco, CA.

Smith, P. & Tracey, J.B. (2012). The ROI of engagement: How hospitality businesses measure success. HR in Hospitality Conference and Expo, San Francisco, CA.

Tracey, J.B. (2011). Jump-starting a culture of best practices: A framework and applications at Thompson Hotels. General Managers Meeting, Thompson Hotel Group, New York, NY.

Tracey, J.B., Brown, D., Fischer, K., & Rosol, S. (2011). Fortune's most admired hospitality companies: What sets them apart. HR in Hospitality Conference and Expo, Washington, D.C.

Tracey, J.B. (2010). Human resources strategies for successfully recruiting, hiring, and retaining staff. The Lodging Conference, Phoenix, AZ.

Tracey, J.B. & Kruse, J. (2010). The Cold War for talent: How to keep your "Stars" from

defecting during tough times. HR in Hospitality Conference and Expo, Las Vegas, NV.

Tracey, J.B. (2009). What makes it so great? HR policies and practices among Fortune's best companies to work for in the hospitality and services segments. HR Committee, International Hotel and Lodging Association, New York, NY.

Tracey, J.B. (2009). Flexible HR staffing: Implications for practice. International Hotel/Motel and Restaurant Show, New York, NY.

Tracey, J.B. & Kruse, J. (2009). HR scorecards: What matters is measured. HR in Hospitality Conference and Expo, Orlando, FL.

Tracey, J.B., Kruse, J., Longstreet, J., & Momeyer, A. (2008). Demonstrating the value of HR. HR in Hospitality Conference and Expo, Las Vegas, NV.

Tracey, J.B., Kruse, J., Momeyer, A., & du Bellay, E. (2007). The role of HR in delivering high-performance customer service. North American Conference on Customer Management, Orlando, FL.

Tracey, J.B. (2007). Enhancing the effectiveness of interpersonal skills training: Examining the impact of post-training interventions. Research Seminar, Chinese University of Hong Kong, China.

Tracey, J.B., Kruse, J., Longstreet, J., & Momeyer, A. (2007). Aligning HR and business strategies: Building organizational capabilities. HR in Hospitality Conference and Expo, Las Vegas, NV.

Tracey, J.B. (2007). Ask the experts: Questions asked, answers given. HR in Hospitality Conference and Expo, Las Vegas, NV.

Tracey, J.B. (2004). HR trends: Strategic and operational priorities. Atlanta Lodging Outlook Conference, Atlanta, GA.

Hinkin, T.R. & Tracey, J.B. (2004). A web-based tool for calculating the costs of turnover. Research Seminar, Center for Hospitality Research, Ithaca, NY.

Caffarella, R. & Tracey, J.B. (2003). Learning transfer and learning context. JohnsonDiversey/Cornell University Research Seminar, Ithaca, NY.

Sherwyn, D.S. & Tracey, J.B. (2002). Sexual harassment: Did the law of sexual harassment really change after the Supreme Court's 1998 Ellerth and Faragher's decisions? The 5<sup>th</sup> Annual Hospitality Law Institute, New York, NY.

Tracey, J.B. (2002). Evidence for a performance-enabling model of the HR-firm performance relationship. William M. Mercer Consulting, Human Capital Solutions Group, New York, NY.

Tracey, J.B. (2002). The strategic and operational roles of human resources management. Millennium Hospitality Summit, Las Vegas, NV.

Tracey, J.B. (2002). Creating a departmental or school culture that fosters and requires strong teaching. Development series for department chairs, Cornell University, Ithaca, NY.

Tracey, J.B. (2000). Results from the American Hotel and Motel Association 2000 Compensation and Benefits Survey. International Hotel Show, New York, NY.

Tracey, J.B. (1999). Creating respect for human resources management: Beyond Kumbaya. Cornell Alumni Federation Faculty Speaker Program, Lancaster, PA.

Tracey, J.B. (1999). Key considerations for a Faculty Fellows Program. A.D. White Leadership Conference, Cornell University, Ithaca, NY.

Hinkin, T.R. & Tracey, J.B. (1998). The influence of facility characteristics on meeting and training program effectiveness. Annual Meeting of the International Association of Conference Centers, Chicago, IL.

Tracey, J.B. (1998). Initial evidence for a model of the transfer of training climate. Research Seminar, School of Hotel Administration, Cornell University, Ithaca, NY.

Tracey, J.B. (1996). Differential effects of individual and organizational factors on training outcomes. Research Seminar, School of Hotel Administration, Cornell University, Ithaca, NY.

Tracey, J.B. (1994). Facilities and services: An examination of property characteristics that influence reactions to training and knowledge acquisition. Center for Hospitality Research Annual Research Symposium, New York, NY.

Tracey, J.B. (1994). The importance of the work environment for training effectiveness. Research Seminar, School of Hotel Administration, Cornell University, Ithaca, NY.

## PROCEEDINGS

Le, V., & Tracey, J. B. (2022). Industry of choice? A longitudinal study of restaurant employees' work experiences and perceptions about the restaurant and food service industry. Proceedings of the Asia-Pacific Council on Hotel, Restaurant, and Institutional Education, 22.

Shay, J.P. & Tracey, J.B. (1998). The influence of corporate strategy on expatriate adjustment. Proceedings of the Annual Meeting of the Eastern Academy of Management, 37-40.

Sherwyn, D. & Tracey, J.B. (1998). The strategic implications of sexual and gender-based discrimination: The case of consensual affairs gone sour. Proceedings of the Annual

Meeting of the Eastern Academy of Management, 132-135.

Tracey, J.B., Hinkin, T.R., Tannenbaum, S.I., & Mathieu, J.E. (1997). The influence of individual characteristics and the work environment on varying levels of training outcomes. Proceedings of the Annual Meeting of the Academy of Management, 210-214.  
*Best Management Development Paper Award*

Tracey, J.B. & Hinkin, T.R. (1996). Transformational leadership, or simply effective managerial practices: A comparison of Bass and Avolio's MLQ and Yukl's MPS. Proceedings of the Annual Meeting of the Eastern Academy of Management, 188-191.

Tracey, J.B. & Hinkin, T.R. (1995). An empirical assessment of a process model of transformational leadership. Proceedings of the Annual Meeting of the Eastern Academy of Management, 144-147.

Tracey, J.B. (1993). Beyond content and design: The importance of a continuous learning work environment for training in the hospitality industry. Proceedings of the Annual Conference of the Council on Hotel, Restaurant, and Institutional Educators, 120-121.

Kavanagh, M.J., Tracey, J.B., Hurley, M., & Stone, D. (1993). Initial evidence for a multidimensional human resources approach to assessing organizational effectiveness. Proceedings of the Annual Meeting of the Eastern Academy of Management, 278-281.

Tracey, J.B. & Yukl, G.A. (1992). An empirical study of the relationship between power and influence. Proceedings of the Annual Meeting of the Eastern Academy of Management, 242-245.

Tracey, J.B., & Yukl, G.A. (1991). The consequences of different influence tactics for task commitment and managerial effectiveness. Proceedings of the Annual Meeting of the Eastern Academy of Management, 198-201.  
*Best Empirical Paper Award*

Tracey, J.B., Falbe, C.M., & Yukl, G.A. (1990). An evaluation of three measures of social power. Proceedings of the Annual Meeting of the Eastern Academy of Management, 124-127.

## INDUSTRY REPORTS, TOOLS, AND BOOK REVIEWS

Tracey, J.B., Swart, N., and Murphy, J. (2018) Perceptions about MOOCs: The roles and relevance of pre-course interest and motivation. Cornell Hospitality Report, 18(5), 3-12.

Tracey, J.B. (2015). Hospitality HR and Big Data: Highlights from the 2015 Roundtable Proceedings. Center Reports. Ithaca, NY: The Cornell Institute for Hospitality Labor and Employment Relations, Cornell University.

Tracey, J.B. and Blood, B. (2012). The Ithaca Beer Company: A case study of the application of the McKinsey 7-S framework. Center Reports. Ithaca, NY: The Center for Hospitality Research, Cornell University.

Tracey, J.B. (2009). The eight-step approach to controlling food costs. CHR Tools. Ithaca, NY: The Center for Hospitality Research, Cornell University.

Tews, M.J. & Tracey, J.B. (2007). Enhancing formal interpersonal skills training through post-training supplements. CHR Reports. Ithaca, NY: The Center for Hospitality Research, Cornell University.

Tracey, J.B. & Hinkin, T.R. (2006). Costs of employee turnover: When the Devil is in the details. CHR Reports. Ithaca, NY: The Center for Hospitality Research, Cornell University.

Hinkin, T.R. & Tracey, J.B. (2006) Development and use of a web-based tool to measure the costs of employee turnover: Preliminary Findings. CHR Reports. Ithaca, NY: The Center for Hospitality Research, Cornell University.

Tracey, J.B. & Hinkin, T.R. (2005). Turnover cost evaluator. CHR Tools. Ithaca, NY: Center for Hospitality Research, Cornell University.

Tracey, J.B. & Hinkin, T.R. (2004). Accounting for the costs of turnover. In Mandelbaum, R. and Woodworth, M. (eds.), Trends in the Hotel Industry, 12-15. Atlanta, GA: PKK Consulting.

Smith Travel Research, Tracey, J.B., & Tews, M.J. (2002). Hospitality compensation and benefits survey. New York: American Hotel and Lodging Educational Foundation.

Realtime Hotel Reports, Tracey, J.B., & Rabin, B. (2000). Hospitality compensation and benefits survey. Washington, D.C.: American Hotel Foundation.

Tracey, J.B. (1994). Review of Kanter, R.M., Stein, B.A., & Jick, T.D. "The Challenge of Organizational Change: How Companies Experience It and Leaders Guide It." (New York: The Free Press, 1992). Industrial and Labor Relations Review, 47, 724-725.

#### WORK UNDER REVIEW/WORK IN PROGRESS

Houran, J., Tracey, J.B., and Lange, R. Evidence for the construct validity of a hospitality-specific contextual performance measure. *Work in progress*: Working paper.

Tracey, J.B., Le, V., Brannon, D., Crystal-Mansour, S., Golubovskaya, M., & Robinson, R. Evidence and implications of diversity washing in the restaurant and foodservice industry *Work in progress*: Working paper.

Le, V. and Tracey, J.B. Morality in HR: Implications for employee turnover in the



hospitality industry. *Under second review:* Cornell Hospitality Quarterly.

## COURSES DEVELOPED AND TAUGHT

Human Resources Management – MOOC/online, Executive, Graduate, and Undergraduate  
Strategic Human Resources Management – Executive, Graduate, and Undergraduate  
Leadership and Organizational Behavior – Executive, Graduate, and Undergraduate  
Training and Development – Executive, Graduate and Undergraduate  
Strategic Management – Executive  
Service Excellence – MOOC/online

## PROFESSIONAL SERVICE ACTIVITIES

Associate Editor, Cornell Hospitality Quarterly, 2013-2015; 2023-present  
Associate Editor, Journal of Hospitality & Tourism Research; 2023-present  
Editor, Cornell Hospitality Quarterly, 2010-2013; 2018-2023  
Vice President, International Network of Business and Management (INBAM) Journal Editors, 2013-2019  
Editorial Board, Journal of Quality Assurance in Tourism and Hospitality, 1999-present  
Editorial Board, Group and Organization Management, 1991-2007  
Editorial Board, Human Resource Management, 2004-2006  
Editorial Board, Cornell Hospitality Quarterly, 1993-2004  
Ad hoc reviewer, Academy of Management Journal  
Ad hoc reviewer, Academy of Management Learning and Education  
Ad hoc reviewer, International Journal of Hospitality Management  
Ad hoc reviewer, Journal of Hospitality and Tourism Research  
Ad hoc reviewer, Journal of Management Education  
Ad hoc reviewer, Organizational Research Methods  
Ad hoc reviewer, Personnel Psychology  
Ad hoc reviewer, Annual Meeting of the Academy of Management  
Ad hoc reviewer, Annual Meeting of the Eastern Academy of Management  
Facilitator, HR Doctoral Consortium, Annual Meeting of the Academy of Management, 2008, 2009  
Secretary, Eastern Academy of Management, 1998-1999  
Program Committee and Track Chair, Annual Meeting of the Eastern Academy of Management, 1996, 1998, 2000  
Facilitator, Doctoral Consortium, Annual Meeting of the Eastern Academy of Management, 1999  
Discussant, Annual Meeting of the Eastern Academy of Management, 1997  
Discussant, Annual Meeting of the Academy of Management, 1997, 2005  
Local Arrangements Committee, Annual Meeting of the Eastern Academy of Management, 1995  
Research Associate, Capital Region Human Resource Association, Albany, NY, Top Ten Organizations Research Project, 1991-1992

## SCHOOL AND UNIVERSITY SERVICE ACTIVITIES

### *Current:*

Nolan MMH Admissions Selection Committee, 2018-present  
Nolan Graduate Committee, 2018-present  
Faculty Advisor, Women's Varsity Lacrosse, Cornell University, 2015-present  
Industry HR Roundtable Chair, School of Hotel Administration, 2003, 2005, 2006, 2008-present  
Luce Scholarship Nomination Committee, Cornell University, 1999-2002, 2005, 2008-present  
Rhodes and Marshall Scholars Nomination Committee, Cornell University, 2012-present

### *Previous:*

Academic Integrity Hearing Board, School of Hotel Administration, 1996  
Assurance of Learning Committee, School of Hotel Administration, 2011-2013; Chair 2013-2015  
Common Courses Study Group, Cornell University, 2010-2011  
Culinary Institute of America Advisory Board, 2016  
Curriculum Committee, School of Hotel Administration, 2009-2010  
Educational Policy Committee, School of Hotel Administration, 2016  
Executive Education Advisory Committee, School of Hotel Administration, 2003  
Faculty Advisor, Men's Varsity Baseball, Cornell University, 2004-2017  
Faculty Advisor, Delta Upsilon Fraternity, 1997-2001  
Faculty Advisory Committee, Cornell/PERC Institute on Conflict Resolution, 1997-2001  
Faculty Advisor, *The Innkeeper*, School of Hotel Administration, 1993-1995  
Faculty Advisor, Women's Club Basketball, Cornell University, 2012-2017  
Faculty Advisor, Ye Hosts Honorary Society, School of Hotel Administration, 2001-2002, 2010-2016  
Faculty Fellow, William T. Keeton House, Cornell University, 2008-2015  
Faculty Personnel Committee, School of Hotel Administration, 2000-2010; 2012-2013; Chair 2014-2015  
Faculty Policy Committee, School of Hotel Administration, 1994-1996, 2014-2017  
Faculty Senator, Cornell University, 2004-2007; 2012-2015  
Fraternity and Sorority Advisory Council, Cornell University, 2000-2009  
Food Service Curriculum Committee, School of Hotel Administration, 2005  
Graduate Committee, School of Hotel Administration, 1999-2005, 2014-2017  
Institut de Management Hotelier International (IMHI) Committee, School of Hotel Administration, 1998-2000  
Integration Committee, School of Hotel Administration, 1993-1995  
MMH Admissions Committee, School of Hotel Administration, 2010-2016  
MMH Program Review Committee, School of Hotel Administration, 2003-2004  
Promotion and Tenure Committee, School of Hotel Administration, 2015-2016  
Promotion and Tenure Committee, School of Industrial and Labor Relations, 2006, 2016, 2018  
Research Committee, School of Hotel Administration, 1996-2002

Teaching Excellence Task Force, School of Hotel Administration, 2017-2018  
Tenure Review Process Committee, School of Hotel Administration, 2004-2005  
Undergraduate Admissions Selection Committee, School of Hotel Administration, 2002-2017  
University Appeals and Hearing Board, Cornell University, 2009-2010

## STUDENT COMMITTEES

### *Ph.D. Committees*

Skylar Kim, Cornell University, Committee Member, 2025-present  
Project topic: TBD

Vinh Le, Cornell University, Committee Chair, 2023-present  
Project topic: TBD

Aarni Toumi, University of Surrey, External reviewer, 2020  
Project topic: Designing restaurants of the future: Integrating robots into hospitality service

Itayi Mutsonziwa, University of Pretoria, External reviewer, 2020  
Project topic: Ubuntu: Development and validation of a scale to measure African humanism

Doris Dull, University of Leiden, External reviewer, 2017  
Project topic: Value congruence in a multinational corporation: Is alignment of values between individuals and organizations a universal maxim for Human Resource Management?

Siti Fardaniah Abdul Aziz, Universiti Putra Malaysia, External reviewer, 2012-2013  
Project topic: Mediation effect of comprehensive training motivation on the training support-training effectiveness relationship

Tashlin Lakhani, Cornell University, Committee member, 2009-2011  
Project topic: Undecided

John Michel, State University of New York at Albany, Committee member, 2005-2007  
Project topic: Investigating the impact of organizational justice and climate perceptions on customer service behaviors: A social exchange perspective

Esther Miller, State University of New York at Albany, Committee member, 2005-2006  
Project topic: The effective of rewards, commitment, organizational climate, and work values on intentions to leave: Is there a difference among generations?

Michael J. Tews, Cornell University, Committee chair, 2001-2006  
Project topic: Enhancing the effectiveness of interpersonal skills training: Examining the impact of post-training supplements in the applied work environment

Xiaoya Liang, State University of New York at Albany, Committee member, 2005  
Project topic: Development and validation of a computer self-efficacy scale for use in complex

technology contexts

Dennis Reynolds, Cornell University, Committee member, 2000

Project topic: Pygmalion in management: Understanding supervisory expectations as an antecedent of managerial self-efficacy

Jeff Shay, Cornell University, Committee member, 1997-2000

Project topic: Multinational corporation strategic posture and work role transitions: An empirical test of a cross-level model of expatriate manager adjustment

*Master's Committees*

Vinh Le, Advisor, 2021-2023

Project topic: Does morality matter in Human Resources? Empirical evidence from hotel and restaurant employees.

Patrena Hodges, Committee member, 2011-2012

Project topic: Differences in the quality of Jamaica primary school facility are correlated to differences in the performance of the schools in the grade six achievement tests.

Paul Hayes, Committee member, 2004-2005

Project topic: Strategic integration, contract administration, and comprehensive contract campaign effectiveness; A case study of the Culinary Workers Union, HERE Local 226's 2002 comprehensive contract campaign

Jami Leveen, Advisor, 1998-1999

Project topic: Family and work life issues in the hospitality industry

Kristin Rolfs, Reader, 1999

Project topic: Financial analysis of lodging sector performance

Tim Durnford, Advisor, 1994-1996

Project topic: Self-directed work teams: A new approach to quick service chain restaurant management

Cynthia Cardenas, Advisor, 1994-1995

Project topic: Individual and organizational influences on training effectiveness

Matt Arrants, Advisor, 1993-1994

Project topic: Performance appraisals: Use and implications for the hospitality industry

Marvi de la Lana, Advisor, 1993-1994

Project topic: Flexible staffing for the hospitality industry

Chuck Tauck, Advisor, 1993-1994

Project topic: Leadership succession in family firms: A successor perspective

*Undergraduate Latin Honors Thesis*

Vikki Vaswani, 2017-2018

Project topic: Examining the dimensions of internal talent branding in relationship to employee performance in the hospitality industry

Leigh Needham, 2014-2015

Project topic: The relevance of a firm's employment brand for high potential job seekers

Eric Rabinowitz, 2012-2013

Project topic: The moderating role of employment tenure and job complexity on the relationships between general mental ability and conscientiousness with facet measures of job performance

AWARDS AND HONORS

Annual Teaching Award, School of Hotel Administration, Cornell University, 1994-2000, 2002, 2005, 2012, 2015, 2021, 2022

W. James Whyte Visiting Research Fellowship, University of Queensland, 2019

Ted Teng '79 Teaching Excellence Award, 2009, 2015

Outstanding Educator for having most influenced a Merrill Scholar, School of Hotel Administration, Cornell University, 1995, 1998, 1999 (both award recipients), 2001, 2012

Best Paper Award, Cornell Hospitality Quarterly, Finalist, 2002, 2008, 2010, and 2013; Winner, 2011

Industry Relevance Award, Center for Hospitality Research, Cornell University, 2008; Finalist, 2010

Outstanding Professor Award, Interfraternity and Panhellenic Councils, Cornell University, 1997, 1999, 2000

Andrew Dickson White Teacher of the Year, Interfraternity and Panhellenic Councils, Cornell University, 1999

Best Management Development Paper Award, Annual Meeting of the Academy of Management, 1997

Outstanding Reviewer Award, Annual Meeting of the Academy of Management, Management Education and Development Division, 1997

Finalist for the American Society for Training and Development Donald Bullock Award for Best Dissertation, 1994

Higgins Memorial Dissertation Fellowship, The State University of New York at Albany, 1992

Human Resources Management Doctoral Consortium, Annual Meeting of the Academy of Management, 1991

Best Empirical Paper Award, Annual Meeting of the Eastern Academy of Management, 1991

RESEARCH GRANTS

School of Hotel Administration, SC Johnson College of Business, Cornell University, 1994-2005, 2007 – present

Cornell/PERC Institute on Conflict Resolution, Cornell University, 1998  
Blockbuster Entertainment, 1996  
International Association of Conference Centers, 1992-1994  
Benevolent Society, State University of New York at Albany, 1992

### PROFESSIONAL AFFILIATIONS

Academy of Management, Member  
American Psychological Association, Member  
International Council on Hotel, Restaurant and Institutional Education, Member  
International Network of Business and Management Journal Editors, Vice President, 2013-present  
Society for Human Resource Management, Member  
Society for Industrial and Organizational Psychology, Member

### SPONSORS FOR RESEARCH AND CONSULTING

Aethos Consulting Group, New York, NY – Measurement development  
Alabama Chapter of the Club Managers Association of America, Birmingham, AL – Executive development  
American Food and Vending, Syracuse, NY – Training design, implementation, and evaluation  
American Hotel and Lodging Association, Washington, DC & Real Time Hotel Reports, Ithaca, NY/Smith Travel Research, Hendersonville, TN – Compensation and benefits survey  
Blue Hill Farm, Tarrytown, NY – Strategic and operational HR assessment  
Bristol Hotels and Resorts, Dallas, TX – Training evaluation  
The Broadmoor, Colorado Springs, CO – Leadership and managerial skills assessment  
Canalta Hotels, Drumheller, Alberta, Canada – Strategic and operational HR assessment  
Chicago Club Managers Association of America, Chicago, IL – Executive development  
ClubCorp USA, Dallas, TX – Training evaluation  
Cote Family Companies, Nisswa, MN – Strategic and operational HR planning and assessment  
Darden Restaurants, Orlando, FL – Mandatory arbitration policy assessment  
The Denver Country Club, Denver, CO – Strategic planning  
The Desmond, Albany, NY – Strategic and operational HR assessment  
Edgeworth Club, Sewickly, PA – Membership survey  
Finger Lakes Premier Properties – Strategic and operational HR assessment  
Four Seasons Hotels and Resorts, Toronto, Canada – Strategic and operational HR assessment; Executive development; Expert witness  
Golub Corporation, Schenectady, NY – Training evaluation  
Grill Concepts, Los Angeles, CA – Restaurant site selection  
Halliburton Energy Systems, Houston, TX – Mandatory arbitration policy assessment  
Hillstone Restaurant Group, Beverly Hills, CA – Training evaluation  
Hilton Worldwide, McLean, VA – Strategic assessment; Executive development  
International Association of Conference Centers, St. Louis, MO – Facility and program

evaluation

Interstate Hotels and Resorts – Strategic HR assessment  
The Kessler Collection, Orlando, FL – Strategic and operational HR assessment  
Leading Hotels of the World – Strategic HR assessment  
Le Parker Meridien, New York, NY – Executive development  
Mirage Resorts, Inc., Las Vegas, NV – Training evaluation  
Marriott International, Inc., Bethesda, MD – Turnover assessment  
Mövenpick Hotels and Resorts, Zurich, Switzerland – Strategic and operational HR assessment  
Mohonk Mountain House, New Paltz, NY – Executive development  
National Restaurant Association Educational Foundation, Washington, DC – DE&I assessment  
Radisson/SAS Worldwide Hotels, Brussels, Belgium – Training needs assessment  
Rainforest Café, Minneapolis, MN – Management opinion and training needs assessment  
Sage Hospitality Resources, Inc., Denver, CO – Leadership and managerial skills assessment  
Starr Restaurant Group, Philadelphia, PA – Training design and evaluation  
Uno Chicago Grill, Boston, MA – Strategic HR assessment; Selection validation; Management opinion assessment  
Waldorf-Astoria, New York NY – Strategic HR planning  
Wynn Resorts, Las Vegas, NV and Macau, China – Strategic HR assessment

## BOARD AND RELATED APPOINTMENTS

Center for Responsible Hospitality, 2025-present  
Pravi, Principal, 2024-present  
Logi-Serve, Advisory board member, 2014-present  
Ithaca YMCA, Board member: 2016-2019, Trustee: 2020-2023  
HSMAI Foundation, Board member, 2019-2023  
EGBOK Mission, Board member, 2015-2021

## MEDIA CITES

Bloomberg  
eHotelier.com  
Fast Company  
Forbes  
HR Brew  
HR Magazine  
Hotel Management  
Hotel News Now  
Marketplace  
MoneyGeek  
New York Times  
Orlando Sentinel  
Powder Magazine  
Skift

The Times-Picayune/nola.com  
USA Today  
WalletHub  
WCBS 880  
wgbh.org

*Updated, Jan 2026*