

Judi Brownell

*Professor of Organizational Communication
School of Hotel Administration, Cornell University
Telephone: (607) 255-1090*

EMPLOYMENT EXPERIENCE

School of Hotel Administration, Cornell University

Phased retirement, 5 year, 2014 – 2019.

Professor, 1995–present

Fellow, Center for Hospitality Research, 2001–2003; 2007–2008

Associate Professor, 1989–1995

Assistant Professor, 1986–1989

Administrative: School of Hotel Administration, Cornell University

Dean of Students, January 2007–July 2013

Associate Dean for Academic Affairs, January 2000–June 2001

Director of Graduate Studies, July 1995–December 1999

School of Management, Binghamton University

Visiting Associate Professor, Organizational Behavior faculty, 1980–1984

Administrative: Binghamton University

Director and Associate Professor, Management Program, 1984–1986

Research Associate, Center for Leadership Studies, 1981–1986

Department of Communication Studies, State University at Cortland

Assistant Professor, 1975–1980

Received tenure and promotion, 1980

Chair, Interpersonal and Organizational Effectiveness Area

EDUCATION

PhD, Interdisciplinary in Organization Studies
(Social Psychology, Organizations, Communication)
Syracuse University

MS, Communication Education
Concentration: Interpersonal/Organizational
State University of New York College at Cortland

BS, Communication/Theatre and Literature
Minor: Social Psychology
(New York State teaching certification)
Ithaca College

PUBLICATIONS

Textbooks:

- (2018). Brownell, J. *Listening: Attitudes, Principles, & Skills*, e6. Routledge, Taylor & Francis Publishers.
- (2010). w/ Wolvin, A. What Every Student should Know About Listening. Boston, MA: Pearson Education, Allyn and Bacon Publishers.
- (2009). w/ Berger, F. Organizational Behavior in the Hospitality Industry. Englewood Cliffs, NJ: Prentice-Hall, Publishers.
- (1990). Frank, A. & Brownell, J. Organizational Communication and Behavior: Communicating to Improve Performance. Fort Worth, TX: Holt, Rinehart, and Winston, Inc.
- (1986). Brownell, J. Building Active Listening Skills. Englewood Cliffs: Prentice-Hall, Inc.

Articles in Professional Journals:

- (2014). Brownell, J. *Organizational Communication: Pioneering methodologies*. Communication Education, 63(4), 329-343.
- (2013). Brownell, J. *Robert Bostrom's contribution to listening in organizational contexts*. Journal of the International Listening Association, 27(2), 101-113.
- (2010). Brownell, J. *Leadership in the service of hospitality*. Cornell Hospitality Quarterly, 51(3), 363-378.
- (2008). Brownell, J. *Leading on land and sea: Competencies and context*. International Journal of Hospitality Management, 27(2), 137-150.
- (2008). Brownell, J. *Exploring the strategic ground of listening and organizational effectiveness*. Scandinavian Journal of Hospitality and Tourism, 8(3), 211-229.
- (2008). Brownell, J. *CHQ Commentary: Leading change with the 5P model: A case study of "complexing" the Swan-Dolphin Hotels at Walt Disney World*. Cornell Hospitality Quarterly, 49(2), 206-210.
- (2008). w/ Newman, A. *Applying communication technology: Introducing email and instant messaging in the hospitality curriculum*. Journal of Hospitality, Leisure, Sport & Tourism Education, 7(2), 72-76.

- (2006). Brownell, J. *Meeting the competency needs of global leaders: A partnership approach*. Human Resources Management, 45(3), 309–336.
- (2005). Brownell, J. *Predicting leadership: The assessment center's extended role*. The International Journal of Contemporary Hospitality Management, 17(1), 7–21.
- (2004). Brownell, J. & Jameson, D. *Problem-based learning in graduate management education: An integrative model and interdisciplinary application*. Journal of Management Education, 28(5), 558–577.
- (2004). Brownell, J. *Ingredients for success: Career development in the hospitality industry*. FIU Hospitality Review, 22(2), 1–17.
- (2003). Brownell, J. *Can the sun rise on Sunset? A case in human resources and organizational behavior*. Journal of Teaching in Travel and Tourism, 3(3), 42–61.
- (2003). Brownell, J. *Managerial communication: The critical link between knowledge and practice*. The Cornell Hotel & Restaurant Administration Quarterly, 44(2), 39–49.
- (2003). Brownell, J. *Developing receiver-centered communication in diverse organizations*. The Listening Professional, 2(1), 5–7, 22–26.
- (2002). Brownell, J. & Reynolds, D. *Strengthening the food and beverage purchaser-supplier partnership: Actions that make a difference*. Cornell Hotel & Restaurant Administration Quarterly, 42(4), 1–13.
- (2001). Brownell, J. & Chung, B. *The management development program: A competency-based model for preparing hospitality leaders*. Journal of Management Education, 25(2), 124–145.
- (2000). Brownell, J. Reynolds, D. *Personal style of on-site food service managers*. FIU Hospitality Review, 18(1), 1–18.
- (2000). Stevens, B. & Brownell, J. *Ethics: Communicating standards and influencing behavior*. Cornell Hotel & Restaurant Administration Quarterly, 40(1), 39–43.
- (1997). Huettman, E. & Brownell, J. *An ethnographic approach to understanding service quality*. FIU Hospitality Review, 63–74.
- (1996). Brownell, J. & Jameson, D. *Getting quality out on the street: A case of show and tell*. Cornell Hotel & Restaurant Administration Quarterly, 37(1), 28–33.
- (1996). Brownell, J. & Wolvin, A. *Who's listening? Listen for managerial effectiveness in the hospitality industry*. Hosteur Magazine, 5(2), 25–26.

- (1996). Berger, F. & Brownell, J. *Leadership: The Loews Assessment Center, designed to nurture potential managers, meets with success.* Lodging, 22(2), 54–58.
- (1995). Brownell, J. & Jameson, D. *Benchmarking for excellence: The management development program.* Cornell Hotel & Restaurant Administration Quarterly, 36(3), 87–92.
- (1994). Brownell, J. *Relational listening: Fostering effective communication practices in diverse organizational environments.* Hospitality and Tourism Educator, 6(4), 11–16.
- (1994). Brownell, J. *Teaching listening: Some thoughts on the behavioral approach.* Business Communication Quarterly, 57(4), 19–26.
- (1994). Brownell, J. *Creating strong listening environments: A key hospitality management task.* The International Journal of Contemporary Hospitality Management, 6(3), 3–10.
- (1994). Brownell, J. *Personality and career development: A study of gender differences.* Cornell Hotel and Restaurant Administration Quarterly, 35(2), 36–43.
- (1994). Brownell, J. *Women in hospitality management: General managers' perceptions of factors related to career development.* International Journal of Hospitality Management, 13(2), 101–117.
- (1994). Brownell, J. *The performance appraisal interview: A multi-purpose assignment.* Business Communication Quarterly, 57(2), 11–21.
- (1994). Brownell, J. & Fitzgerald, M. *Preparing students for workplace challenges: Introducing a module on the ADA.* Hospitality & Tourism Educator, 6(2), 59–62.
- (1994). Brownell, J. *Managerial listening and career development in the hospitality industry.* Journal of the International Listening Association, 8, 31–49.
- (1993). Brownell, J. *Women hospitality managers: Perceptions of gender-related career challenges.* FIU Hospitality Review, 11(2), 19–31.
- (1993). Brownell, J. *Communicating with credibility: The gender gap.* The Cornell Hotel & Restaurant Administration Quarterly, 34(2), 51–61.
- (1993). Lundberg, C. & Brownell, J. *The implications of organizational learning for organizational communication: A review and a reformulation.* The International Journal of Organizational Analysis, 1(1), 14–32.
- (1993). Brownell, J. *Addressing the career challenges faced by women in hospitality management.* Hospitality & Tourism Educator, 5(4), 11–15.

- (1992). Brownell, J. *Hospitality managers' communication practices*. The International Journal of Hospitality Management, 11(2), 111–128.
- (1992). Brownell, J. *Preparing students for multi-cultural environments: Listening as a key management competency*. Journal of Management Education, 16(5), 80–92.
- (1992). Brownell, J. & Fitzgerald, M. *Teaching ethics in the business communication classroom: The effective/ethical balancing scale*. ABC Bulletin, 55(3), 14–21.
- (1991). Brownell, J. *Middle managers: Facing the communication challenge*. The Cornell Hotel & Restaurant Administration Quarterly, 32(1), 52–59.
- (1991). Brownell, J. *Designing and delivering effective presentations*. The Cornell Hotel & Restaurant Administration Quarterly, 32(1), 41–45.
- (1990). Brownell, J. *The symbolic/culture approach: Managing transition in the service industry*. International Journal of Hospitality Management, 9(3), 191–205.
- (1990). Brownell, J. *Managing a diverse workforce: Listening in cross-cultural environments*. Asian Hotel and Catering Times, Nov/Dec, 24–28.
- (1990). Brownell, J. *Perceptions of effective listeners: A management study*. The Journal of Business Communication, 27(4), 401–416.
- (1990). Brownell, J. *Perceptions of managerial listening behavior*. Forefronts, 6(3), 5–7.
- (1990). Brownell, J. *Opening the Taj: The culture of fantasy*. The Cornell Hotel & Restaurant Administration Quarterly, 31(2), 19–23.
- (1990). Brownell, J. *Grab hold of the grapevine*. The Cornell Hotel & Restaurant Administration Quarterly, 31(2), 78–83.
- (1989). Brownell, J. A listening questionnaire. In A. Wolvin and C. G. Coakley (Eds.), Experiential Listening: Tools for Teachers and Trainers. Auburn, Alabama: Spectra, 5–10.
- (1989). Brownell, J. *The RADIAL model: An integrated approach to in-house communication training*. ABC Bulletin, 52(1), 3–11.
- (1989). Proceedings of the Cornell conference on listening: Listening and diversity, J. Brownell (Ed.). Ithaca: School of Hotel Administration, Cornell University, June 16–17.
- (1988). Proceedings of the Cornell conference on listening: Multiple perspectives, J. Brownell (Ed.) Cornell University (June 17-18).

- (1987). Brownell, J. *Listening: The toughest management skill*. The Cornell Hotel & Restaurant Administration Quarterly, 28(1), 64–71.
- (1987). Brownell, J. *Communication in the business curriculum*. Educator's Forum, The Cornell Hotel & Restaurant Administration Quarterly, 28(3), 56–59.
- (1986). Brownell, J. *Presentational speaking: A model for SUCCESS*. ABC Bulletin, 44(2), 37–42.
- (1986). Brownell, J. *Elwood Murray: Innovator, integrator, educator*. Communication Quarterly, 34(4), 405–413.
- (1985). Brownell, J. *A model for listening instruction: Management applications*. ABC Bulletin, 48(3), 39–44.
- (1984). Brownell, J. *Listening: A powerful management tool*. Supervisory Management, October, 35–40.
- (1983). Brownell, J. *Improving management communication: A shared responsibility*. Applied Business and Administration Quarterly, 3(1), 15–20.
- (1983). Brownell, J. *Elwood Murray's interdisciplinary view: Expanding the boundaries of the speech field*. Journal of Western Speech, Summer.
- (1982). Brownell, J. *Increase your credibility*. Supervisory Management, December, 244–252.
- (1982). Brownell, J. *Murray's laboratory in interpersonal communication*. Management Education, 31(4), 325–332.
- (1982). Brownell, J. *Integrating communication training into the management curriculum: Options in program development*. Journal of Business Education, 58(3), 109–112.
- (1982). Brownell, J. *Murray's interdisciplinary analogue laboratory*. Communication Education, 28(1), 37–42.

Book Chapters:

- (2016). *Women in hospitality as travelers and leaders*. In C. Lashley (Ed). A Handbook of Hospitality Studies: Perspectives and Cases, pp. 194-207. Taylor & Francis.
- (2013). *Women, gender, and hospitality management*. In Key Concepts in Hospitality Management. R. Wood (Ed.), CA: Sage Publications.
- (2012). w/ Jameson, D. *Going green: How organizations use narrative to build commitment to environmental values*. In Discourse Perspectives on Organizational Communication. Walker, R. & Aritz, Jolanta (Eds.). Lanham, MD: Fairleigh Dickinson University Press, pp. 225–260.
- (2011). *The listening fast track*. In Cornell on Hospitality: How to be Successful in the Hospitality Industry. A. Sturman, J. Corgel, & R. Verma (Eds.). Hoboken, NJ: John Wiley & Sons, 37-51.
- (2010). *Listening leaders: The skills of listening-centered communication*. In Listening and Human Communication in the 21st Century. A. Wolvin (Ed.). West Sussex, UK: Blackwell Publishers, pp. 141–157.
- (2008). w/ Walsh, K. *Women in hospitality*. Chapter 4, Handbook of Hospitality Management. R. Brotherton & R. Wood (Eds.), London: Sage Publishers, pp. 107–128.
- (2008). w/ Wolvin, A. *Listening into the Future*. Chapter 3, Curriculum Development and Assessment. J. N. Casey & R. E. Upton (Eds.), Hauppauge, NY: Nova Publishers, pp.101–135.
- (2008). w/ Stevens, B. *Communicating standards and influencing behavior: Attending to ethics in the hospitality industry*. Global Cases in the Hospitality Industry. V. Jauhari (Ed.), New York: Haworth Publishers.
- (2001). *Gender and communication in the hospitality industry*. Women and Men Communicating: Challenges and Changes. L. P. Arliss & D. J. Borisoff (Eds.), Harcourt Brace Jovanovich College, pp. 193–216.
- (1998). *Managing communication in multicultural organizations*. Redefining Professional Communication as an International Discipline: Implications for Teaching and Research. C. R. Lovitt (Ed.), pp. 171–187.
- (1998). *Striking a balance: The future of work and family issues in the hospitality industry*, invited chapter in special issue of Family Studies. F. Kwansa & P. Cummings (Eds.), Haworth Press, Inc., pp. 109–123.
- (1998). *The listening environment: A key to effective hospitality management*. The International Hospitality Business, R. Kotas, R. Teare, J. Logie, C. Jayawardena, & J. Bowen (Eds.), HCIMA, pp. 201–212.

- (1998). *The RADIAL model: An approach to in-house communication training*. In-House Training in Technical Communication. R. M. Brown (Ed.), Society for Technical Communication, pp. 131–142.
- (1993). *Listening consulting: Issues and implications*. Bridging Both Worlds: The Communication Consultant in Corporate America. R. Ray (Ed.), University Press, pp. 63–91.
- (1993). *Listening environment: A perspective*. Perspectives on Listening. A. Wolvin & C. Coakley (Eds.), Ablex Press, pp. 241–260.
- (1991). *Listening in the service industry*. Listening in Everyday Life: A Personal and Professional Approach. M. Purdy & D. Borisoff (Eds.), Fort Worth, TX: Holt, Rinehart, & Winston, pp. 229–261.

Programs Developed for eCornell:

- (2006) w/ Berger, F. *Creating the Service Difference: Customer-Focused Skills*, 6-hour on-line course sponsored by the School of Hotel Administration.
- (2006) w/ Berger, F. *Creating Service Cultures*, 6-hour on-line course sponsored by the School of Hotel Administration.
- (2005-2006). *Service Excellence for Elder-Care Professionals*, eCornell module sponsored by the School of Hotel Administration for senior living client.
- (2003-2004). w/ Berger, F. *Executive Decision Making*, a course in the executive leadership series.
- (2003-2004). w/ Berger, F. *Leading Creatively*, a course in the executive leadership series
- (2002). w/ Berger, F. *Understanding Hospitality Teams I*, a 15-hour on-line course for hospitality managers.
- (2002). w/ Berger, F. *Understanding Hospitality Teams II*, a 15-hour on-line course for hospitality managers.

Center for Hospitality Research Tools & Reports, SHA Working Papers:

- (2017, April). Brownell, J. Ethics from the bottom up. CHR Report.
- (2011). Brownell, J. *Creating value for women business travelers: Focusing on emotional outcomes*. CHR Report.
- (2009). w/ Newman, A. *Hospitality Managers' Use of Communication Technology: Challenges and Solutions*. CHR Report.
- (2009). Brownell J. Fostering service excellence: What managers need to know. CHR Report.
- (August, 2008). Brownell, J. Building managers' skills to create listening environments. Center for Hospitality Research Tool, #11, 1–15, Ithaca, NY.
- (2005). Brownell, J. & Jameson, D. Closing the GAPPP, Tool for the Center for Hospitality Research (Ithaca, NY: Cornell University).
- (2002). Brownell, J. & Reynolds, D. Strengthening the purchaser-supplier partnership. CHR Research Report, Sponsored by Richmond Events and the CHR.
- (1992). Women Hospitality Managers: Perceptions of Gender-Related Career Challenges.
- (1990). Listening Environment: A Critical Component of Organizational Culture.
- (1989). Perceptions of Listening Behavior: A Management Study.
- (1988). The RADIAL Model: An Integrated Approach to Management Skills Training.

Book Reviews and Articles in other Works:

- (2002). Brownell, J. What Employees Want: Communicating for Results, featured in "Faculty Experts Speak" on the SHA Center for Hospitality Research web site.
- (1995). Brownell, J. Middle managers: Facing the communication challenge, in Hotel Management and Operations, D. G. Rutherford (Ed.), pp. 120–132. New York: Van Nostrand Reinhold.
- (1992). Brownell, J. review of O'Keefe, Persuasion: Theory and Practice, in The Journal of Business Communication, 29(1), 83–85.
- (1991). Brownell, J. review of Robert Bostrom, Listening behavior: Measurement and application (1990), in The Journal of Business Communication, 28(4), 387–388.
- (1989). Brownell, J. review of Sonya Hamlin, How to Talk So People Listen: The Real Key to Job Success, in the Academy of Management Executive (May).

Packaged Training Modules and other Programs for the Service Industry:

(1999). In-Basket Management Assessment Exercise for Intercontinental (1998/99).

Values and Organizational Fit, On-line Assessment Instrument for HVS

(1994). Championship Patient Service (w/ F. Berger), a training module for hospital employees, with facilitator's guide.

(1993). Time and Stress Management, a training manual for Nikko Hotels, with facilitator's guide.

(1993). Developing Coaching Skills (w/ F. Berger), a training manual for Nikko Hotels, with facilitator's guide.

Papers Published in Conference Proceedings:

Creating centers that serve: How current thinking in hospitality can benefit older people. Cornell Institute for Translational Research on Aging. Consensus Workshop, NYC (December, 2007).

Behavioral Approaches to Listening Instruction in Organizations: Where We're Headed and Why, W. Arnold (Ed.). Invited paper, Perspectives on Listening Research: Planning for the Next Generation. Proceedings, ILA research conference (1991).

Perceptions of Good Listeners, Proceedings, International American Business Communication Association, Atlanta (October, 1987).

Listening Instruction: An Applied Framework, Proceedings, Combined Eastern/Canadian ABC Meeting, Toronto (1985).

Preparing for International Management: A Course in Intercultural Communication, Proceedings, Eastern Academy of Management, Montreal (May, 1985).

Training for Results: Issues in Designing In-House Communication Programs, Proceedings, International American Business Communication Association Convention, New York (November, 1983).

School/University Printed Booklets for Students:

- (2002). Brownell, J. A Hospitality Manager's Guide to Teams: Communicating to Make Decisions, Solve Problems, and Manage Meetings. Ithaca, NY: Cornell University.
- (1999). Brownell, J. A Hospitality Management Student's Guide to Landing a Perfect Job. Ithaca, NY: Cornell University.
- (1996). Influence and Impact in Organizations, Chapter 1–5, developed for HA 365.
- (1992). The Hospitality Manager's Guide to Designing and Delivering Effective Presentations. Ithaca, NY: Cornell University.

Papers in Progress, Under Review:

Papers under Review

Listening-centered communication: The newest approach to the oldest skill. Dimensions of Listening, A. Wolvin (Ed.), Hoboken, NJ: John Wiley & Sons.
STATUS: Accepted for publication.

Papers in Progress

ShipScope and the roles passengers play. To be submitted to the International Journal of Hospitality Management.
STATUS: Revising to resubmit.

w/ Roberts, C. *Cruising into the global waters.* To be submitted to the Cornell Hotel Quarterly.

Proposals, Textbooks in Progress

w/ Berko & Wolvin. Leadership Communication in a Changing World. (Lanham, MD: Rowland & Littlefield, Publishers). (Contract pending.)

SELECTED CONVENTION PAPERS/PROGRAMS

Women Travelers

HEC discussion (April, 2008)

Creating Centers that Serve: How current thinking in hospitality can benefit older people
Key catalyst paper for CITRA Consensus Workshop, NYC (December, 2007).

- Service Leadership: Character Counts*
International Listening Association (April, 2006).
- Communicating Strategic Decisions in Hospitality Organizations*
International Listening Association (May, 2004).
- The Skills of Listening Centered Communication*
National Communication Convention (April, 2003).
- Listening theory and research: An up-date*
National Communication Association Convention, Miami (November, 2003).
- Listening models: A meta-analysis*
International Listening Association, Scottsdale, AZ (March, 2002).
- The Business of listening in a global environment*
International Listening Association, Chicago, IL (March, 2001).
- Keynote Presentation at Business Pre-Conference: Leadership as Symbolic Action*
International Listening Association, Virginia Beach, VA (March, 2000).
- The future of listening in management training for the next millennium*
International Listening Association, Albuquerque, NM (March, 1999).
- The relationship between listening and communication—separate or synonymous?*
National Communication Association, Chicago, IL (November, 1999).
- Foodservice managers' motivating needs, w/ D. Reynolds*
Eastern Academy of Management (1998).
- Foodservice managers' motivating needs and personal style: An exploratory study*
CHRIE Convention (1998).
- Listening behavior: A model for career development*
International Listening Association (1998).
- A Process Model of Listening*
Eastern Communication Association, NY Vista World Trade Center (April 1996).
- Assessment and Benchmarking: Improving Managerial Skills (w/ D. Jameson)*
Management Communication Conference, Statler Hotel, Ithaca, NY (May, 1996).
- Training for the 21st Century: A Conceptual Framework and A New Design*
New York University Communication Conference, New York, NY (November, 1996).

The Redesigned MMH Program: Why There's Value Added, Cornell Hotel Show, Global Task Force meeting, Ithaca, NY (November, 1996).

Definitions of Service Quality: An Intercultural Perspective
Invited speaker, New York University, New York, NY (November, 1995).

Listening and Total Quality Management: A Grass Roots Approach to Walking the Talk.
International Listening Association, Little Rock, AR (March, 1995).

Women's Career Development in the Hospitality Industry
Invited Panelist, IMHI Education Program (June, 1994).

The Role of Listening in Career Development: Dispelling Any Doubts
International Listening Association, Boston, MA (March, 1994).

Listening for Leadership
ILA Regional Conference, Montclair, NJ (October, 1993).

Developing the Applied Organizational Communication Course
Eastern Communication Association, New Haven, CT (April, 1993).

Organizational Communication: A Look at the Future
New York University Guest Speaker, New York, NY (March, 1993).

Listening in the Mentoring Relationship: A Look at Gender Differences
Association for Business Communication, Newport, RI (March, 1993).

Developing a Conceptual Model of Listening: A Call for Integration
International Listening Association, Memphis, TN (March, 1993).

Voices from the Trenches: Women Talk About Career Challenges
WIN Conference, Ithaca, NY (February, 1993).

- Consulting in Listening: Challenges and Future Directions*
Speech Communication Association, Chicago, IL (November, 1992).
- Listening in the Hotel Industry: The Key to Service*
International Listening Association, Seattle, WA (March, 1992).
- Gender and Communication: Gaining Credibility in the Hospitality Workplace*, Network of Executive Women in Hospitality Conference, New York, NY (October, 1992).
- Leadership and Team Development*, Department of Communication, New York University, New York, NY (April, 1992).
- Listening and Organizational Culture*
International Listening Association, Seattle, WA (March, 1992).
- A Synthesis of Research in Organizational Listening Competency*
International Listening Association, Seattle, WA (March, 1992).
- Disabled in the Workforce: Implications for Business Communication Professionals*
Association for Business Communication, Washington, D.C. (April, 1992).
- Organizational Communication Consulting in the 1990s*
New York University Guest Speaker Program, New York, NY (April, 1992).
- The Ethical Dimensions of Organizational Communication Consulting*
Speech Communication Association, Atlanta, GA (November, 1991).
- The Role of Listening in Managing Organizational Transitions*
International Listening Association, Jacksonville, FL (March, 1991).
- Critical Listening: Preparing Students to Face Ethical Dilemmas in the Business Environment*
Association for Business Communication, Eastern Regional, (April, 1991).
- Listening Consulting: Bridging Both Worlds*
Speech Communication Association, Chicago, IL (November, 1990).
- Inner Worlds, Outer Worlds: An Exploration of Managers' Choices of Communication Strategy*
Association of Business Communication, San Antonio, TX (November, 1990).
- Where Have All the Good Men Gone?*
Association of Business Communication, Boston, MA (April, 1990).

- Listening and the Linking Function in Multi-cultural Contexts*
Cornell Conference on Listening: Diversity, Cornell University, Ithaca, NY (June 1989).
- Strategic Communication Planning: A Symbolic/Culture Approach*
Speech Communication Association, San Francisco, CA (1989).
- Listening in the Organization: A Program for Experienced Trainers*
International Listening Association Convention, Atlanta, GA (1989).
- Listening in Organizations: A Symbolic Interactionist View*
Cornell Conference on Listening, Cornell University, Ithaca, NY (June, 1988).
- What Research in Listening Says to the Basic Course Instructor*
Speech Communication Association, Boston, MA (November, 1987).
- Decision Making in Organizations: A Symbolic Interactionist Perspective*
New York State Speech Communication Association, Rochester, NY (October, 1987).
- Listening Skills for International Managers*
International Listening Association Summer Conference, Toronto, ON (July, 1987).
- Teaching Management in the Intercultural Environment*
Eastern Academy of Management Meeting, Toronto, ON (April, 1987).
- Proposals as Sales Documents*
International Listening Association Convention, New Orleans, LA (March, 1987).
- Perceptions of Good Listeners: Let's Look at Self-Monitoring*
American Business Communication Association, Atlanta, GA (1987).
- Use of Teaching Assistants in Organizational Communication Courses*
Eastern Communication Convention, Syracuse, NY (1987).
- Corporate Culture: A Framework for Understanding Communication in Organizations*
New York State Speech Communication Association Conference, Syracuse, NY (1986)
- Knowing, Appreciating, and Doing: Finding the Right Formula for Improving Listening Instruction*
International Listening Association Convention, Orlando, FL (March, 1986).
- Presented 4-6 papers at state, regional, and national conventions each year, 1978 to 1986.*

RESEARCH

Grants/Awards

SHA Summer Research Funding 2004, 2005, 2007, 2008

Fellow, Center for Hospitality Research, 2001-2002 & 2002-2005, 2007, 2008

Summer SHA Research Grant, 2003

Continuing research on career development in the cruise industry.

Summer SHA Research Grant, 2002

Ingredients for success in the cruise industry. A study of competencies and personal characteristics associated with career development in ship-level operations. Eleven cruise lines participated in the study. Comparison data was obtained from General Managers in five land-based hotel chains.

Center for Hospitality Research, study of the role of trust in F&B purchaser/vendor partnerships and the impact of turnover and distance communication on partnership strength.

Summer, 2001, to complete manuscripts and to determine feasibility of studies focused on the cruise industry.

Summer SHA Research Grant, 1997 & 1998

A study of foodservice managers' motivating needs, w/ D. Reynolds.

Study of ARAMARK managers to determine correlations between effective motivational strategies and MBTI preferences.

Summer, 1996

Funding to initiate tracking study of all MMH alumni.

Summer SHA Research Grant, 1994

Communicating Total Quality: An International Case

Extension of the 1993 project to identify the ways in which employees come to their understanding of what "quality" means within a particular service environment.

Summer SHA Research Grant, 1993

Communicating Total Quality Management: Service Values at the Four Seasons

Qualitative study of the ways in which new employees come to understand what "quality service" means within the context of a particular organization.

Summer SHA Research Grant, 1992

Women in Senior Level Hospitality Management

Comparative study of the communication and mentoring practices, and general career development, of men and women in the hospitality industry.

Summer SHA Research Grant, 1991

Women Hospitality Managers: Career-Relevant Organizational Information.

Summer SHA Research Grant, 1990

Assessing the communication strategies of general managers

Prepared special report on the School of Hotel Administration *Alumni Tracking Study*, Summer, 1990 and Fall, 1992.

Summer SHA Research Grant, 1989

Identifying the Communication Needs of Hospitality Managers: Toward a Task-Centered Framework

NSF Grant. \$10,000 award for use of the Cornell supercomputer faculty. Awarded by the National Science Foundation through the Cornell Theory Center (Summer 1987).

Dean's Award, Binghamton University, 1986

Developed a survey for assessing the listening skills of business students.

University of New York (SUNY Central), 1986

Grant for the Improvement of Undergraduate Instruction.

Current Research Interests/Projects in Progress

Research interests include:

- assessing the impact of improved managerial listening behavior on individual and organizational effectiveness; determining the impact of listening on perceptions of leadership such as trust.
- cultural intelligence; examining strategies for developing cultural competence for global leaders and developing profiles using the CQ survey.
- issues in graduate hospitality management education; curricular innovations, skills training, continuous improvement processes, and higher education administration.
- the development of service cultures; identifying the ways in which employees come to their understanding of "quality service" within a particular context.
- the attitudes and practices of women general managers related to mentoring and career development. Examining gender differences in communication needs and practices of managers.

EDITORIAL RESPONSIBILITIES

Professional Journals in Management, Hospitality, and Communication

Co-Editor, Research Forum, CHRAQ, 1993–1996
Member, Editorial Review Board, Hospitality and Tourism EDUCATOR, 1993–2013
Member, Editorial Review Board, International Journal of Contemporary Hospitality Management, 2004–2013
Editorial Review Board, Journal of the International Listening Association, 1989–2001
Member, Editorial Review Board, Qualitative Research in Communication, 2001–2007
Member, Editorial Review Board, Journal of Business Communication, 1999–2003
Member, Editorial Review Board, Journal of Management Education, 1989–1998
Associate Editor, Speech Communication Annual, 1990–1998
Member, Editorial Review Board, Management Communication Quarterly, 1993–1997
Ad hoc Reviewer, Journal of Human Resources, 2005–2010

COMMITTEE RESPONSIBILITIES/ASSIGNMENTS

School of Hotel Administration, 1987-present

Interim Director for Graduate Studies, January 2013–July 2013
Dean of Students, January 2007–July 2013
Academic Area Director, July 2004–2006
Associate Dean for Academic Affairs, January 2000–June 2001
Director for Graduate Studies, School of Hotel Administration, July 1995–Dec 1999
Sexual Harassment Counselor, School representative, 1996–2000
Coordinator, Management Development Program, 1994–1995, 1998–1999
Area Coordinator, Communication, June 1988–July 1992; 1998–1999, 2003–2004

SHA Standing Committees:

Chair, Academic Review Committee, 2007–July 2013
Chair, Student Advisory Board, 2007–September 2012
Chair, SHA Freshman and Sophomore CORE Faculty, 2007 – July 2013
Member, Undergraduate Admissions Committee, 2003–2006; ad hoc, 2007–present
Member, International Strategy Committee, 2003–2006
Member, MMH Admissions Committee, 2002
Chair, Graduate Committee, 1995–1999
Chair, IMHI Committee, 1996–1998
Ex Officio Member, Research Committee, 1995–2000
Member, Career Development Committee, 1995
Co-chair, Faculty Policy Committee, 1994–1995
Member, Faculty Policy Committee, 1993–1994, 2003–2004
Member, UAAC, 1988–1992
Member, Research Committee, 1992–1994
Member, Undergraduate Petitions Committee, 1987–1990
Undergraduate Admissions Interview Committee, 1987–1991

Curriculum Committee, 1989–1991
Member, Triad Committee, 1988–1991

SHA Personnel Committees:

Chair, promotion to full professor (Jameson), 2011
Chair, promotion to full professor (Verma), 2008–2009
Member, Food & Beverage search committee, 2008–2009
Chair, tenure review committee (Wagner), 2007–2008.
Chair, tenure review committee, (Verma) 2006–2007
Chair, reappointment review committee (Snow), 2005–2006.
Member, interim review committee (Walsh), 2004
Chair, Information Technology search committee (Wagner), 2001–2002
Chair, Managerial Communication lecturer search committee (Lennox), 2001–2002
Chair, review committee for promotion to full professor (Cathy Enz), 1999
Member, search committee (MMH director) 1997–1998
Member, search committee (Assistant Director Career Services), 1998
Member, search committee (Dahl), 1997–1998 (communication)
Chair, tenure review committee (Muller), 1998
Member, two-year review committee (Huetttman), 1996
Chair, interim review committee (Stevens), 1996
Ex officio member, area search committee, 1996
Chair, two-year review committee (Stevens), 1995
Chair, change of status committee (Huetttman), 1994
Member, tenure review committee (Hinkin), 1994–1995
Chair, communication lecturer search committee (Katz), 1991–1992
Chair, communication assistant professor search committee (Stevens), 1992–1993
Chair, promotion review committee (Huetttman), 1991–1992
Chair, interim review committee (Kimes), 1991
Member, MOHR search committee (Tracey & Simons), 1993
Member, interim review committee (Corgel), 1993
Member, promotion review committee, 1992–1993

Other SHA Committees

Chair, SHA Advising Committee, 2007–2011
Member, Executive Education Strategy Committee, 2003–2004
Member, PDP restructuring team, 1993, 1994, 1995
Member (augmented), Graduate Curriculum Committee, 1992–1994
Leader, Strategic Planning Ad Hoc Committee, 1991
Member, Data Base Project, ad hoc committee, 1991
Member, MIP Ad Hoc Committee, 1987–1988
Faculty Policy Committee Task Force on the Selection Process, 1987
Drown Foundation Award Committee, 1990, 1991, 1992
Course Chair, HA 365, 1987–1988, 1989–1991, 1992–1993, 1998–1999

PROFESSIONAL ASSOCIATION OFFICES AND ACTIVITIES

Professional Association, Offices and Contributions

International Listening Association

President, 1994–1995
Chair, Nominating Committee, 2000–2004
Member, Nominating Committee, 1995–1996, 1998–1999, 2002–2003
Past President's Council, 2002–present
Chair, Business Committee, 1999–2000, 2000–2001, 2001–2002
Chair, Business Pre-conference, Virginia Beach, 2001
Chair, ILA Research Award Committee, 1999–2000, 2000–2001
Vice-President, 1993
Convention Program Chair, 1992 Seattle Convention
Chair, Public Relations Committee, 1988–1990
Recording Secretary, 1986–1988
Member, Research Committee, 1986–present
Chair, Textbook/Publication Committee, 1989–1991 conventions

American Society for Training and Development

President, Southern Tier Chapter, 1987–1988
Vice President, Southern Tier Chapter, 1985–1987
Secretary, Southern Tier Chapter, 1983–1984
Selected for National Leadership Conference, Washington, D.C., 3 years

Program Committee, Association Conventions

(Invited to solicit and review papers and program proposals, chair sessions.)

Academy of Management, OB Division, 1994, 1995, 1996, 1997, 1998, 2004
Organizational Behavior Teaching Conference, 1995, 1996
Eastern Academy of Management Conference, 1986, 1990, 1995, 1997
Speech Communication Association Convention, 1990, 1993
Eastern Communication Association Convention, 1987, 1989, 1996
International Listening Association Convention, 1989, 1990, 1991, 1993, 1998, 2003
Association for Business Communication Convention, 1988, 1991, 1992, 1993, 1996

External Reviewer, University of the West Indies, Management Communication
Curriculum, 1992 – 2010

TRAINING AND CONSULTING: SUMMARY AND HIGHLIGHTS

Development of Assessment Centers

Assisted in the development of the MMH Assessment Center (w/ other MD faculty);
involved in the creation of the concept, wrote materials, participated in the center
activities, including debriefing, August 1994, 1995, 1997, 1998, 1999

Developed Assessment Center for Loews Hotels (w/ F. Berger); designed for succession planning.

Involved in creation of concept, developed materials, participated in assessment activities and processing.

Design and implement packaged training programs; train trainers, conduct in-house needs analyses and in-house seminars; instruct programs for a variety of participant groups.

Training Topics include (sample):

Effective Listening	Conflict Management
Human Relations Skills	Strategic Planning
Training and Development	Time and Stress Management
Women in Management	Interviewing Skills
Group Dynamics	Managing Diversity
Managing the Performance Dialogue	High Performing Leadership
Crisis Communication	Presentational Speaking
Teambuilding	Service Quality
Communicating Change	Intercultural Effectiveness for Managers
Assessing Organizational Effectiveness	Counseling and Coaching

Selected Seminars/Executive Education Programs Taught 1987-present

Leadership Competencies and the Hospitality Challenge, University of Stavanger, Norway, 2007.

Leading Teams to Success, Enrichment Program, Regent Seven Seas, 2006.

Managing Yourself and Your Team, Club Managers' Program, September 2003.

Listening: Key to Relationships, Enrichment Seminar, Radisson Mariner, June 2003.

Gender Communication: Aligning the Planets, Enrichment Seminar, Radisson, June 2003.

Communicating the Vision, General Managers Program, School of Hotel Administration, 1996, 1997.

Communication Skills for Women Managers, School of Hotel Administration, PDP, July 1993, July 1994, June 1995.

Managing Service Quality: The Human Dimension, Sponsored by the School of Hotel Administration, PDP (co-taught with T. Hinkin), July 1994, June 1995.

The Communication of Service Quality, General Managers, Program, June 1995.

Effective Listening for Managers, Johnson Graduate School Managerial Skills Program, October 1994, March 1995, 1996.

Presentational Speaking for Hospitality Managers, Sponsored by the School of Hotel Administration, PDP, July 1994.

Communicating for Effective Group Leadership, Sponsored by the School of Hotel Administration, General Managers' Program (co-taught with D. Jameson), July 1994.

Communication for Travel Managers, Sponsored by the National Business Travelers' Association, Pittsburgh, PA, August 1996.

Listening for Empowerment, Universal Instruments Corporation, April-July, 1996.

Communicating Club Decisions, Club Managers' Association, Sponsored by the School of Hotel Administration, October, 1994; April, 1996; October, 1997; September, 1998, November, 1999.

Quality Customer Service in the International Arena, Sponsored by the School of Hotel Administration, PDP, June 1995, June 1996.

Building High Performing Teams, School of Hotel Administration, PDP, June 1995.

Creating a Professional Service Image, Sponsored by Binghamton University, April 1991, March 1992, April 1998.

Effective Listening for Service Managers, Sponsored by Binghamton University School of Management, June 1998.

Multicultural Communication, Resorts International, November 1998.

Leadership in the 21st Century: Strategic Planning Session, Builders' Association, 1997.

Crisis Communication and Leadership, Advanced Management Program, School of Hotel Administration, October, 1995.

Effective Communication for Hospitality Managers, Sponsored by the School of Hotel Administration (May 16-19, 1996).

Improving Customer Service for more Effective Communication, Sponsored by the School of Hotel Administration (CPD), 1998, 1999.

Improving Interpersonal Communication Through Effective Listening (AMDAHL, Binghamton, NY), 1999.

Effective Time Management, Sponsored by Divi (Ithaca, NY), 1999.

Effective Listening for More Effective Management, Sponsored by the School of Hotel Administration, General Managers' Program, summer 1998, summer 1999.

Assertive Communication for Women in Management, Broome CC, October 1998.

Preparing Managers for Cross-Cultural Communication, Sponsored by the School of Management, Binghamton University, April 1998, October 1999.

Barriers to Effective Communication, Broome Leadership Program, BCC, 1997.

Oral Communication for Speakers of English as a Second Language, Sponsored by the School of Hotel Administration, CPD, summer 1997.

Listening Skills, Sponsored by the School of Management, Binghamton University, 1997.

HONORS AND AWARDS

- Industry Relevance Award, Center for Hospitality Research, 2012.
- Invited to join prestigious board, International Society for the Study of Interpersonal Processes, 2000
- Listening Hall of Fame, highest award of the International Listening Association, 1995; recognized a second time in 2004
- Best Article Award, MCB Press (International Journal of Contemporary Hospitality Management), 1994.
- Research Award in Listening, International Listening Association, 1990, 1993, 2001.
- President's Award, International Listening Association, 1999, 2006.
- Brother, Kappa-Lambda, Delta Sigma Pi