Teaching and Learning... and Croissants??

Amit Sharma is President for ICHRIE and Associate Professor at Pennsylvania State University.

Greetings from Happy Valley! The Fall semester is here, but the last day of summer in this hemisphere is September 22nd - so, relax, don’t be anxious yet. Besides the weather, the other matter on most of our minds is likely the courses that we will begin teaching, or have already begun. As I was revising my syllabi, I reflected upon the a pre-conference session at the 2017 Annual International CHRIE conference in Baltimore that focused on competency based education. And I also thought about a program I had recently attended at Penn State on blended learning oriented classrooms, a.k.a online teaching integrated learning. Neither of these is a novel idea for most of us (or at least not any more). But it’s one of those situations of a favorite food (let’s a croissant!!), that everyone likes to eat, but not everyone one really wants to make it! (Or at least not until you have tried it once!!) That said, in our case of teaching and learning, both these issues of competency based education and blended learning are likely here to stay, and grow in significance. If anything, choosing not to be on board might not be a viable or even an attractive option. Just like here at Penn State, many of you are already engaged in these conversations at your respective institutions. However, often times it is informative and even beneficial to share best practices/experiences with each other. I do think an academy could play a role in this conversation. I am referring to the International CHRIE. We are all plugged into the International CHRIE system, so to speak. It might be worth getting this conversation started together, and see if we can leverage our exchanges for enhancing student learning.

ICHRIE members were able to participate in the Career Development Academies on the first day at this year’s annual conference in Baltimore, MD. The Academy co-chairs and presenters put forth programs in research, teaching, and leadership. These programs are designed with input from ICHRIE members and the co-chairs sought speakers that could offer insight into these areas. The participants walk away with new ideas, strategies, and opportunities for using these skills in practice.

This year’s co-chairs of the Research Academy were Dr. H.G. Parsa and Dr. Manisha Singal, the Teaching Academy was guided by Dr. Kevin Roberts and Dr. Mary Roseman, and the Leadership Academy was presented by Dr. Stephanie Hein and Dr. Josette Katz. The speakers in the Academy consisted of excellent researchers, accomplished teachers, and experienced leaders. The programs presented in the academies are listed below. Thirty-one members participated in the Research Academy. Four speakers shared their thoughts and ideas regarding topics in organizational behavior, strategic management, and one researcher’s experience in academia. The participants learned how to frame their research and develop a research stream in organizational behavior and had a comprehensive review of current trends and research in strategic management. Dr. Schwartz closed the program with his story of his personal development as a scholar. The sessions presented this year in the Research Academy were:

- Creating the Hook: Strategies for Framing Your Hospitality Organizational Behavior Research by Dr. Michael Tews
- Developing a Pipeline in Organizational Behav-
In today’s business environment, we are in the fastest-changing communications and technology landscape we’ve ever been in. Twenty-five years ago most of us were just beginning to have an email address, and now it’s hard to imagine life (or business) without email. Ten years ago Facebook didn’t exist, and now one-and-a-quarter billion people and millions of businesses use it daily to communicate.

Even though we are in the hospitality and tourism industry, there’s no doubt that technology has played—and continues to play—a huge role in changes in our industry. These changes mean we have to change! We can choose to change with the times, to take advantage of new opportunities in our industry and to grow our association. If we fight the changes or refuse to adapt, we will likely watch our association fail.

But change is very hard for us as individuals and perhaps even more difficult for organizations. The status quo can be so much more comfortable. It’s easy to fall into the pattern that it’s somehow somebody else’s responsibility to make change happen. How often have we heard that recognizing the need to change will not affect different results if we are unwilling to do things differently?

International CHRIE needs to be an ever-continuing adaptable, pliable organization if we are to experience growth. There is a powerful difference between adapting to cope and adapting to win and it’s not possible to build an adaptable organization without adaptable people. Individuals and organizations only change when they feel they want to or when they feel it is necessary. For ICHRIE, the times they are a changing and the ICHRIE board of directors is committed to making that happen.

It is my hope that if you are not already serving on the ICHRIE board of directors or serving on one of ICHRIE’s many committees that you will consider helping us to manage the coming evolution of ICHRIE. Please consider serving on an ICHRIE committee, participating in one or more ICHRIE special interest groups or serving ICHRIE in a leadership capacity. If you are interested in serving on an ICHRIE committee, please visit the ICHRIE website at https://www.chrie.org/i4a/forms/index.cfm?id=36 and complete the committee interest form.

Dr. Mokie Steiskal is currently chair of the ICHRIE Nominating Committee and they have begun work to determine nominees for the 2018 ICHRIE elections. The positions up for election in 2018 are Vice President, Treasurer, Director of Conferences, Director of Research and Director of Member Services. If you want to know more about any of these ICHRIE leadership positions or if you are interested in being considered for nomination, please contact Dr. Steiskal right away at mokie.steiskal@gmail.com.

Charles Darwin states “It is not the strongest or the most intelligent who will survive but those who can best manage change.” It is my hope you will consider helping International CHRIE to manage that change as we adapt, evolve and grow.
Notes & News from the Board

CHRIE FutureFund™ Sails Out from Baltimore
Robert Bosselman is Chair of the CHRIE FutureFund™ Committee and Professor at Iowa State University.

It was wonderful to see so many ICHRIE members in Baltimore at our 71st Annual ICHIRE Conference. Your CHRIE FutureFund™ had a successful conference, raising more than $3,400 for the fund. Our 50/50 Raffle raised over $1,500, and winner Karen Morris was very generous in giving back to ICHRIE—Thanks, Karen!

The Silent Auction raised over $1,000, and special thanks to Brook Luedke of Hyatt Hotels (ICHRIE’s Director of Industry) for all her help in securing the ever-popular hotel stays. We also want to thank Michael Wray and the West Federation for their creative idea of a conference shirt, as we sold $130 worth of shirts. You will want one of these shirts for next year for sure—contact Michael and the West Federation.

Finally, the Duck Race. Most long-time ICHRIE members cannot remember a more exciting event than what we witnessed on Thursday afternoon at the hotel pool. ICHRIE was being helped by interns from Howard Community College, Iowa State University and University of Maryland, Eastern Shore. One of the Howard CC interns (Shawn Duggan) came in at the last minute and scrounged up $10 between himself and friends to buy a duck. Lo and behold, his duck, the last one sold, was the winning duck. I urge you to watch the video on ICHRIE’s Facebook page, as his reaction to winning is priceless. He walked away with $365, and for a young college student, that is quite meaningful.

In addition to conference, your CHRIE FutureFund™ sponsored the ICHRIE Annual Conference registration for the four Best Paper Winners from the Graduate Research Conference (Rui Qi of South Carolina; Lisa Gao from Penn State; Woohyuk Kim from Kansas State; and Yinyoung Rhou from Virginia Tech). Your CHRIE FutureFund™ also sponsored the annual Knowledge Matters Competition. As you can see, the CHRIE FutureFund™ is about giving back to the ICHRIE members of today as well as tomorrow.

Looking ahead to 2018 and Palm Springs, your CHRIE FutureFund™ asks that you consider how you can help us and ICHRIE. As an example, do you have items that you can receive from your bookstore? Did you know that if you approach them and let them know this is for charity, it is tax-deductible for them. Have you spoken to your state hotel association, restaurant association, or tourism agency, as each of them may be able to offer unique items for our Silent Auction next year?

As always, I want to hear from you as to what you would like to see CHRIE FutureFund™ do in 2018. Please connect with me (drbob@iastate.edu; 01 (515) 708-1358) at your convenience.

I thank all of you for contributing to CHRIE FutureFund™, and wish you a successful fall semester.

Sharma—continued from page 1

Competencies in hospitality education have been discussed in academic literature and even at the policy level. I do not intend to review that literature in this short note, but would encourage you to refer to it, if this topic might be of interest to you. One of the critical questions to resolve is: what are the most important competencies for our students? Another issue that I see going forward is: How do we change our curriculum and course offerings to incorporate these competencies? As per my rather limited understanding of these issues, there is no one specific rulebook to answer them. Let’s start with the one where we might have more observable influence: defining the competencies. What are those specific skills, knowledge, and abilities that our students need to be professionally successful? International CHRIE can play a role in creating a common understanding of these specific skills, knowledge, and abilities. Another aspect of competency based education is standardized assessment. There too we could together discuss what we think would be the most effective ways to assess the achievement of these competencies. Our industry partners would be an

continued on page 4
Southeast, Central & South American Federation News

SECSA Member Highlight

Melvin Weber is President of SECSA Federation of ICHRIE and Associate Professor at East Carolina University.

I hope this finds everyone well and that your fall semester is off to a great start. Building on the rapport developed in Baltimore, I am starting a new part of our Communique column, Member Highlight (thanks to Dr. Miranda Kitterlin-Lynch for the idea). The first member highlight is Dr. Eric Beckman, Assistant Professor of the Chaplin School of Hospitality and Tourism Management at Florida International University. The following is from Dr. Beckman:

The Chaplin School of Hospitality and Tourism Management has a cooperative relationship with Tianjin University of Commerce in Tianjin, China. We have about 1,000 students enrolled at the Tianjin Campus. When the students graduate, they receive an undergraduate degree in hospitality management from both TUC and FIU. I had the opportunity to teach two upper level undergraduate courses (Hospitality Finance and Hospitality Managerial Accounting) during this summer. I flew from Ft. Lauderdale to Beijing, China (19 hours in the air) arriving May 5, 2017. Tianjin is located about 1.5 hours (drive) south of Beijing and is the 6th largest city in China. I lived on the Tianjin University of Commerce Campus in the same building where our students lived and attended classes. My classes were 50 students each, and lasted 6 weeks ending on June 16. The courses were taught in English, and many of the students are very bright, motivated, and interactive. They went out of their way to help me acclimate to Chinese culture and my new surroundings. While in China, I met many locals and expatriates, sampled many different restaurants (mainly Chinese), sampled Chinese craft beer, visited museums, enjoyed live music, and traveled to Beijing and The Great Wall.

If you know of a fellow SECSA member doing great things, please let us know so that they may be highlighted in the Communique.

Save the dates to join us in Knoxville, TN on March 1st and 2nd for the Third Annual SECSA Conference to be hosted by the University of Tennessee - Knoxville. More details and information coming soon.

Don’t forget to connect with the SECSA Federation and its members on LinkedIn and Facebook. LinkedIn group page: SECSA Federation and Facebook group page: SECSA Federation of ICHRIE (‘ichrie’ on the FB site).

I am excited to see the SECSA Federation coming together and continue to look forward to sharing our future together. As always, I welcome any SECSA member to feel free to reach out to me (weberm@ecu.edu or 01-252-328-2351), so that we can chat about our future together.

Sincerely,

Melvin Weber, PhD
Associate Professor, East Carolina University
SECSA Federation President

continual from page 3

integral part of this discussion. International CHRIE could facilitate such an interaction in a meaningful manner, thereby providing the legitimacy to our competency and assessment standards. But before we go there, it might be beneficial that we discuss amongst ourselves.

Before the first class I attended on blended (and online) learning, I already knew what online teaching was all about - and so all you needed to do was ‘blend’ it with face to face teaching. Then after my first class in the program I realized the only thing I knew about online learning was that it was online!! My point being that online learning and assessment has its own process and rule book, and not all of it might perfectly match the world of face-to-face teaching. One of the big tasks involved in blended learning is developing online content that is specific to the course, and other content that provides supplementary context and concepts. Of course the other big issue is how to teach this content effectively in an online environment. Is it always a resource issue, or even the technique that might need adjustment and updating? Student expectations is one thing, but what about faculty expectations of how to actually implement these projects? In the world of face to face teaching, incorporating online and even blended learning may seem like fitting a round peg in a square hole. Often times the issues are simple: how much of your course can be online in a blended environment? And other such ‘simple’ questions...

So, how do we make this croissant?? (I had to loop back, sorry!!) This sounds like an interesting research project. Or we could begin to engage through a discussion on these issues. We could also potentially explore ways to share our experiences and/or best practices, without giving away our institutional knowledge - to avoid any conflicts of interest with our institutional goals. This could be particularly valuable if it helps us avoid duplication of effort in areas
Wisdom from Trail
Scott R. Smith is West Federation President of ICHRIE and Professor and Department Chair at Johnson & Wales University, Denver

When I was asked to submit my first article to the ICHRIE Communique, I was not sure as to what I wanted to write about. So, as I often do when I need to think, I went on a long hike. This time I was fortunate enough to be able to hike the high desert trails in Northern New Mexico. It was a treat to be able to hike there, the morning weather was clear and I was hiking with my wife, Laura. We started our trek and quickly discovered the trail we were on was not well marked, but nonetheless we were able to find our way. As with any trail, there are those who have come before us to blaze the way. Such is the path that I am about to embark on as the incoming West Federation CHRIE president. I am following in the footsteps of those who have lead our federation and have charted a course for me to follow and build on. For this I want to thank all of those who have come before me and have created and led a great federation. In particular I would like to thank our outgoing president, Michael Wray, for guiding me through the processes and preparing me for my journey.

As my wife and I continued our hike towards the top of a mesa rim, some 1200 feet in elevation climb and miles ahead, the trail became very steep. It was an established trail but was very rocky and rough to walk on. Furthermore, there were times when it was very difficult to see where the trail was headed. The sage and pinon pines covered much of the trail making it difficult to predict where it was actually going to go. When hiking a trail for the first time or when the trail is not very clear, as ours was, we tend to rely on our preparation for the journey. To prepare, I like to review maps and other trail descriptions that are available. However, in our case, all of this preparation did not account for those side trails, overgrown and missing trail, as well as several other misdirections that happen along the way. As we all know, these same curve balls happen in many facets of our lives. When they do, we can either try to figure it out on our own or use the experience and resources around us. Over time, I have found that using the experience and resources around us often leads to a much more successful outcome. In regard to our federation, I see these resources as our membership and board of directors. These folks have a breadth of experience and knowledge from which to draw. As the incoming president, I see this as a valuable resource to draw on in growing and guiding our federation. I am looking forward to our journey together.

As mentioned earlier, our destination was the top of the mesa and to the rim for some spectacular views. After a couple of hours of hiking in the hot sun and dry desert, we began to waver on our enthusiasm. But the promise of a nice spot for lunch and succeeding with our goal of climbing up the rocky face of the mesa kept us going. We had each other, our team if you will, to provide support, offer encouragement, and guidance. I have found these very same attributes working with our West Federation board of directors and membership over the years. Now it is my turn to work with another wonderful board as the president of our federation on its journey over the course of the next year. Please allow me to introduce our West Federation 2017-2018 Board of Directors:

President
Scott R. Smith, Johnson & Wales University, Denver

Vice President
Matthew Stone, California State University, Chico

Immediate Past President
Michael Wray, Metropolitan State University of Denver

Treasurer
Sheila Scott, Texas Tech University

Secretary
Susan Roe, San Francisco State University

Director of Conference
Thomas Padron, California State University, East Bay

Director of Membership Services
Jean Hertzman, New Mexico State University

Director of Marketing
Priyanko Guchait, University of Houston

Director of Networking
Linch Kilwok, Cal Poly Pomona

Director of Research
Karen Xie, University of Denver

Director of Industry Relations
Kenneth Edwards, HMOnline/HMBookstore

Director of Education
Yun Ying Zhong, California State University, Long Beach

Director of Social Media
Ruth Cossio Muniz, California Community Colleges

Once we got to our destination, we were not disappointed. We could see a river, many ranches and homesteads, mountains, and endless blue sky to the horizon. Something about this type of scenery makes a peanut butter and jelly sandwich taste that much better. Although not as strenuous a journey, making my way to Baltimore for the much anticipated ICHRIE conference proved to be very rewarding. It was great connecting with colleagues from all over, meeting new people, and making new friends. The seminars, keynote speakers, and industry presentations were outstanding. During my first official ICHRIE board meeting, I got to meet many new people and I am looking forward to working with them.

continued on page 10
First, I would like to thank the voting members of EuroCHRIE to have confidence in me as federation president. It is a huge responsibility to lead a federation that spans over Europe, The Middle East and Africa. Furthermore, I am taking over the leadership of a CHRIE federation which will see a lot of change over the next couple of years. A new course that I have been a part of when I was federation secretary and later vice president. Now the time has come to initiate the implementation of our strategy for EuroCHRIE. As you already know this year our federation conference will be in Nairobi, Kenya (October 23-25). This will be the very first CHRIE conference on the African continent. Personally, I am happy that we can welcome both our vice president, Chris Roberts and president Amit Sharma to this year’s conference. It is important for an organisation like ICHRIE to be present in Africa, a continent that currently sees a significant growth in the tourism and hospitality industry. With this growth comes a higher demand in qualified labour to make sure that this positive development sustains. This is one of the reasons why EuroCHRIE decided to host a hospitality research/education conference in Kenya. I will assure you that there will be opportunity to meet our new African EuroCHRIE members and many new potential members from all over the continent. Make sure that you have plenty of business cards for this conference.

Africa is not the only adventure that we have in the pipeline when it comes EuroCHRIE projects. I am personally heading the task force group that coordinates the planning for the 2019 conference. A conference that EuroCHRIE will host together with ApacCHRIE - the conference will take place in Hong Kong. Already now I would like to extend my appreciation to Hong Kong Poly U and Professor Dr. Kaye Chon and his team for taking on the responsibility to host the very first joint conference between two CHRIE federations. It is a challenging task and there are many items to be discussed before we can welcome you in Hong Kong. I am however confident in this project and find it to be a very important project in relation to strengthen the international activities within CHRIE. I am sure that this project also will strengthen the relationship between EuroCHRIE and ApacCHRIE and where we can share knowledge of improving teaching and learning with each other. We may be competing with each other, but we still represent the same academic discipline. Our joint approach to these issues could be beneficial to all of us, and to our discipline. And for International CHRIE this could present another opportunity to strengthen our community of scholars.

We have mechanisms in place through which we could engage in such discussions, and bring together our views. However, before embarking on another new project, committee assignments, how about we engage in some casual talk around these issues? Maybe on our social media interfaces, twitter and Facebook? I will start something on twitter… and please try to respond if you can! Don’t leave me hanging dry out there in cold social media space! Just remember, I am a novice at such interactions… so expect a learning curve!

Have a wonderful start of the Fall semester. And don’t forget to change office hours on those syllabi! 😊

Amit Sharma
Is it time for your curriculum development? Are you considering Hospitality Data Analytics as a major addition to your curriculum? Do you have instructors who could teach Hospitality Data Analytics? If the answer to any of the last two questions is no, you might want to start planning to include Hospitality Data Analytics as part of the future of your program. Big data is trending in most business sectors including the Hospitality and Tourism Industry. Big data analytics are useful to both large and small Hospitality and Tourism organizations (Evans, 2005). Hospitality Data Analytics skills will provide hospitality graduates with the ability to identify relationships between employee engagement and empirical data relating to revenue maximization and customer satisfaction. According to Wang et al, 2015, big data, which is usually characterized by variety, velocity, and large volume, could be used to refine Revenue Management cycle (i.e., monitoring, control setting, and forecasting).

At the 2017 ICHRIE Summer Conference, Kelly Mcguire, the Senior Vice President of Revenue Management for MGM Resorts, indicated that hoteliers should care about complex (big) data because it:

- Supports innovative product and service development
- Maximizes operational efficiency
- Enhances guest experience/relationship
- Drives revenue and profits
- Gains/maintains competitive advantage

However, all of the above benefits of big data are nothing without the necessary hospitality data analytical skills. Similarly, at the 2017 ICHRIE Summer Conference, Jess Petitt, the Vice President of Global Business Analytics at Hilton Worldwide, emphasized the importance of data analytical skills for hospitality and tourism education. He urged Hospitality and Tourism Educators to incorporate data analytics into the Hospitality and Tourism Curriculum. He emphasized the need for hospitality and tourism programs to enhance students’ data analytical skills beyond Excel spreadsheet competency. Excel is now becoming the tool of the past for data analysis.

Before instructors could incorporate Tableau into their programs, they need to be able to use it and teach it. This would require a learning curve for most of the Hospitality and Tourism Educators. Some might require more training than the others might. Whatever the training requirement might be, there are free Tableau training for students and instructors at this point in time. The earlier the Hospitality and Tourism Educators start incorporating big data analytic tools into their programs, the better for the students and the economy of the Hospitality and Tourism Education in the future.

References
We Are Connected!
Highlights from the B’More in Baltimore Summer 2017
ICHRIE Conference
Erinn Tucker is President of NENA Federation of ICHRIE & Faculty Director at Georgetown University.

As I reflect back on the 2017 ICHRIE Summer Conference in Baltimore, MD, USA, I realize that this conference is not only about networking, it is about connecting and re-connecting with our colleagues on an annual basis. Connections bind and sustain us throughout our personal and professional journeys. It was great seeing members of the NENA Federation reconnecting with their alma maters and former colleagues. As I noticed the large amounts of Facebook posts with pictures and video, the conference reminded me of the power that being connected has as an organization.

On Friday morning, the NENA Federation meeting was held with 49 members present. The new officers for NENA were introduced. There was such a togetherness that was displayed from all in attendance. Immediate Past President, David Schwieger began a new tradition connecting NENA Presidents called the “Passing of the Pineapple”. Thank you David!! A number of topics were discussed including a revamp reception during the HX (Hotel) Experience (formerly known as Alligator Hour), the Promise Awards, and the 2018 Spring Conference in Columbia, MD. The Federation drew consensus on an initiative to increase membership by creating Area Consultants (inspired by EuroCHRIE) and participation in a NENA-wide Red Global University Business Challenge. Look for further information at the next NENA Federation meeting to be held at NYU on Monday, November 13th, 2017.

On Friday evening, NENA members took stage to present and receive awards for their research, teaching, and service. As ICHRIE Chair of Eta Sigma Delta, Ruth Lee O’Rouke (UMES-Rockville) presented the Chapters of Distinction award. Yumi Park Kim and Vinnie Rege (Howard Community College) placed 2nd for their research in the ICHRIE Research Report Competition and Peter Szende (Boston University) was the recipient of the Chef Herman Breithaupt Award. The highlight of the evening was the presentation of the Howard B. Meek Award, the highest individual recognition a member of ICHRIE may receive. Former NENA President, Fred DeMicco (University of Delaware) was the recipient in recognition of his lifetime contributions and outstanding service both to hospitality education and to International CHRIE. I met Dr. DeMicco in 2010 while still a doctoral student and his words of wisdom have stayed with me even today. NENA member Fred Mayo (New York University), previous Meek award recipient, continued the tradition of the “passing of the ceremonial red scarf” to Fred DeMicco was one of the

The NENA Federation stepped up as an organization by hosting the conference where the planning went back as far as May of 2016. Members organized a trip to Baltimore to film the ICHRIE 2017 B’More video, met with Visit Baltimore, and toured a downtown hotel. By the time we assembled in Grapevine, Texas, centerpieces were placed and the welcome cheer into awards night was the official launch. The initiative and hard work shown by members of the NENA Federation was well worth it and it showed this year.

Throughout the week, there were many members of the NENA Federation with research posters, stand-up presentations, leading symposiums, panel discussions or heading special interest groups (SIGs). All of the presentations and posters involved strong research topics and industry relevant material. The Leadership Academy on Wednesday afternoon was well represented by NENA members and co-chaired by Josette Katz (Atlantic Cape Community College), with panelists Joy Dickerson (Widener University) and Donna Quadri-Felitti (Penn State University) sharing best practices as program leaders.

On Friday evening, NENA members took stage to present and receive awards for their research, teaching, and service. As ICHRIE Chair of Eta Sigma Delta, Ruth Lee O’Rouke (UMES-Rockville) presented the Chapters of Distinction award. Yumi Park Kim and Vinnie Rege (Howard Community College) placed 2nd for their research in the ICHRIE Research Report Competition and Peter Szende (Boston University) was the recipient of the Chef Herman Breithaupt Award. The highlight of the evening was the presentation of the Howard B. Meek Award, the highest individual recognition a member of ICHRIE may receive. Former NENA President, Fred DeMicco (University of Delaware) was the recipient in recognition of his lifetime contributions and outstanding service both to hospitality education and to International CHRIE. I met Dr. DeMicco in 2010 while still a doctoral student and his words of wisdom have stayed with me even today. NENA member Fred Mayo (New York University), previous Meek award recipient, continued the tradition of the “passing of the ceremonial red scarf” to Fred DeMicco was one of the

continued on page 9
highlights of the evening. Congratulations Dr. DeMicco!!

The “Passing of the Pineapple” and the “Passing of the Red Scarf” are the symbols of connectedness NENA members display and continue as our tradition. It is this connection and re-connection that keeps NENA members engaged and keep returning back year after year. Make sure you stay connected to the Federation by through the NENA LinkedIn and Facebook group. Welcome back to a new academic year!!

Stay Connected
Don’t forget to connect with NENA and its members on the LinkedIn group page at NENA Federation (https://www.linkedin.com/groups/4679881) and the Facebook group page at ICHRIE NENA Federation (https://www.facebook.com/ICHRIENENA/).

Articles Continued

ior: Strategies for Achieving Excellence by Dr. Karthikeyan Namasivayam
• Research Themes and Trends in Strategic Management in Hospitality and Tourism by Dr. Fevzi Okumus
• An Integrative Review of Research in Strategy by Dr. Robert Harrington
• Keynote Address: The Joy of Stumbling in the Dark–My Travels in Pursuit of Excellence in Academia by Dr. Zvi Schwartz

The focus of this year’s Teaching Academy centered on online teaching and engagement. Overall, 22 attendees were able to listen and discuss topics on online teaching. The attendees were receptive to the speakers’ advice and talked about implementing new ideas in their respective online classrooms. The sessions of the 2017 Teaching Academy included:
• Tools and Media Used in the Online Environment by Dr. Ravi Pandit
• Student Restrictions when Building and Developing an Online Course by Dr. Donald Schoffstall
• Best Student Assessment Approaches for Online Teaching by Dr. Fred Mayo
• Ways to Maximize Learner Interaction and Engagement between Student and Teacher and Student with other Classmates by Dr. Cynthia Deale

The afternoon session hosted the Leadership Academy. There was a full room of 29 attendees there to listen to the advice and insights of seasoned leaders. The topics were highly relevant to those in academic administration. This provided a forum for the common challenges of an academic leader. This year, there were three designated sessions of the Leadership Academy which were:
• Leading Faculty in Challenging Situations by Dr. Bob Bosselman
• Balancing Faculty and Administrative Needs by Dr. Donna Quadri-Felitti
• Transitioning from Faculty Member to Academic Administrator by Dr. Joy Dickerson

I believe that it important to take the time for both personal and professional development. The opportunities to discuss research, teaching, and leadership with colleagues is time well spent. I must acknowledge my predecessor, Dr. Rachel Chen, for all the hard work that she put forth organizing and collaborating with Academy co-chairs and speakers. I must thank the co-chairs, featured speakers, participants, ICHRIE board members, and ICHRIE staff for their commitment to making the 2017 Career Academies successful. The hope is that after the Academies you come away with feelings of inspiration and more importantly, motivation to be the best researchers, teachers, and leaders we can be.

CALL FOR NOMINATIONS
University of Delaware
Michael D. Olsen Research Achievement Award
Nominations to be received by October 16, 2017

The University of Delaware Michael D. Olsen Research Achievement Award honors the accomplishments of the late Dr. Olsen, Professor at Virginia Tech and Wise Executive-in-Residence at the University of Delaware. Dr. Olsen distinguished himself by his research and publishing in the area of strategy and hospitality management, as well as the mentoring of Virginia Tech students and his support for professional growth of young scholars around the world. The award recognizes scholars who have concentrated on producing work that will have a lasting contribution to their areas of study. There is a need to move research in hospitality to a higher level, therefore, the nominee’s work should represent serious scientific endeavor that goes beyond descriptive inquiry and enters into the scientific realm of new knowledge contribution.

Nominations of scholars are encouraged with the recipient having made a contribution to: (1) focused, high quality research and scholarship in hospitality and tourism, and (2) graduate education/mentoring. The award will be presented in January 2018 at the 23rd Annual Graduate Student Research Conference in Hospitality and Tourism. Send nominations by October 16, 2017, to: Dr. Sheryl Kline, Chair c/o Donna Laws University of Delaware Raub Hall Newark, DE 19716 dlaws@udel.edu

Curtis—continued from page 1—

September 2017
The next destination is our West Federation 2018 conference. Here are some of the details:

**West Federation CHRIE Regional Conference**
February 1-3, 2018 | Denver, Colorado

**CALL FOR PROPOSALS**

We are gearing up for the next WF CHRIE Regional Conference! We hope you will be joining us at our host institution, MSU Denver, www.msudenver.edu/hospitality and their conference hotel, www.springhillsuitesdenver.com. Below you will find the call for proposals, along with conference registration and hotel information.

**Call for Proposals**

1. Proposals are due by 5 pm, October 6, 2017, PT. Acceptance notices will be sent no later than 5:00 pm on October 27, 201, PT. All proposals are double blind reviewed.
2. Each proposal is related to one of two tracks - Education/Teaching/Pedagogy or Applied Research. A best proposal award of $250 and a plaque is given for each track.
3. All proposals are submitted through Easy Chair at the following link: https://easychair.org/conferences/?conf=wfchrie2018. Please select a track when you submit the title page and proposal in Word (.doc or .docx) format.
4. There are 3 types of submissions. Please specify which type of your submission is when submitting to Easy Chair:
   1. 20-minute stand-up presentation;
   2. 50-minute panel discussion/round-table discussion/workshop; or
   3. Poster presentation.
5. Each submission should include two documents:
   1. Title page: The title, author names and affiliation;
   2. Main Document: No more than 4 pages, including title, abstract (no more than 75 words), main body of the proposal (with a minimum of 500 words and not exceeding 900 words), figures, tables, and references. Describe your work in 12-point, Times New Roman font, and single-spaced. Margins should be 1-inch on sides, 1-inch on top and bottom.
6. Participants are limited to a maximum of 2 single-presenter proposals, or 3 total proposals if they are also participating in a panel presentation/workshop/etc.
7. All presentations take place in meeting rooms at the host hotel and institution. There is a screen with projector or monitor and computer in every room, so working from a thumb drive or website is possible. All locations at the conference have Wi-Fi included in the conference rate. Presenters may use the host laptop or bring their own (bring appropriate converter for HDMI/VGA output).
8. When you log in to Easy Chair you have options to either include or not include your abstract and proposal in the conference proceedings. Authors should note that this conference is open to original work, work in progress and work presented at other conferences or previously published. However, when an author chooses to publish their work in the conference proceedings, the submission must be original (not published elsewhere).

**Registration**

All presenters must register for the conference via the Registration Link (link pending). Be sure to note your registration category below. Have your member number handy prior to registration as your active membership is required to receive the member rate. All registrants are cross checked with membership records, so please register correctly.

**Accommodations**

The conference is hosted by MSU Denver Department of Hospitality, Tourism and Events. The hotel accommodations are attached to the department facilities with a full breakfast included in the hotel rate. It is highly recommended that you reserve your hotel room as soon as possible. The Denver hotel market is

<table>
<thead>
<tr>
<th>Registration Categories</th>
<th>Early Bird Rate by January 12, 2018</th>
<th>Regular Registration after January 12, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time faculty/industry, ICHRIE member</td>
<td>$145.00</td>
<td>$175.00</td>
</tr>
<tr>
<td>Full-time faculty/industry, Non-ICHRIE Member</td>
<td>$165.00</td>
<td>$195.00</td>
</tr>
<tr>
<td>ICHRIE Member</td>
<td>$75.00</td>
<td>$95.00</td>
</tr>
<tr>
<td>Non-ICHRIE Member</td>
<td>$85.00</td>
<td>$105.00</td>
</tr>
<tr>
<td>Student ICHRIE Member registration</td>
<td>$60.00</td>
<td>$75.00</td>
</tr>
<tr>
<td>Student Non-ICHRIE Member registration</td>
<td>$75.00</td>
<td>$90.00</td>
</tr>
</tbody>
</table>
INTERNATIONAL CHRIE
would like to recognize our
Premium Members

ACCOR • Ashford University • Bethune-Cookman University • Boston University • Bradley University • California State Polytechnic University • Pomona • California State University, East Bay • Cesar Ritz Colleges Switzerland • CETT-UB • Cornell University • Cphbusiness • The Culinary Institute of America • Cyprus University of Technology • DePaul University • Drexel University • Dublin Institute of Technology • Dusit Thani College • Ecole Superieure Internationale de Savignac, France • Endicott College • ESDAI de la Universidad Panamericana • Fairleigh Dickinson University • Florida Atlantic University • Florida Gulf Coast University • Free University of Bolzano • Georgia State University • HAAGA HELIA University of Applied Sciences • Hotel Management School-Stenden University • Hotelschool The Hague • Indiana University - Purdue University Fort Wayne • Indiana University of Pennsylvania • Institut Paul Bocuse • International University of Applied Sciences Bad Honnef * Bonn • Iowa State University • James Madison University • Johnson & Waes University • Jordan Applied University • Kansas State University • Kendall College • Knowledge Matters, Inc. • Lasell College • Lillebaelt Academy of Professional Higher Learning • Manchester Metropolitan University • Marriott International • Metropolitan State University of Denver • Michigan State University • Missouri State University • Monroe College • Montclair State University • MSU Management and Science University • National Kaohsiung University of Hospitality and Tourism • National University of Ireland, Galway • New Mexico State University • NHTV Breda University of Applied Sciences • Niagara University • North Carolina Central University • Nova Southeastern University • Oklahoma State University • Oxford Brookes University • Purdue University, West Lafayette • Rochester Institute of Technology • Roosevelt University • Ryerson University • San Diego State University • San Ignacio University • Saxion University of Applied Sciences • South Dakota State University • St. Cloud State University • Stockton University • Strathmore University • Taylor’s University, Malaysia • Temple University • Texas Tech University • The Hong Kong Polytechnic University • The Pennsylvania State University • The Total Simulator Company Ltd. • The University of Alabama • University College of Northern Denmark • University of Central Florida • University of Delaware • University of Hawaii at Manoa • University of Houston • University of Maryland Eastern Shore, Shady Grove • University of Massachusetts, Amherst • University Of Memphis • University of Missouri, Columbia • University of Nebraska-Lincoln • University of Nevada, Las Vegas • University of New Hampshire • University of New Orleans • University of North Texas • University of the Philippines • University of South Carolina • University of South Carolina, Beaufort • University of Southern Mississippi • University of Surrey • Virginia Polytechnic Institute and State University • Virginia State University • Washington State University • Widener University • York College of Pennsylvania • Zeeland Institute of Business and Technology • ZUYD Hogeschool

extremely active. The host hotel rate is a low $159 plus tax. Surrounding hotels are much higher and will sell out quickly. With the attached location to the conference and breakfast and Wi-Fi included in hotel registration, staying at the hotel is the most affordable option. The hotel and school are ideally located downtown within walking distance of restaurants and nightlife activities. The newly constructed Train/light-rail is available from Denver International Airport to nearby Union Station at a rate of $9. The 40 minute ride is the most affordable option for transportation to and from downtown and often quicker than land transportation. Following arrival at Union Station, guests can walk about 10 minutes or take a quick taxi/uber ride to the host hotel.

Following the 2017 conference members indicated a strong desire for longer presentation and poster sessions, more networking time and two full days for the conference. In response, for the 2018 conference we will have a Thursday evening reception, February 1st at 6pm for early arrivals. All attendees should plan to arrive in time for the conference opening session at 8:30am on Friday, February 2, 2018. The conference will end at 5pm on February 3, 2018. Departures are common after the conference on Saturday or Sunday morning. There are planned social activities for dining out as a group on Friday evening and on-your-own dining groups for those who are staying over Saturday evening.

We are planning to make this the destination of choice for our federation members and others from around the country and overseas. So, start planning your journey to the West and we look forward to seeing you all in 2018!

Scott R. Smith, PhD, CEC, CCE
scott.smith@jwu.edu
See you in Palm Springs, California for the 2018 ICHRIE Summer Conference!

2018 ANNUAL
ICHRIE
SUMMER CONFERENCE AND MARKETPLACE

25-27 JULY
PALM SPRINGS, CALIFORNIA, USA

Find your Oasis in Hospitality and Tourism Education