Academia continues to face several issues of importance in the coming years. The American Association of University Professors (AAUP) highlights the following as some of the key issues we will face in the near future. How can we be better informed, and more engaged in the process of decision making towards these issues?

**Protecting academic freedom**

One of the core principles protecting teaching and research at higher education is the principle of academic freedom. The [1940 Statement of Principles of Academic Freedom](#) defines Academic Freedom as follows: “institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition”.

**College and University Governance**

Administrators make or are part of critical policy decisions that impact the entire organization. These include but not limited to personnel decisions, budgetary matters, evaluation, and others. Shared governance is as much the responsibility of faculty to engage in as it is for administrators to support and encourage. How can we as faculty stay engaged in the process? How can we get our new faculty colleagues aware of shared governance,

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In this month’s edition of the Communique, I asked professors at different points in their career, what keeps you up at night as an educator? What are the things that you continually think about long after the work day has passed? What bothers you or what are you trying to do better?

To answer this question, I selected a newly appointed assistant professor, Michelle Alcorn, an assistant professor with some experience on the tenure track, Gilpatrick Hornsby, myself, a tenured associate professor, and a full professor and director of a program, Randall Upchurch. My hope is that you can relate to the thoughts and perspectives presented in this issue and this will stimulate conversations with colleagues.

**What Keeps You Up at Night?**

Many things keep me up at night, including a toddler who just does not believe the whole night should be wasted in sleeping. However, when there is no fault to be assigned onto others and only myself, I find myself contemplating my work. I am sure that this is not uncommon for many people. I think about what I want to improve and what steps I can take to make that improvement. Over the last year, I wanted to put more emphasis on teaching; that will be my focus in this piece.

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Over the past year, the Ad Hoc Committee on the ICHRIE Comprehensive Organizational Review (COR) has spent much time, attention and energy to identify organizational changes for International CHRIE that will help us to ensure we are an organization that is more efficient in our efforts to provide the most value to our members and to be more strategic in our role in the hospitality and tourism industry. The COR Committee members who worked on this daunting initiative were:

- Jouni Ahonen, Vice President, Haaga-Helia
- Jeff Beck, Associate Director, Michigan State University School of Hospitality Business
- Joy Dickerson, Director of Cooperative Education, Widener University School of Hospitality Business
- Brook Luedke, ICHRIE Director of Industry Services
- Li Miao, Graduate Program Director, Oklahoma State University School of Hotel and Restaurant Management
- Dennis Reynolds, Dean, University of Houston Hilton College (chair)
- Jim Taylor, Associate Professor, University of Mississippi Nutrition and Hospitality Management
- Non-ICHRIE Industry Representative—Caryn Kboudi, Vice President, Talent Acquisition & Development, Omni Hotels and Resorts

We cannot express our appreciation strongly or often enough to these individuals for the support they have given and the dedication they have shown International CHRIE. I always say that I’ve worked in association management for a long time and International CHRIE is fortunate to have some of the hardest working members who unselfishly volunteer their time and demonstrate their commitment to ICHRIE. The members of the ICHRIE Comprehensive Organizational Review deserve some major kudos for their efforts.

The initial report and recommendations from the COR are scheduled to be announced when the ICHRIE board meets during our annual summer conference this month in Palm Springs, California. There is great anticipation to hear the results of this “deep-dive” review of our organization and to begin the conversations necessary to make their recommendations a reality. I have little doubt that the conversations, debates and discussions that occur as a result of the COR report will be lively and interesting.

There is no doubt that some—if not all—of the recommendations will result in sweeping changes for International CHRIE. Because change is not always something that is easily or quickly made, it will need leadership and commitment to execute. The recommendations coming out of the COR will soon be known and in the coming year (and years), the President and the ICHRIE Strategic Planning Committee lead by the Vice President will have the direction needed to plan for the future of ICHRIE and to make the changes necessary to ensure that ICHRIE is the best that it can be.

As an organization, we have done many of the same things the same way for many years and it is time for us to make changes. It won’t always be easy because we’ve been trapped in the mindset of “that’s the way we’ve always done it.” Soon that will no longer be true. Hopefully International CHRIE is about to experience some paradigm shifts of epic proportions and to realize those shifts are vital. Let the winds of change begin.
What Keeps You Up at Night?

When the caller asked me to write an opinion piece on the topic of “What keeps you up at night”, I emitted a rather quick, audible…and almost hysterical chuckle, which then received an equally quick response from the caller… “I thought you might have a few pearls of wisdom to share.” So challenging, and yet incredibly exhilarating, was this task that I soon found myself engaging in a heated philosophical debate as to the common denominator…meaning what is the underlying purpose, driving goal that makes institutions of higher learning tick.

Within the following paragraphs, I will share my thoughts as to why university educators must keep their eyes on a common prize…meaning the singular focus of preparing society’s youth, of all ages, for careers that are personally and professionally fulfilling…and relevant. Before we go on, do note that I intentionally used the term ‘educators’ to be inclusive of administration, faculty, and staff. Why? Because initiatives concerning student engagement, student success, and other key performance requires collective effort. Why? The direct answer is that I am in complete agreement with Aristotle in that “the whole is greater than the sum of its parts.” Perhaps it is best to begin this sleepless journey by reflecting upon the following Albert Einstein quote:

“But if you judge a fish on its ability to climb a tree, it will live its whole life believing it is stupid.”

The implication of this rather prophetic quote is that educators should not be too hasty in measuring program or student learning outcomes by adoption and application of inappropriate or outdated standards. So, beings step #1 in my sleepless journey.

Relevancy, Ethics, Innovation, Funding, and Talent

One thing for certain in our present world is that change has become the new norm for society. Change is the result of evolving technologies, political unrest, economic adjustments associated with a global economy, evolving societal values, and intercultural exchanges. What this implies is that a state of uncertainty requires a realization that chaos can be good but only if it is embraced, analyzed, and integrated in a manner which is ethical, has practical value to the individual, practitioner, and moves the societal needle for the good of the many. This concern for relevancy segues into another thing I worry about. Given that change is the new norm, how do we adequately prepare our students to be masters of critical thinking, information fluency, and masters of discipline specific knowledge, skills and abilities so that they too can become good citizens, socially responsible, and champions of individual, familial, business, and societal values? In short, can our students upon graduation tell the difference between right and wrong? Can they push the needle of innovation for the good of the whole as they transition businesses and mature as leaders?

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A full night of sleep would be amazing. However, I have just accepted an Assistant Professor position which causes sleeplessness due to various issues such as: moving to a new city, starting a new job, performing that job successfully, and improving the world.

New Job, New University, New City, New Chapter. I am anxious about moving to a new city; joining a new university; and starting a new job. The beginning of the semester is going to be overwhelming; literally, information overload. Within a month, I will graduate from a Ph.D. candidate to Assistant Professor. This is a major shift in life and emotions such as anxiety, nervousness, and excitement are not surprisingly keeping me up at night. I hope the campus community is embracing.

Time Management. One issue giving me panic attacks in the middle of the night is how will I be able to efficiently complete all the expectations of my job: teaching, research, and service. I know as a professor; the day extends beyond eight to five. While I am prepared for long days, I worry about how to balance being an effective, mentoring teacher; conducting research that impacts the industry; and contributing to the improvement of the campus and community.

Relevance in the Classroom. While the foundations within hospitality management are fairly stable, the industry itself is constantly improving and reacting to new trends and technology. Providing relevant information to students is an issue that all professors should have concerns about. As a recent student myself, I know the expectations of students nowadays are extremely high for professors which gives me pause.

Job Security. As the cost for education increases and student enrollment decreases, universities around the country are concerned. As a new un-tenured faculty member, job security is a worry; because the existence of the tenure system is slowly becoming extinct. Becoming a tenured faculty member is my dream but, will there still be a tenure system when I can promote?

Creating a Legacy. As I begin my career, I have a long-term goal in mind: creating a worthwhile legacy. I want to follow the footsteps of my great mentors. The legacy I desire to leave includes impacting the lives of students, preparing students for their careers, disseminating valuable research among academic and industry professionals, and ultimately leaving the world a better place. After I retire, I want people to remember my name because I helped them in some way.

Before my position officially begins, I already have issues keeping me up at night; some will continue throughout my career and some will calm soon. I imagine higher education issues such as budget cuts, volatile campus environments, and decreased student enrollment will also keep me up at night in the future.

I have been lucky, I work at a university that does value teaching, and in particular, my college. Like many other universities, we have an institute for teaching and learning where faculty can attend workshops and keep current with new skills and techniques. My college took an extra initiative to hold workshops that faculty could attend in a lunch hour and share advice with colleagues from the various departments in our college. There was nothing wrong with these approaches, but it is instructors teaching instructors.

On occasion, I have attended a few lectures across campus from faculty who are known to be excellent in their respective disciplines. There was nothing wrong with this either, but it was an observational approach. I wanted to experience the classroom the way today’s students experience classes.

I became a student again and enrolled in two courses in the spring semester.

These courses were online and I wanted to take courses that way because of the convenience factor, I do have a full-time job and familial responsibilities, and I wanted to know how I could improve my online courses. In the past, I have taken courses and received certificates for online education, but that was years ago and with technology, things can change very quickly.

I took courses unrelated to my discipline. I have a strong interest in this area so I was excited to learn something new. In the first course, I enjoyed being a student again. I was excited to learn new material and my children were looking over my shoulder to see what I was studying. For the most part, I felt the course delivery was good. A few issues here and there, but nothing that would make me discount or dismiss the class. I did not see anything too innovative. I know that our institute for teaching and learning could replicate some of the video effects used in the course. Overall, I was happy with the experience.

The next course however, blew my mind, in a good way. I discuss transformational leadership in my class and if there is a such thing as a transformational teacher, this
What Keeps You Up at Night?

There are three questions that keep me up at night when I think about my students. The first is, “Am I providing them with the skills that are needed in the world of tomorrow?” In this technologically fast paced world, change is almost a given. So, the skills that are needed now, may not be needed in four years. Because of this, there has been a lot of discussion about teaching our students soft skills that will translate across different situations, but does that mean there is not a place for the hard skills in our field. In the early 2000’s Dr. Joe Purdue conducted studies that asked county club managers what the top skills needed to be a successful manager. The top three skills were budgeting, financial statements, and professional behavior. The study was recreated just 10 years later and there had been a shift to the soft skills of leadership and interpersonal skills as the top skills needed for managers to be successful. So how do I prepare my students for the next shift when we are not really sure what it is? I believe it will be around technology, but I don’t think the technology that will be the next big impact to our industry has been developed.

Along those same lines, the next question that keeps me up at night is, “Am I teaching my students to critically think?” When I look at the traditional method of instruction, I see an instructor disseminating information to a student through lecture, seminar, or discussion. Even with the increases in different modes of instruction, we still see a very similar format. For me, this has trained students from a very young age to meet the requirements of the course and the instructor. It does make them challenge the ideas presently held as fact. When I was younger, I always remember college classroom being depicted as places intellectual conversation. It would be a large lecture hall full of students with the professor at the head of the classroom sitting on a desk challenging the thinking of the students. When I look at my students, I don’t always see that challenge of thought. Instead of questioning why something is the way I present to them, I am asked, “Is that going to be on the exam?” Some of the most successful people in our industry and beyond were those who could look at the status quo and then look beyond it to find a different, innovative solution. I wonder how I can instill that desire in my students. How do I unlock their potential for more?

The final question that keeps me up at night really ties into my first two question. That is, “How do I become a better teacher?” As an Assistant Professor, I still believe that there is a lot for me to learn about hospitality education. I never want to think that I have completely mastered any part of the three-legged stool, but the one responsibility that I especially don’t want to become complacent in is teaching. Our world is changing so rapidly and stagnation in teaching can lead to ineffective instruction. This is why I believe the Scholarship of Teaching and Learning is so important. I believe we must study our methods and policies so that we can improve our teaching and in turn prepare our students to successful hospitality and tourism practitioners.

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person had the qualities. The course delivery was amazing, the topic thrilling, and the way the instructor spoke to us on camera made you eager for the next module. The instructor did all the things that we were taught in those instructor-to-instructor workshops, the difference was that I was to live the experience as a student.

As I worked on my courses this summer, I tried to implement some of the techniques I was not already using into my online courses. I do not know if the new ones are successful yet. I am hoping that with a renewed student perspective, I have given my students more tools to be successful. Despite this, I am sure the sleepless nights will continue.

Transitions

Congratulations,
Dr. Andrew Feinstein

Dr. Andy Feinstein has been named President of the University of Northern Colorado. Andy is the first hospitality management faculty member to climb the ranks of academia and achieve a four-year university presidency. Andy, a longtime ICHRIE member and former Secretary of ICHRIE, earned his bachelor’s and master’s degree from UNLV, and his doctoral degree from Penn State. After starting his career at UNLV, he was named Dean at the Collins College at Cal Poly Pomona.

Following a successful time leading Cal Poly forward, he was named Provost at San Jose State University. He successfully guided San Jose State through some challenges and now prepares to lead UNC. ICHRIE extends its congratulations, and wish Andy and his family (wife Kerry, son Nicholas, and daughter Rachel) a safe and successful transition from California to Colorado.
and get them involved in it? Shared governance ought to be seen in its positive orientation. Think of how we can ensure sustainable progress in academia: we all need to be engaged to ensure success.

**Contingent Faculty Positions**

The contingency faculty positions, also referred to as adjunct, non-tenure track, part time positions are becoming a greater proportion of our faculty body. Such positions in general, and historically, have not been relatively secure, and have received a lesser degree of support on issues such as academic freedom. Hospitality and tourism programs in particular greatly benefit from an association with adjunct and non-tenure track faculty. How can we ensure equity and fairness for our adjunct, non-tenure track faculty? This question is specially critical as the proportion of non-tenure track faculty continues to increase.

**Tenure**

This leads into the next critical issue that we continue to face in Academia. Tenure has been associated with academic and research freedom. In the recent years the proportion of tenured faculty has gone down by 21 percent. It has allowed professors to perform their teaching, research, and service responsibilities without the fear of reprimand, and bias. Still, some of the core questions associated with Tenure continue to be revisited in certain quarters such as: Why is Tenure important, and whose purpose does it serve? How does Tenure serve the Public interests versus the individual interests of professors? Do all professors get tenure or should be eligible for Tenure?

**Women in Tenure**

Despite the relative progress we have made in social and economic equity in our society, women professors continue to face unique challenges in getting tenure. Data shows that fewer women professors apply for tenure, lower proportion of women professors get tenure, and this pattern continues into the post tenure success to full professor. How can we ensure that women professor have the necessary resources, guidance, and mentoring to go through this process? More importantly, how do we ensure that the review processes are reflective of the current realities and challenges facing women professors who go through this process?

**Intellectual Property and Copyrights**

As we continue to move into the digital age version x.0, the issue of intellectual property and copyright of information are gaining even more importance. In fact AAUP goes further to state the following: “The AAUP believes it is appropriate to issue a warning: Your intellectual property is in danger.” The challenges to the limit of these rights is coming from several directions, including the University, publishing houses, and others. We need to stay alert, and speak up when the opportunity arises.

The issues facing us in academics, as it happens, are also the core values that we ought to stand for. From time to time we should engage in open discussions on these issues so that we can stay informed, and be prepared to engage.

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Synopsis of the call for papers from the Journal of Hospitality & Tourism Research
“Sustained competitive advantage for sustainable hospitality and tourism development: A stakeholder causal scope analysis”

The full-length call for papers can be retrieved from this web link: https://www.dropbox.com/s/e6gw810s5jy2wd7/Full-length%20CFP.docx?dl=0

Guest editors
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Professor Demetris Vrontis, University of Nicosia, Cyprus
Dr. Michael Christofi (supervising guest-editor), University of Gloucestershire, UK
Professor Zhanna Belyaeva, Ural Federal University
Professor Michael R Czinkota, Graduate School and McDonough School, Georgetown University, USA and University of Kent, Canterbury, UK

Aim of the special issue

This special issue aims to develop insights on how hospitality and tourism scholars and practitioners could leverage the “cause and consequence of stakeholder relationships and interactions as a stakeholder causal scope (SCS)” (Shams, 2016b, p. 141) to influence all internal and external stakeholders’ valuable relationships and engagements in order to sustain the economic, social, and environmental competitive advantages of the industry for sustainable hospitality and tourism development. A key concern here is to develop insights for the theoretical progress of this field, as well as to contribute to the practice to pursue the UNWTO’s 2030 agenda for sustainable development, following its seventeen sustainable development goals (UNWTO, 2016).

The theme

This special issue particularly invites research articles that bridge the existing gaps related to the sustainability issues of the tourism and hospitality industry and stakeholder engagements’ theoretical conceptions and practical propositions to sustain competitive advantages in this industry, while the industry contributes to the UNWTO’s sustainable development goals. Such conceptions and propositions could be developed, through both, the implications of theories on business practices, as well as practice-based theorisation.

Innovative empirical (quantitative, qualitative, or mixed) and conceptual studies that span theoretical boundaries and disciplines to develop new insights on SCS analysis to leverage stakeholders’ engagement in the tourism and hospitality industry, with an aim to not only ensure the industry’s economic, social, and environmental sustainability, but also contribute to the UNWTO’s sustainable development goals are welcome to be submitted. As a result, there is no particular topic suggested for this special issue. Any study will highly be relevant to this special issue that focuses on the key research question: how would analysing SCSs be instrumental to leverage stakeholder relationships in order to engage stakeholders to sustain competitive advantage in the tourism and hospitality industry, as well as to contribute to one or more sustainable development goals of UNWTO? Therefore, the contributors are encouraged to look at the UNWTO’s sustainable development goals, which can be accessed here: http://cf.cdn.unwto.org/sites/all/files/pdf/turismo_responsable_omt_acc.pdf.

The timeline

Manuscript submission deadline: September 30, 2018 (earlier submission is encouraged);
First comments (initial acceptance/rejection) on manuscripts: January 31, 2019;
Revision due: March 31, 2019.
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