
Daniel J. Connolly, Ph.D.

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EDUCATION

Ph.D. **Virginia Polytechnic Institute and State University**, College of Human Resources and Education, Department of Hospitality and Tourism Management, Blacksburg, VA: December, 1999
Major: Strategic Management
Minor: Information Systems and Technology
QCA: 3.89

Dissertation Title: Understanding Information Technology Investment Decision-Making in the Context of Hotel Global Distribution Systems: A Multiple-Case Study
URL: <http://scholar.lib.vt.edu/theses/available/etd-113099-200845/>

Advisory Committee Chair: Michael D. Olsen, Ph.D.

M.B.A. **American University**, Kogod College of Business Administration, Washington, DC: August 1989
Concentration: Business Management Information Systems
GPA: 3.53

B.S. **Cornell University**, School of Hotel Administration, Ithaca, NY: January 1987
Concentration: Hotel/Restaurant Management and Information Technology
GPA: 3.43, Graduated with Distinction

PROFESSIONAL EXPERIENCE

January 2001 to Present **Assistant Professor with a joint appointment in the School of Hotel, Restaurant, and Tourism Management and the Department of Information Technology and Electronic Commerce, the Daniels College of Business, University of Denver, Denver, CO**

- Develop and teach undergraduate, graduate and professional courses in information technology, electronic commerce, and hospitality management. Undergraduate courses include Hospitality Information Systems and Technology, Hospitality e-Business, Competitive Advantages of Technology, Exploring the World of Hospitality, and the University of Denver Campus Connection (UDCC). Graduate courses include Positioning in the Competitive Environment I, Electronic Commerce, The Global Information Economy, and the Spirit of Hospitality. Professional seminars include Formulating an e-Commerce Strategy, Knowledge Management, and Client Relationship Management.
- Responsibilities include research and publication, curricular development, lecture preparation and delivery, supervising independent studies, planning field trips, maintenance of course Blackboard sites, creation of homework assignments and exams, student advising and assessment, committee assignments, and service and extension to the University, surrounding business communities, particularly in the areas of hospitality, tourism, and information technology.
- Serve as faculty advisor to Alpha Kappa Psi business fraternity (2002-Present) and the

HRTM Society (2002-Present).

- Designed and developed an MBA specialization in hospitality information technology and electronic business.
- Committees served include College: Academic Assessment Task Force (2003), Daniels Graduate Core (2001-2002), Quantum Leap Initiative (2002), Integrative Scholarship (2001-2002), and the Electronic Commerce Special Interest Group (2001); University: University Learning Communities and Civic Engagement/Service Learning Faculty Task Force (2003-Present), Ammi Hyde Interviews (team leader, 2002 and 2003), and the Selection Committee for 2003 Outstanding Student Awards.

**January 2000 to
December 2000**

Assistant Professor, *The School of Hospitality Business, the Eli Broad College of Business, Michigan State University*, East Lansing, MI

- Developed and taught undergraduate courses in the hospitality business curriculum. Courses included Hospitality Information Systems, Hospitality Industry Research, and Introduction to the Hospitality Industry (a course with 350 students that was taught in a near paperless environment using an electronic course management system called Blackboard).
- Responsibilities included research and publication, course and web page development, lecture preparation and delivery, creation of homework assignments and exams, student advising and assessment, committee assignments, and service and extension to the University, surrounding communities, and the hospitality and tourism industries.
- Worked with the College's Executive Education division to create professional seminars in electronic business and IT strategy. Served as program architect and primary instructor for a five-module graduate certificate program in electronic business that was delivered to business managers and executives in Hong Kong. Developed and taught a half-day course in IT strategy for Meeting Professionals International's Certified Meeting Manager program.
- Designed and developed a new required course in information systems and technology for all business majors in collaboration with faculty colleagues.
- Served as faculty advisor to Eta Sigma Delta (an undergraduate hospitality honor society) and the student chapter of Meeting Professionals International (MPI) as well as a faculty brother in Alpha Kappa Psi, a professional business fraternity in the College of Business.
- Committee assignments included the College's Information Systems Curriculum committee and *The School's* Scholarship and eLearning committees. Also served as faculty judge for the Broad College 2000 Olympics (student challenge).

**December 1998 to
December 1999**

Assistant Professor, Department of Hospitality and Tourism Management, the College of Human Resources and Education, Virginia Polytechnic Institute and State University, Blacksburg, VA

- Taught upper-level undergraduate courses in the hospitality management curriculum. Courses included Hospitality Management Policy (Strategic Management), the capstone course of the program with a writing-intensive designation, and Financial Management and Cost Control for Hospitality Organizations. Responsibilities included research, course and web page development, lecture preparation and delivery, creation of homework assignments and exams, student advising and assessment, committee assignments, and service and extension to the University and surrounding business communities.
- Co-founded the Hospitality Information Technology Center @ Virginia Tech, a research center dedicated to the study and advancement of IT in the global hospitality industry through research and development, publication, consulting, and instruction.
- Served as project advisor providing IT consultation to Virginia's Explore Park, an 1,100-acre outdoor living history museum and nature park, as part of University service and outreach to

the state and local community.

- Committee assignments included the University Council, the Graduate Honor System, the Department of Hospitality and Tourism Management's Scholarship Committee, the Donaldson Brown Hotel and Conference Center Integration Committee, and the Department of Hospitality and Tourism Management's IT Risk Analysis Team (team leader).

**August 1998 to
December 1998**

Instructor, Department of Hospitality and Tourism Management, the College of Human Resources and Education, Virginia Polytechnic Institute and State University, Blacksburg, VA

- Taught Introduction to Hospitality and Tourism Management, an undergraduate survey course exposing students to current issues, various facets, and career opportunities available in the hospitality and tourism industry and related fields, to a group of 120 students, majors and non-majors alike. Responsibilities included course and web page development, lecture preparation and delivery, creation of homework assignments and exams, coordination of guest lectures, and student advising and assessment.

**August 1997 to
December 1997**

Visiting Lecturer, School of Hotel Administration, Cornell University, Ithaca, NY

- Taught required courses in information technology at both the graduate and undergraduate levels. Courses included Information Technology for Hospitality Managers, a graduate course with 61 students that focused on technology trends and managerial issues related to the development and implementation of information technology in the hospitality industry, and Microcomputing, an undergraduate course which provided instruction in widely-used PC applications and web page development. Responsibilities also included teaching Computer Camp (an intensive course in basic computer skills and PC applications for incoming graduate students), creation of a course web site, advising and mentoring students, and overseeing a graduate student's independent study.

**August 1994 to
May 1995**

Visiting Assistant Professor of Hospitality Management, Department of Travel Industry Management, Concord College, Athens, WV

- Taught undergraduate courses in hospitality and tourism management. Courses included Introduction to Hospitality and Tourism Management, Front Office Management (2 semesters), and Supervision in the Hospitality Industry. Responsibilities included course development, lecture preparation/delivery, and the creation of homework assignments and exams.

**January 1995 to
May 1995**

Graduate Teaching Assistant, Department of Hospitality and Tourism Management, Virginia Polytechnic Institute and State University, Blacksburg, VA

- Supported faculty in the strategic management discipline. Taught lectures, prepared homework assignments and exams, and graded student work for the class Hospitality Management Policy, a required undergraduate capstone course in strategic management. Responsible for general class organization, course development, and administrative duties.

**February 1993 to
August 1994**

Information Systems Consultant and Project Manager, Courtyard/Fairfield Inn by Marriott, Marriott International, Washington, DC

- Served as the Courtyard project manager during the preliminary systems design phase for the revenue (yield) management, a joint systems development project with Residence Inn. Defined user (functional) requirements, determined the appropriate client/server systems architecture, participated in prototyping, and developed the data extract strategy, with an estimated cost avoidance of \$.5 million per year.
- Researched property management systems (PMS) and developed a migration strategy to port Courtyard, Fairfield Inn, and Residence Inn PMS applications to a new, UNIX/RISC-based architecture.

- Represented the Courtyard and Fairfield Inn brands on a lodging task force to define user and system requirements for an accounts receivable system to manage and process franchise billing for all Marriott lodging products. Developed the request for proposal and orchestrated vendor demonstrations.
- Held the position of lead analyst for Courtyard and Fairfield Inn's enterprise architecture planning effort. Analyzed and modeled business processes and data requirements, developed functional decompositions, documented existing systems and technologies, and defined opportunities for business reengineering and streamlining.
- Served on a cross-discipline task force to address information systems reporting requirements at various organizational levels for all lodging products. Evaluated executive information systems and decision support tools and provided a recommendation to senior management.
- Automated the interview screening process for property-level, hourly and management positions.
- Researched and evaluated various PC-based applications to support business objectives and enhance service offerings.

**August 1989 to
February 1993**

**Information Systems Consultant and Project Manager, Marriott Hotels•Resorts•Suites,
Marriott Corporation, Washington, DC**

- Served on the design and development of Marriott's next generation of hotel computer systems (NGS) to replace all existing property-based systems, chain-wide. The scope of this global system included integrated front office, back office accounting, sales and marketing, catering, food and beverage, human resource management, and office automation. This \$50+ million project was initiated in mid-1989 to strategically position Marriott for the year 2000. Objectives of this state-of-the-art system were to enhance guest service levels, strengthen customer preference, increase hotel revenues, and decrease operating costs.
- Developed and maintained project work plans, defined project deliverables, monitored project status, and reported project status to senior management. Coordinated systems development efforts with training, documentation, installation, conversion, and support teams and activities. Created the change (enhancement) request process.
- Researched technology trends, applications, systems development methodologies, and software tools to define technical solutions that could satisfy Marriott's business objectives of enhanced guest services, improved guest loyalty, and reduced operating costs. Conducted hardware and software evaluations and vendor negotiations for various products including CASE tools, screen development tools, relational database management systems, computer hardware (e.g., CPU's, terminals, printers), etc. Served as an instrumental player in establishing the technical architecture and software development direction. Spent 2 months in Berlin, West Germany working with a software development company to study x-terminals and graphical user interfaces. Created design standards for the system's user interface and report layouts.
- Served as a liaison between software engineers and end-users to define, understand, document, and program system requirements, interfaces, and cross-functional opportunities. Participated in site visits, focus groups, and questionnaires. Modeled business requirements through functional decomposition diagrams, data flow diagrams, and functional specifications. Spearheaded systems integration efforts with Marriott's proprietary frequent traveler/guest recognition (HGA) and central reservations (MARSHA) system. Directed an interactive prototyping process to create a model of the proposed system for user approval and sign-off.
- Conducted unit, integration, and user acceptance testing. Identified and tracked program defects using a series of automated tools. Assisted in the overall coordination of usability testing.

**August 1989 to
May 1990**

Visiting Lecturer, School of Hotel Administration, Cornell University, Ithaca, NY

- Taught Hospitality Computing Applications, an undergraduate elective course focusing on current computing trends and issues in the hospitality industry. Particular emphasis was placed on property management systems, point-of-sale systems, distribution systems (e.g., GDSs, CRSs), system selection methodologies, management issues, and the use of computer technology to gain competitive advantage. Responsible for course development, including lectures and labs, homework assignments, and exams. Advised students on available careers in the hospitality industry.

**January 1987 to
August 1989**

**Senior Research Analyst, Information Systems Division, Marriott Corporation,
Washington, DC**

- Developed and implemented a competitive analysis/business intelligence program to research hospitality technology trends and heighten management awareness of external competitive and technological forces impacting the hospitality industry. Published research findings and industry reports internally which were used to support the development of business and information systems strategies. Also produced a bi-weekly news-clipping service.
- Researched technology and business trends to identify new services and methods of competing in the hospitality industry and innovative approaches to utilizing Marriott's existing technology assets. Served as the research arm for Marriott's Technology Advancement Group focusing on such areas as in-room services and amenities, reservation distribution channels, guest registration/check-in, alternative and innovative service delivery techniques, satellite broadcasting/video conferencing, robotics, hand-held devices, and smart cards.
- Assisted in the systems planning and budgeting processes for all Marriott business units and corporate headquarters, preparing both short-term and long-term strategies to align information systems technology with the company's business objectives. Wrote systems plans, participated in the planning and preliminary design phases of several systems development projects, and conducted system selection evaluations. Also assisted with hardware acquisitions, migration strategies, capacity planning (sizing), and architecture planning.
- Provided financial modeling and spreadsheet analysis for budgeting purposes and computer hardware acquisitions. Conducted lease versus buy and discounted cash flow analyses. Also provided graphics support, desktop publishing, and research assistance for numerous presentations on computer-related topics.

**January 1985 to
December 1986**

Lead Teaching Assistant, School of Hotel Administration, Cornell University, Ithaca, NY

- Supported Hotel School faculty in the MIS discipline. Taught lectures and labs, prepared homework assignments and exams, and graded student work for the class Hospitality Computing Applications, an undergraduate elective focusing on key trends and issues in hospitality automation. Responsible for general class organization, course development, administrative duties, and the coordination and oversight of three teaching assistants.
- Maintained the course's computer facilities and provided computer systems support for well-known hospitality systems and various PC, Macintosh, and LAN-based applications.

**May 1986 to
August 1986**

Assistant Food and Beverage Manager, Quality Inn King's Grant, Danvers, MA

- Managed restaurant, lounge, banquet, and kitchen operations during the college summer break. Involved with decision making, menu planning, staffing, scheduling, cash management, inventory control, and trouble shooting.
- Conducted a system selection study for a point-of-sale system to be used in all food and beverage outlets at the property.

May 1984 to
January 1986

Front Desk Supervisor/Night Auditor, Quality Inn King's Grant, Danvers, MA

- Worked in all areas of the front office for a 125-room hotel during summer months and college winter breaks. Positions included front desk clerk/supervisor, cashier, PBX operator, reservationist, night auditor, and trainer for both manual and computerized environments.
- Wrote a procedural training guide for conducting a computerized night audit.

May 1984 to
August 1984

Salesman, Restaurant Division, Maestranzi Brothers' North Shore Grinding, Beverly, MA

- Sold, stocked, and delivered restaurant equipment and supplies to local restaurant establishments during college summer break. Responsible for managing warehouse inventory and for developing in-store point-of-purchase displays. Duties also included office and clerical work, such as filing and customer billing.

September 1976 to
August 1983

Assistant to the Owner/Manager, Hunter's Inn Restaurant, Hamilton, MA

- Worked in all aspects of front-of-the-house and back-of-the-house operations for this 70-seat family/casual-theme restaurant as a full-time employee during summers and school breaks and as a part-time employee during school years. Responsible for supervising, scheduling, purchasing, inventory, cash control, menu planning, trouble shooting, and opening and closing the restaurant.

TEACHING

Books and Book Chapters:

Nyheim, Peter D., McFadden, Francis and Connolly, Daniel J (with Paiva, A. Joseph). (2005). *Technology Strategies for the Hospitality Industry* (1st ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

Connolly, Daniel J. and Swig, Rick. (2004). The hotel asset manager's guide to information technology. In Paul Beals and Greg Denton (Eds.), *Hotel asset management: Principles and practices* (pp. 215-233). Lansing, MI: The Educational Institute of the American Hotel and Lodging Association.

Connolly, Daniel J. and Olsen, Michael D. (1997). Information systems planning. In Richard Teare, Bonnie Farber Canziani, and Graham Brown (Eds.), *Global directions: New strategies for hospitality and tourism* (pp. 265-296). London: Cassell.

Conference Reviews:

Sigala, Marianna and Connolly, Daniel. (2004, In Press). In search of the next big thing: IT issues and trends facing the hospitality industry. A review of the sixth annual pan-European Hospitality Technology Exhibition and Conference (EURHOTEC 2001). *Tourism Management*, 25 (5).

Connolly, Daniel J. and Sigala, Marianna. (2001, July-August). Major trends and IT issues facing the hospitality industry in the new economy: A review of the 5th annual pan-European Hospitality Technology Exhibition and Conference (EURHOTEC 2000). *International Journal of Tourism Research*, 3 (4), 325-327.

Case Studies:

Brooks, Richard M., Connolly, Daniel J., and Hogan, John J. (2001). Comparing apples and oranges: Which group yields the best profit? (Case Number 33311CD) In Michael L. Kasavana and Richard M. Brooks' *Instructor's guide for managing front office operations* (6th ed.), Chapter 13, pp. 25-29. East Lansing, MI: Educational Institute of the American Hotel & Lodging Association.

APPLICATION

Practitioner Journals and Industry Trade Publications:

Connolly, Daniel J and Chatterjee, Amitava. (2004, June-July). Excelling in your job: Check your calculations with Excel's formula auditing tools. The Bottomline, 19 (4), 10-12.

Connolly, Daniel J. and Ivey, Elizabeth L. (2004, June-July). IT budgeting: How to strategize for technology expenditures. The Bottomline, 19 (4), 22-25.

Connolly, Daniel J. (2004). Technology allows customers to help themselves. In *The growth of strategic IT investment: 6th annual restaurant technology study* [Supplement to Hospitality Technology] (pp.12-13). Randolph, NJ: Edgell Communications.

Cobanoglu, Cihan, Connolly, Dan, and Piccoli, Gabe. (2004, May). Special research report—2004 lodging industry technology study: Developing IT strategy. Hospitality Technology, 8 (4), 35-36.

Connolly, Daniel J. and Chatterjee, Amitava. (2004, April-May). Excelling in your job: Using Excel's solver and scenario tools to perform "what-if" analyses. The Bottomline, 19 (3), 11-13.

Connolly, Daniel J. and Chatterjee, Amitava. (2004, February-March). Excelling in your job: Preparing status reports and linking the data. The Bottomline, 19 (1), 10-13.

Cobanoglu, Cihan, Connolly, Dan, and Piccoli, Gabe. (2004, January-February). Executive summary: Lodging industry technology study. Hospitality Technology, 8 (1), 22 & 24.

Cobanoglu, Cihan, Connolly, Dan, and Piccoli, Gabe (2004). Aligning IT & business strategy: 3rd annual lodging industry study. Hospitality Technology. Available: http://www.htmagazine.com/2003_HT_LITS/index.html. Randolph, NJ: Edgell Communications.

Connolly, Daniel J. and Chatterjee, Amitava. (2003, December-2004, January). Excelling in your job: Organizing data to import into a mail merge. The Bottomline, 18 (8), 9-11.

Connolly, Daniel J. and Chatterjee, Amitava. (2003, October-November). Excelling in your job: Applying Excel to everyday life. The Bottomline, 18 (7), 9-11.

Connolly, Daniel J. and Chatterjee, Amitava. (2003, August-September). Excelling in your job: How to create PivotTable reports. The Bottomline, 18 (5), 9-11.

Connolly, Daniel J. and Chatterjee, Amitava. (2003, June-July). Excelling in your job: Data analysis and reporting. The Bottomline, 18 (4), 10-13.

Connolly, Daniel J. and Chatterjee, Amitava. (2003, April-May). Excelling in your job: Putting Microsoft Excel to work. The Bottomline, 18 (3), 8-9.

Connolly, Daniel J. and Chatterjee, Amitava. (2003, February-March). Excelling in your job with Microsoft Excel. The Bottomline, 18 (1), 8-9.

Connolly, Daniel J. (2003). The Magnolia way: Proactive IT for competitive advantage. In *Strategic uses and future directions of IT in the lodging industry: 2nd annual lodging industry study* [Supplement to Hospitality Technology] (pp. 16-17). Randolph, NJ: Edgell Communications and the Hospitality Information Technology Association.

Hamilton, Mark, Avgoustis, Sotiris, Cobanoglu, Cihan, Connolly, Dan, and Lee, Charles. (2003). Strategic uses and future directions of IT in the lodging industry: 2nd annual lodging industry study [Supplement to Hospitality Technology]. Randolph, NJ: Edgell Communications and the Hospitality Information Technology Association.

Connolly, Daniel J. (2002, Winter). Hospitality asset management applying the co-alignment principle to the evaluation of information technology. The Hospitality Financial Management Review, 16 (1), 3-5.

Connolly, Daniel J. (2002, Spring). Getting with "IT": Focusing on the financial aspects of information technology. The Hospitality Financial Management Review, 15 (2), 2, 6.

Connolly, Daniel J. (2002, March). POS advances build excitement. Restaurant News of the Rockies 17, (3), pp. 12 & 13.

Connolly, Daniel J. (2001, December-2002, January). What's your hotel distribution strategy? The Bottomline, 16 (8), 13-15.

Connolly, Daniel J. (2001, Winter). Drilling down to your bottom line with information technology tools. Resort Management & Operations, 4 (4), 62-64 & 67-68.

Connolly, Daniel J. (2001, Fall). Customer centricity: New data management techniques focus on guest satisfaction, revenue. Resort Management & Operations, 4 (3), 20-22, 24, & 26-27.

Connolly, Dan. (2001, September 3). Ask the Experts Column: Is being in more distribution channels really better? Hotel-Motel Management, 216 (15), 42.

Connolly, Dan. (2000, October 2). Ask the Experts Column: What is an application service provider, and what can it do for me? Hotel-Motel Management, 215 (17), 48.

Connolly, Dan. (2000, July 3). Ask the Experts Column: What do you see as the three most crucial issues facing the hotel industry technology today? Hotel-Motel Management, 215 (12), 60.

Connolly, Dan. (2000, June 5). Ask the Experts Column: How is technology impacting security-related issues in the lodging industry? Hotel-Motel Management, 215 (10), 70.

Connolly, Dan. (2000, May 15). Ask the Experts Column: Is it better to have closed-circuit TV cameras concealed from guests or in plain view of all guests (and potential criminals)? Hotel-Motel Management, 215 (9), 54.

Connolly, Dan. (2000, April 3). Ask the Experts Column: Why have hotel companies not been as aggressive as airline companies in setting travel-agent commission caps? Hotel-Motel Management, 215 (6), 40.

Connolly, Dan. (2000, January 10). Ask the Experts Column: What's next after Y2K? Hotel-Motel Management, 215, (1), 60.

Connolly, Daniel, Cassee, Ewout, Cho, Wonae, Heng, Margaret, Mong, Koh Thong, Murthy, Bvsan, and Olsen, Michael. (1997). Technology: Thinking through the future. Action: The International Hotel & Restaurant Association Newsletter (22), 6.

Olsen, Michael D. and Connolly, Daniel J. (1996, Winter). Placing your bets on riverboat gaming. Virginia Issues & Answers, 3 (1), 25-31.

Connolly, Daniel J. (1996, June 17). Technology in the workplace affects managers, employees. Hotel and Motel Management, 211 (11), 28 & 49.

Published Interviews with Daniel Connolly

Graf, Nicolas. (2003, April). HTNG white paper: Toward establishing inter-vendor cooperation and system integration. EHLITE (2), 26-28.

Paul, Reid A. (2003, June). Taking the initiative: Hospitality Technology Next Generation aims to reshape the state of lodging technology. Hospitality Technology, 38.

Q&A: HTA talks with four founders of the hotel technology initiative, HTNG (Part 2). (2002, October 9). *Hospitality Tech Advisor*, 13 (17). Retrieved from <http://www.accuvia.com/publishing/products/newsletters/articles/HTA-Oct9.htm>.

Q&A: HTA talks with four founders of the hotel technology initiative, HTNG (Part 1). (2002, October 2). *Hospitality Tech Advisor*, 13 (16). Retrieved from <http://www.accuvia.com/publishing/products/newsletters/articles/HTA-Oct2.htm>.

Connolly, Daniel J (Interviewed by Kevin Heilbronner). (2002, July 24). Hotel Technology – Next Generation (HTNG) (Available: <http://www.hospitalitynet.org/news/4012693.html>). Hospitality Net.

INTEGRATION

Expert Reports and Monographs:

Burns, John, Connolly, Daniel, Hall, Janis, Horner, Ted, Inge, Jon, Price, Nick, Rice, Doug, Smith, Mac, White, Alan. (2002, June 29). A path to achieving next-generation technology for the hotel industry: White paper. Chicago: Hotel Technology—Next Generation.

Connolly, Daniel J., Olsen, Michael D., and Allegro, M. Sander. (2000, July 12). The hospitality industry and the digital economy: An executive summary of key technology trends surfaced at the Lausanne Technology Think Tank. Paris, France: International Hotel & Restaurant Association.

Connolly, Daniel J. (1999, November 16). Understanding information technology investment decision-making in the context of hotel global distribution systems: A multiple-case study. Unpublished doctoral dissertation, Virginia Polytechnic Institute and State University, Blacksburg, VA.

Connolly, Daniel J. and Olsen, Michael D. (1999, July). Hospitality technology in the new millennium: Findings of the IH&RA think-tanks on technology (Singapore, June 1997; Nice, France 1998; Vienna, Austria 1999). Paris, France: International Hotel & Restaurant Association.

Olsen, Michael D. and Connolly, Daniel J. (1998, December). Executive summary: Think tanks on technology. Paris, France: International Hotel & Restaurant Association.

Olsen, Michael D. and Connolly, Daniel J. (1998). Forces driving change: A white paper on the hospitality industry in the Caribbean. San Juan, Puerto Rico: Caribbean Hotel Association.

Tse, Eliza Ching-Yick and Connolly, Daniel J. (1997, October 17). Creating a hospitality program for the Chinese University of Hong Kong. Blacksburg, VA: Department of Hospitality and Tourism Management, Virginia Polytechnic Institute & State University.

Connolly, Daniel J., Olsen, Michael D., and Moore, Richard G. (1997, September 30). Competitive advantage—Luxury hotels and the information superhighway. Ithaca, NY: Center for Hospitality Research, School of Hotel Administration, Cornell University. (Also jointly published under the same title with the International Hotel and Restaurant Association, Paris, France).

Tse, Eliza, Reed, Charlotte A., Connolly, Daniel J., and Kaufman, Tammie J. (1995, January 30). An economic impact study of post-Labor Day school opening statute: Final report. Blacksburg, VA: Virginia Polytechnic Institute & State University.

DISCOVERY

Refereed Journals:

Connolly, Daniel J. and Olsen, Michael D. (2001). An environmental assessment of how technology is reshaping the hospitality industry. Tourism and Hospitality Research, 3 (1), 73-93 (practice paper).

Connolly, Daniel J. and Olsen, Michael D. (2000, Fall). Hospitality IT: What does the future hold? FIU Hospitality Review, 18 (2), 22-36.

Connolly, Daniel J. (2000). Shifting paradigms: Using information technology to enhance service dyads in luxury hotels. Journal of Hospitality and Leisure Marketing 7 (2), 3-38.

Olsen, Michael D. and Connolly, Daniel J. (2000, February). Experience-based travel: How technology is changing the hospitality industry. Cornell Hotel and Restaurant Administration Quarterly, 41 (1), 30-40.

Cho, Wonae and Connolly, Daniel J. (1999). US-based hospitality programs: Looking to keep pace with today's high-tech industry needs. International Journal of Hospitality Information Technology 1 (1), 27-43.

Olsen, Michael D. and Connolly, Daniel J. (1999). Antecedents of technological change in the hospitality industry. Tourism Analysis, 4 (1), 29-46.

Connolly, Daniel J., Olsen, Michael D., and Moore, Richard G. (1998, August). The Internet as a distribution channel. Cornell Hotel and Restaurant Administration Quarterly, 39 (4), 42-54. Translated into Japanese and published in The Hotel Management: Connolly, Daniel J., Olsen, Michael D., and Moore, Richard G. (1999, February). The Internet as a distribution channel (Part One). The Hotel Management, 181-188. Connolly, Daniel J., Olsen, Michael D., and Moore, Richard G. (1999, March). The Internet as a distribution channel (Part Two). The Hotel Management, 172-178.

Connolly, Daniel J. (1998, Spring). Limited-service/economy lodging sector faces challenges ahead. FIU Hospitality Review, 16 (1), 67-79.

Cho, Wonae and Connolly, Daniel J. (1996). Viewpoint: The impact of information technology as an enabler on the hospitality industry. International Journal of Contemporary Hospitality Management, 8 (1), 33-35 (non-refereed submission).

Cho, Wonae, Connolly, Daniel J., and Tse, Eliza C. (1995, Fall). Cyberspace hospitality: Is the industry ready? Hospitality & Tourism Educator, 7 (4), 37-40.

Refereed Conference Proceedings and Abstracts:

Connolly, Daniel J. (2004, June 20-21). Using the case study method to explore hospitality information technology phenomena. Proceedings of the Hospitality Information Technology Association Conference, Dallas, TX, 7-33.

Connolly, Daniel J. (2001, September). Strategic investment in hotel global distribution systems. Trends 2000: Shaping the Future Contributed Papers for the 5th Outdoor Recreation & Tourism Trends Symposium, Lansing, MI, 73-83.

Connolly, Daniel J. (2001). Strategy and information technology alignment: A multiple-case study of three leading hospitality firms. The International Hospitality Industry Revolution: CU2 Joint Conference in Hospitality and Tourism, Hong Kong, January 12-14, 2001, 69-70 (abstract).

Tse, E.C., and Connolly, D.J. (2001). Creating Hospitality and Tourism Program for the New Millennium. Asia Pacific Tourism Association (APTA) 7th Annual Conference Proceedings, Makati, Philippines, July 4-7, 2001, 198-200.

Connolly, Daniel J. (2000, September 17-20). Strategic investment in hotel global distribution systems. Trends 2000: Shaping the Future – The 5th Outdoor Recreation & Tourism Trends Symposium Abstracts, Lansing, MI, 16.

Cho, Wonae and Connolly, Daniel. (1998, June 13-15). The state of hospitality IT curricula: An exploratory study. 1998 Hospitality Information Technology Association (HITA) Conference Proceedings, Los Angeles, CA, 19-26.

Connolly, Daniel J., Cho, Wonae, and DiMartino, Michele Bailey. (1997, June 1-4). Developing a performance measurement framework. Conference Proceedings of the Hospitality Information Technology Association Worldwide Conference, Las Vegas, Nevada, 58-65.

Cho, Wonae and Connolly, Daniel J. (1995, November 20-22). The impact of information technology as an enabler on the hospitality industry. Proceedings of the Decision Sciences Institute, USA, 3, 1569-1571 (invited paper).

Connolly, Daniel J. and Moore, Richard G. (1995, November 20-22). Technology and its impact on global distribution channels in the hotel industry. Proceedings of the Decision Sciences Institute, USA, 3, 1563-1565 (invited paper).

Cho, Wonae, Connolly, Daniel J., and Tse, Eliza C. (1995). Cyberspace hospitality: Is the industry ready? 1995 CHRIE Conference Abstracts: Refereed Paper Presentations, 1, 11.

GRANTS AND CONTRACTS:

- 2004** Teaching grant from the University of Denver's Center for Teaching and Learning, *Putting Cooperative Learning into Practice*, \$2,500.
- 2002** Co-principle investigator with Kevin O'Brien, Barbara Kreisman, and John Toles, *Laptop Centered Learning Community Approach for the Daniels Core*, \$18,000. Grant provided by the University of Denver's Center for Teaching and Learning.
- 2001** Faculty sponsor/mentor, the University of Denver's PINS (Partners in Scholarship) grant with Carrie King; project entitled Onramp to the Information Superhighway for the Hospitality SME, \$1,000.
- 1999** Co-founder with Michael D. Olsen (Virginia Tech), the Hospitality Information Technology Center @ Virginia Tech. Proposal to create a center dedicated to the study and advancement of IT in the global hospitality industry through research and development, publication, consulting, and instruction. Funding approved by Virginia Tech's College of Human Resources and Education through an internal grant, \$10,000.
- 1995 to 1996** Co-principle investigator with Michael D. Olsen (Virginia Tech) and Richard G. Moore (Cornell University), *Competitive Advantage—Luxury Hotels and the Information Superhighway*. Proposal to study how luxury hotels use information technology to gain competitive advantage. Funding approved by the School of Hotel Administration's Center for Hospitality Research at Cornell University and sponsored by the Amedeo Group, \$18,600.

SPECIAL RESEARCH PROJECTS:

- Fall 1996 to Spring 1997** Research Associate, Hospitality and tourism program/curriculum development for The Chinese University of Hong Kong.
- Fall 1994 to Spring 1995** Research Associate and Project Lead, Riverboat gaming and its impact on tourist destinations, hotels, and restaurants in the Commonwealth of Virginia.
- Fall 1994** Graduate Research Assistant, Economic impact study to determine the effects of post-Labor Day school opening legislation on Virginia's tourism.

CONFERENCE PRESENTATIONS AND SPEAKING ENGAGEMENTS

- June 2004** Presenter at the Hospitality Information Technology Association (HITA) Conference, Dallas, TX: *Using the Case Study Method to Explore Hospitality Information Technology Phenomena* (refereed paper).
- October 2003** Instructor for Accor's Vivier program, Evry, France: *Hospitality Information Technology and Distribution*.
- September 2003** Panelist at the Rocky Mountain CHRIE 2003 Fall Regional Conference in Denver: *Creative and Useful Teaching Strategies – Best Practice Exchange*.
- March 2003** Co-Instructor with Brian Wilkerson (WisdomNet) for executive education seminar for Operations Management, Inc. (OMI), Denver, CO: *Client Relationship Management*.

- January 2003** Co-Presenter with John Pyne (Workbooks Software) at WestEx 2003: The Rocky Mountain Regional Foodservice and Restaurant Exposition and Educational Conference, Denver, CO: *How to Benefit from Technology*.
- August 2002** Presenter to the membership of the Fort Collins Convention and Visitors Bureau and local business community, Fort Collins, CO: *The State of the Hospitality Industry: A Town Meeting with Dr. Dan Connolly*.
- June 2002** Co-Presenter with Cihan Cobanoglu (University of Delaware) at HITEC 2002: Celebrating 30 Years of Hospitality Technology, Chicago, IL: *The Digital Divide Revisited: A Practical Guide for the Hospitality Industry*.
- April 2002** Keynote Speaker at the Meeting Professionals International Rocky Mountain Chapter luncheon, Westminster, CO: *Getting with IT: Using Information Technology in the Meeting Industry*.
- April 2002** Co-Presenter with Betty Harwood (Resort Technology Partners) at the 2nd Annual Resort Management Conference, Colorado Springs, CO: *A Look into the Future: What Information Technology Has in Store for the Resort Industry*.
- April 2002** Co-Presenter with Charlie L'Esperance (Resort Technology Partners) at the 2nd Annual Resort Management Conference, Colorado Springs, CO: *Information Technology 101*.
- March 2002** Presenter at the Meetings Industry Council of Colorado Educational Conference and Trade Show, Denver, CO: *Strategic Value of Meetings*.
- February 2002** Presenter at HOSTEC-EURHOTEC 2002, London, England: *Managing Vendors, Consultants, and IT-Driven Initiatives*.
- February 2002** Panelist at the joint meeting of Hospitality Financial and Technology Professionals and the British Association of Hospitality Accountants, London, England: *US and UK Perspectives on Technology in the Hospitality Industry*.
- January 2002** Presenter at WestEx 2002: The Rocky Mountain Regional Foodservice and Restaurant Exposition and Educational Conference, Denver, CO: *Purchasing a POS System*.
- January 2002** Presenter at the Meeting Professionals International (MPI) North American Professional Education Conference in Honolulu, HI: *Emerging Technologies that Every Meeting Professional Should Know About*.
- January 2002** Session Moderator at the Meeting Professionals International (MPI) North American Professional Education Conference in Honolulu, HI: *Thriving in an Uncertain Economy*.
- October 2001** Co-Presenter with Cihan Cobanoglu (University of Delaware) at FS|TEC 2001: The Sixth Annual International Foodservice Technology Exposition in Dallas, TX: *Competing in an eWorld*.
- October 2001** Presenter at the Third Kilgore Roundup: The Ranch Vacation Industry Conference 2001 in Denver, CO: *Creating Value through the Web*.
- September 2001** Presenter at the Rocky Mountain CHRIE 2001 Conference hosted by The Metropolitan State College of Denver: *Developing and Teaching e-Business Online* (refereed).
- September 2001** Co-instructor with Don McCubbrey (University of Denver) for an executive education program sponsored by the Center for Management Development, Daniels College of Business, Denver, CO: *Formulating an e-Business Strategy*.
- July 2001** Co-presenter with Ted Lewis (Enterprise Transformation Group) Daniels College of Business Summer 2001 Executive Breakfast Series, Denver, CO, *Knowledge Management*.

- June 2001** Session Moderator and Presenter at HITEC 2001: From a Space Odyssey to a High-Tech Reality, Orlando, FL: *What Non-IT Professionals Need to Know about IT*.
- April 2001** Presenter at the 1st Annual Resort Management Conference in Vail, CO: *Digitizing Your Resort: How to Compete in the Digital Economy*.
- April 2001** Presenter at the 1st Annual Resort Management Conference in Vail, CO: *Customer Centricity: Focusing on Numero Uno*.
- April 2001** Presenter at the 1st Annual Resort Management Conference in Vail, CO: *Strategy and IT: Getting Plugged into the Digital Economy*.
- February 2001** Presenter at EURHOTEC 2001: The Sixth Annual Pan-European Hospitality IT Exhibition and Conference, Paris, France: *IH&RA Think-Tank on Technology Conclusions*.
- February 2001** Session Moderator at EURHOTEC 2001: The Sixth Annual Pan-European Hospitality IT Exhibition and Conference, Paris, France: *The Impact of New Technologies on Your Business*.
- January 2001** Presenter at the Meeting Professionals International (MPI) North American Professional Education Conference in New Orleans, LA: *Competing in the Digital Economy*.
- January 2001** Presenter at CU² (The Chinese University of Hong Kong and Cornell University) Joint Conference in Hospitality and Tourism, Hong Kong: *Strategy and Information Technology Alignment: A Multiple-Case Study of Three Leading Hospitality Firms* (refereed paper).
- January 2001** Paper Discussant at CU² (The Chinese University of Hong Kong and Cornell University) Joint Conference in Hospitality and Tourism, Hong Kong: *Evolutionary Trends in Technology Adoption in the US Hotel Industry* by Karthikeyan Namasivayam, Cathy A. Enz, and Judy A. Siguaw.
- January 2001** Paper Discussant at CU² (The Chinese University of Hong Kong and Cornell University) Joint Conference in Hospitality and Tourism, Hong Kong: *Evaluating Electronic Channels of Distribution in the Hotel Sector* by Peter O'Connor and Andrew Frew.
- 2000-2001** Program architect and principal instructor for a Graduate Professional Diploma in Electronic Business (Hong Kong) sponsored by Executive Development Programs and the Eli Broad Graduate School of Management at Michigan State University.
- Module 1: The Digital Economy: A Managerial Perspective, November 11-12, 2000; August 26-27, 2001
- Module 2: Competing in the Digital Economy, January 6-7, 2001
- Module 3: Blueprint to the Digital Economy, February 24-25, 2001
- Module 4: Webonomics and e-Strategy, May 26-27, 2001
- Module 5: Marketing on the Web, June 16-17, 2001
- December 2000** Panel Speaker at Michigan State University's Division of Housing and Food Services Professional Development Event, East Lansing, MI: *Applying e-Business to University Housing and Food Service Operations*.
- October 2000** Presenter at the Hospitality Financial and Technology Professionals' 2000 Annual Convention and Tradeshow Focus on the Future, Toronto, Canada: *Making Strategic IT Investment Decisions in Hotel GDS*.

- October 2000** Presenter at the Big 10 Union Directors' Conference, East Lansing, MI: *E- Business and E-Commerce: Pursuing a Strategy for College Student Unions.*
- September 2000** Presenter at the Curaçao Tourism Summit 2000: Factors Affecting Change in Caribbean Tourism: *Hospitality Technology.*
- September 2000** Presenter at the 5th Outdoor Recreation and Tourism Trends Symposium – Trends 2000: Shaping the Future, Lansing, MI: *Strategic Investment in Hotel Global Distribution Systems* (refereed).
- August 2000** Presenter at the 2000 Global Certification in Meeting Management (CMM) Global Meeting and Event Leadership Program sponsored by Meeting Professionals International (MPI) and hosted at Michigan State University in East Lansing, MI: *Technology & Leadership.*
- June 2000** Panel Speaker for the Hospitality Information Technology Association's (HITA) on Educational Issues for the Millennium at HITEC 2000, the Hospitality Industry Technology Exposition and Conference, in Dallas, TX: *Making Strategic IT Investments.*
- March 2000** Keynote Speaker at the Eta Sigma Delta Honor Society's Induction Ceremony and Dinner at Michigan State University, East Lansing, MI: *Being the Best.*
- February 2000** Presenter at EURHOTEC 2000, the Pan-European Hospitality Technology Exhibition and Conference, in Lausanne, Switzerland: *IH&RA Technology Think Tank 2000 Findings.*
- February 2000** Co-presenter with Michael Clouser (iLodging.com) at EURHOTEC 2000, the Pan-European Hospitality Technology Exhibition and Conference, in Lausanne, Switzerland: *Value Chain Opportunities.*
- February 2000** Panel speaker at EURHOTEC 2000's Press Conference/Technology Roundtable, Lausanne, Switzerland.
- October 1999** Panel speaker at the International Hotel & Restaurant Association's (IH&RA) 37th Annual Congress entitled Creating Value through People and Partnerships held in Durban, South Africa: *Technology Think Tanks—Key Issues.*
- October 1999** Minichat host at International Hotel & Restaurant Association's (IH&RA) Annual Congress entitled Creating Value through People and Partnerships held in Durban, South Africa: *Using Technology to Compete in the 21st Century.*
- October 1999** Panel speaker at the University of Surrey's Center for Hospitality Industry Productivity Research (CHIPR) Third Hospitality Industry Productivity Seminar in London: *Hotel GDS—What's in Store for the 21st Century?*
- June 1999** Panel speaker at HITEC '99, the Hospitality Industry Technology Exposition and Conference, in Atlanta, GA: *The IH&RA IT Think Tank Findings.*
- February 1999** Presenter at EURHOTEC '99, the Pan-European Hospitality Technology Exhibition and Conference, in Vienna, Austria: *Technology Think Tank Findings.*
- February 1999** Panel speaker at EURHOTEC '99's Press Conference/Technology Roundtable, Vienna, Austria.
- November 1998** Presentation to the pledges of Delta Sigma Pi, a professional business fraternity at Virginia Tech, Blacksburg, VA: *Competing in the Digital Economy.*
- November 1998** Panel speaker at The Hospitality Connection...Linking the Hospitality Industry and University-Based Conference Centers, organized by and held at Virginia Tech in Blacksburg, VA: *Using Information Technology to Compete in the 21st Century.*

- October 1998** Panel speaker at the International Hotel & Restaurant Association's (IH&RA) 36th Annual Congress entitled *One to One: Marketing in the Interactive Age*, held in Manila, Philippines: *Using GDS to Compete in the 21st Century*.
- September 1998** Presenter at the *Hotel & Motel Management* Hotel Information & Technology (HIT) Show in Atlanta, GA: *Information 101*.
- January 1998** Moderated a panel entitled *The Internet and Its Impact on the Hospitality Industry*, sponsored by the New York chapter of the Cornell Society of Hotelmen and held at the Cornell Club in New York, NY.
- November 1997** Co-Presented with Richard G. Moore (Cornell University) results of a research grant entitled *Competitive Advantage—Luxury Hotels and the Information Superhighway* at the Fourth Annual Research Seminar held at the New York Palace Hotel in New York City and sponsored by the Center for Hospitality Research at Cornell University's School of Hotel Administration.
- October 1997** Co-Presented with Michael D. Olsen (Virginia Polytechnic Institute and State University) results of a research grant entitled *Competitive Advantage—Luxury Hotels and the Information Superhighway* at a symposium entitled *Focus 2000: Maximizing Hotel Profitability in a Competitive World of Ever-Increasing Customer Expectations*. The event was held at the New York Palace Hotel in New York City and sponsored by the Center for Hospitality Research at Cornell University's School of Hotel Administration.
- January 1997** Co-Presenter with Mitchell C. Chen (Share Technologies, Inc.) at Cornell University's Advanced Management Program in Ithaca, NY: *Leveraging the Power of Information Technology*.
- September 1996** Moderated a panel discussion at the *Hotel & Motel Management* Integrating Technology Conference and Showcase in Cleveland, OH: *Employee Empowerment Through Information Technology*.
- August 1996** Co-Presented with Michele Bailey DiMartino (Virginia Tech) a refereed paper at the 1996 Council of Hotel, Restaurant, and Institutional Educators' (CHRIE) Conference in Washington, DC: *Large-Scale Organizational Change, Learning, and Technology in the Hospitality and Tourism Industry*.
- November 1995** Co-Presented with Wonae Cho (Virginia Tech) an invited paper at the 1995 Decision Sciences Institute Conference in Boston, MA: *The Impact of Information Technology as an Enabler on the Hospitality Industry*.
- November 1995** Co-Presented with Richard G. Moore (Cornell University) an invited paper at the 1995 Decision Sciences Institute Conference in Boston, MA: *Technology and Its Impact on Global Distribution Channels in the Hotel Industry*.
- August 1995** Co-Presented with Wonae Cho (Virginia Tech) a refereed paper at the 1995 Council of Hotel, Restaurant, and Institutional Educators' (CHRIE) Conference in Nashville, TN: *Cyberspace Hospitality: Is the Industry Ready?*
- April 1993** Panel speaker at Cornell University's Hotel Ezra Cornell 68 – Changing the Paradigm in Ithaca, NY: *Executive Information Systems*.
- March 1990** Presentation to the Club Managers Association of America (CMAA) at Cornell University, Ithaca, NY: *Point-of-Sale Systems in Country Clubs*.
- June 1989** Panel speaker at Tech Connection '89, the International Association of Hospitality Accountants' (IAHA) Technology Conference, Dallas, TX: *Hospitality Automation: The Wave of the Future*.
- Numerous guest lectures at leading universities including Cornell University, Virginia Polytechnic Institute and State University, University of Delaware, and American University. Includes remote

guest lectures using distance learning technologies and the Internet.

PROFESSIONAL ORGANIZATIONS AND ASSOCIATIONS

- Member, Association for Information Systems, 2003 to 2004
- Cornell Hotel Society, Member, 1987 to Present
- Member, American Association for Higher Education, 2004 to Present
- Giga Information Group's ExperNet, Information Technology Expert, 1997 to 2003
- Hospitality Financial and Technology Professionals (HFTP), Member, 2000 to Present
- Hospitality Information Technology Association (HITA), Member, 1997 to Present; Vice President, 2001-2003
- Council for Hotel, Restaurant, and Institutional Educators (CHRIE), Member, 1996 to 2002
- Decision Sciences Institute, Member, 1995 to 2001
- International Hotel & Restaurant Association (IH&RA), Member, 1997 to 2002 and Founding Research Fellow of the Technology Think Tank Program, 1997
- Hospitality Sales and Marketing Association International (HSMIA), Member, 2000 to 2002
- Virginia Polytechnic Institute and State University's Department of Hospitality and Tourism Graduate Student Association, Member, 1994 to 1999
- American Hotel & Motel Association, Member, 1994 to 1995, 2001 to Present
- National Restaurant Association, Member, 1994 to 1995
- Cornell Alumni Admissions Ambassador 1988 to 1994 (Washington, DC), 2002-2003 (Denver, CO)
- UniForum Group, Member, 1990 to 1993
- The Washington, DC Quality Assurance Association, Member, 1991 to 1992
- The Dale Carnegie Course, Graduate Assistant, 1991
- Society of Competitor Intelligence Professionals, Member, 1988 to 1990
- Holy Cross Church and Elementary School (Garrett Park, MD), Secretary of the Board of Education, 1987 to 1990

PROFESSIONAL, UNIVERSITY, AND COMMUNITY SERVICE

- Volunteer, Denver/Boulder Better Business Bureau and News4 call-in "Shopping on the Web," September 8, 2004
- Judge, *Hospitality Technology's* 2004 Edge Awards for Restaurant and Lodging IT Excellence
- Member, *Hospitality Technology* Visionary Board, 2004 to Present
- Judge, Colorado Software & Internet Association Apex Awards (e-commerce initiative of the year category), 2004
- Member, Tiare Technology, Inc. Advisory Board, 2003 to Present
- Editorial board member for the *Journal of Foodservice Business Research*, January 2002 to Present
- Founding Father, Hotel Technology – Next Generation Initiative, June, 2002; member of the advisory board, 2002 to present.
- Reviewer, *Journal of Travel and Tourism Marketing's* special issue on e-consumer behavior, 2003
- Associate Editor, HITA's 2003 Research Conference Proceedings

- Member, HFTP's HITEC Advisory Council, 2002-Present
- Member, HFTP's Communications Editorial Advisory Council, October 2000 to Present
- Member of the 2002 Selection Committee for the HFTP International Hospitality Technology Hall of Fame
- Member, American Hotel & Lodging Association's Technology Committee, August 2002 to Present
- Member, EURHOTEC 2001 and HOSTEC-EURHOTEC 2002 Exhibition and Conference Advisory Boards
- Research Fellow, International Hotel and Restaurant Association's Technology Think Tank program, 1997-2002
- Facilitator and planning committee member for workshops sponsored by the International Hotel & Restaurant Association:
 - Hospitality and Foodservice Technology Summit, London, 2002
 - HITA Technology Think Tank, Orlando, FL, June 2001
 - Technology Think Tank, Denver, CO, April 2001
 - Technology Think Tank, Paris, France, February 2001
 - Technology Think Tank, Lausanne, Switzerland, February 2000
 - Technology Think Tank, Vienna, Austria, February 1999
 - Technology Think Tank, Nice France, February 1998
 - Caribbean Visioning Workshop, Montego Bay, Jamaica, July 1997
 - Technology Think Tank, Singapore, June 1997
- Member, Editorial Review Board for *Information Technology in Hospitality* (formerly the *International Journal of Hospitality Information Technology*), 1998 to Present
- Member, Technology Advisory Board and frequent contributor to "Ask the Experts" column, *Hotel & Motel Management* Magazine, 1999 to 2001
- Faculty Brother, Alpha Kappa Psi, a professional business fraternity at Virginia Tech in 1999 and at Michigan State University, 2000. Chapter advisor at the University of Denver, 2001 to Present.
- Faculty Advisor to Eta Sigma Delta Honor Society at Michigan State University in *The School of Hospitality Business*, 2000
- CCD Instructor and Member of the Youth Ministry Team for St. Mary's Catholic Church, Blacksburg, VA, August 1996 to December 1999
- Volunteer, 1999 Educational Seminar for Travel Organizations (ESTO) Technology Day at Virginia Tech in Blacksburg, VA
- Member of the 1998 Planning Committee for the *Hotel & Motel Management* technology conference entitled Hotel Information & Technology (HIT) Show
- Reviewer, Educational Institute Research Review Committee, 1997 to 1998
- English tutor, March 1997 to July 1997
- Campus ambassador for visiting guests and international students for Virginia Tech's Department of Rural Sociology, August 1994 to March 1997
- Volunteer, 1995 White House Conference on Travel and Tourism held in Washington, DC
- Mentor, Cornell Club of Washington's Washington Priority Program, 1988 to 1994
- Member, Holy Cross Church Youth Ministry Team, Garrett Park, MD, 1987 to 1990
- Member of the Technology Conference Advisory Committee for the International Association of Hospitality Accountants (IAHA), 1988 to 1989

AWARDS AND HONORS

- Daniels College of Business Diamond Awards: Winter 2001, Fall 2001, Winter 2002
- Inducted into Michigan State University's Chapter of Eta Sigma Delta Honor Society as an Honorary Member, March 23, 2000
- Recipient of Virginia Tech's *Department of Hospitality and Tourism 1996 Ph.D. Research Award*
- Recognized for 5 Years of Continuous Service to the Marriott Corporation, January 1992
- Selected Associate of the Month, August 1990, by Marriott's Hotel Systems Department
- Recognized as a Charter Member of Marriott's Hotel Systems Quality Committee, May 1990
- Selected as an *Outstanding Young Man of America*, 1989

ACADEMIC HONORS

Graduate (Virginia Polytechnic Institute and State University):

- Kappa Omicron Nu
- Phi Beta Delta
- The Honor Society of Phi Kappa Phi
- Phi Upsilon Omicron

Undergraduate (Cornell University):

- Ye Hosts Honorary Society
- The Honor Society of Phi Kappa Phi
- NIFI-Heinz Senior Scholarship Award
- Dean's List
- National Dean's List
- Dean's Merit Awards

SPECIALIZED TRAINING

- Regularly attend professional development seminars, industry conferences, and classes on management, leadership, and computer-based applications, programming languages, development tools, and systems development methodologies
- Routinely participate in teaching workshops and seminars
- Graduate of the Dale Carnegie Course in Effective Speaking and Human Relations