**Michelle Russen, Ph.D.**

**Curriculum Vitae**

Contributions since joining CSUSB; Scholarly academic points

# Education

*Doctor of Philosophy in Hospitality Administration* 2022

University of Houston, Houston, TX

Dissertation Title: *Shattering the Glass Ceiling to Sliding Off the Glass Cliff:
Increasing Inclusion in Hospitality Management*

*Master of Science in Hospitality Management* 2018

University of South Florida, Sarasota-Manatee, Sarasota, FL

Thesis Title: *Restaurant Management Style and Cost Control Efforts:
Discovering a Connection in Sarasota, FL*

*Bachelor of Science in Hospitality Management* 2015 University of South Florida, Sarasota-Manatee
Sarasota, FL

*Associate of Arts* 2012
Indian River State College

Vero Beach, FL

# Certifications

Wine and Spirits Education Trust (WSET) Level 2 Award in Wines, awarded 10/16/2023

ServSafe Manager, National Restaurant Association, valid 5/30/2023 – 5/30/2028

Certified ServSafe Manager Instructor, valid 2/17/2023 – 2/17/2026

Registered ServSafe Examination Proctor, valid 2/17/2023 – 2/17/2026

# Honors & Awards

Best Speed Presentation Award, West Federation CHRIE, 2024

Best Reviewer Award, West Federation CHRIE, 2023

Alumni Association Award for Academic Excellence (4.0 GPA), University of Houston, 2022

Best Paper Award, International CHRIE, 2021

Graduated Summa Cum Laude, University of South Florida, 2018

Graduated Cum Laude, University of South Florida, 2015

Graduated Magna Cum Laude, Indian River State College, 2013

Dean’s List, Indian River State College, 2011; 2012; 2013

Dean’s List University of South Florida, 2014; 2015

National Society of Leadership and Success, University of Houston, member nomination 2020; 2021

International Thespian Society, University of Houston, member invitation 2019
National Honor Society Member, Indian River State College & University of South Florida, 2011 – 2015

# Teaching Experience

## Teaching Interests

* Human Resources
* Organizational Behavior
* Leadership
* Food and beverage
* Event planning/ management
* Sustainability

## California State University, San Bernardino

Curriculum Development (created goals, learning outcomes, and courses; submitted to University for review)

Bachelor’s of Arts in Hospitality and Tourism Management

Master’s of Business Administration, Hospitality Management Concentration

Course Design (created objectives and learning outcomes; submitted to University review)

Conducted a needs assessment for the department, researched comparable program offerings at other universities, defined learning outcomes and course objectives, created a detailed outline of the course, developed a variety of assessments and evaluation methods, networked with local industry professionals to coordinate integrated service learning, assessed various technologies for integration into the course, revised and evaluated content for accessibility and inclusiveness for all students, worked with the department to secure the necessary certifications and approvals for the course, submitted all necessary paperwork and revisions needed to secure university approval.

HOSM 4800: Art and Science of Wine, Undergraduate. ***Fall 2024***! In addition to the above, research was conducted to become an Approved Program Provider for the Wine and Spirits Education Trust Wine Certifications (Levels 1 and 2); conducted analyses and filed extra forms for the General Education program application (applied as an Upper Division Science).

HOSM 3200: Cultural Competence and Social Justice

HOSM 3400: Global Sustainability

Instructor (designed, developed, and solely taught)

HOSM 1600: Restaurant Management, Undergraduate. ***Fall 2023:*** Hybrid asynchronous and face-to-face/ co-synchronous method, 14 students. ***Fall 2022***: Hybrid asynchronous and Face-to-Face/ Co-synchronous method, 7 students. **Topics covered:** Manager ServSafe (food safety), restaurant and service types, business concept and design, operations, nutrition, menu planning and design, purchasing, equipment, floor plans/ restaurant design and layout, production, responsible alcohol service, food and beverage costs, pricing, budgets, marketing, leadership, recruiting and staffing.

HOSM 2500: Intro to Hospitality and Tourism, Undergraduate. ***Spring 2024:*** Hybrid asynchronous and Face-to-face co-synchronous method, 6 students. ***Spring 2023***: Hybrid asynchronous and Face-to-Face/ Co-synchronous method, 12 students. Topics covered: hospitality industry and culture, foodservice industry, restaurant operations, beverage management, lodging industry, hotel operations, destinations management, tourism management, accounting and human resources in hospitality, hospitality leadership, services management.

HOSM 3600: Meetings and Events Planning, Undergraduate. ***Fall 2023****:* Hybrid asynchronous and Face-to-Face/ Co-synchronous method, 8 students. ***Fall 2022***: Hybrid asynchronous and Face-to-Face/ Co-synchronous method, 5 students. **Topics covered:** The event planning process, destination and venue selection, program preparation and content, site planning, safety, logistics, risk assessment, budgets, procurement, events marketing, publicity, event promotions and sales, forming an events team, management the day of the event, evaluating the event plan, legal issues in events.

HOSM 4500: Hotel Operations Tactics & Strategies, Undergraduate. ***Spring 2023:*** Independent study, 2 students. **Topics covered**: hotel strategy, hotel strategic leadership, external and internal analysis, competitive advantage in hotels, business strategy, corporate strategy, global strategy, organizational design, corporate governance and business ethics, revenue management techniques for hotels, customer reactions, financial analysis, revenue management decisions in services.

HOSM 6300: Contemporary Issues in Tourism, Graduate. ***Spring 2024***: Independent study, 1 student. **Topics covered:** technology, sustainability, sustainable tourism development, wellness, social business, market segmentation, socioeconomic, cultural, and ecological impacts of tourism, destination life cycles, UNWTO’s sustainable development goals, psychology of tourism, and theories of ecotourism.

MKTG 3050: Marketing Principles, Undergraduate. ***Spring 2024:*** Face-to-face method, 15 students. ***Fall 2023***: Face-to-Face method, 29 students. ***Summer 2023***: Asynchronous method, 35 students. ***Spring 2023***: Face-to-Face method, 23 students. ***Fall 2022:*** Asynchronous online method, 59 students. Topics covered: Marketing mix, market research, targeting, segmentation, environmental scanning, situational analysis, strategic planning, positioning, branding, consumer buying, global marketing, product and service lifecycles, pricing, distribution, retailing, wholesaling, communication, public relations, social media marketing, advertising, sales, discounts, implementation, evaluation, contingency planning, environmental and ethical concerns in marketing.

MKTG 4960: Marketing Strategies, Undergraduate. ***Summer 2023***: Asynchronous method, 15 students. ***Spring 2023:*** Independent study, 10 students. **Topics covered**: Marketing planning, developing a marketing strategy, industry analysis, competitive sets, competitor analysis, customer analysis, global marketing interactions, market potential, and sales forecasting.

Guest Lecturer(designed, developed, and lectured on specific topics)

CETYS University, Ensenada, Spain: International Marketing. Topic: International Communications. Synchronous Method, Undergraduate, ***Spring 2024***.

University of Houston

Instructor(designed, developed, and solely taught)

HRMA 4352: Organizational Behavior in Hospitality, Undergraduate. ***Spring 2022***: Face-to-Face Method, 44 students. ***Fall 2021***: Face-to-Face Method, 50 students. **Topics covered:** Personality, values, self-concept, emotions, stress, motivation, decision-making, employee involvement, team dynamics, communication, conflict, power and influence, leadership, DEI & belonging, organizational culture, organizational structure, organizational change.

HRMA 3352: Human Resource Management in Hospitality, Undergraduate. ***Spring 2021***: HyFlex Method, 64 students (23 face-to-face; 46 synchronously online); ***Fall 2020***: 33 students (8 in-person; 25 synchronously online). **Topics covered:** job analysis and design, planning, recruiting, employee selection, training, and development, HR laws, employee safety, labor relations and unions, performance management, pay and benefits, globalization, trends, high performance organizations.

Guest Lecturer(designed, developed, and lectured on specific topics)

HRMA 1337: Introduction to Hospitality Management, Topic: Food and Beverage Management, Face-to-Face Method, Undergraduate, 30 students, **Spring 2020**

HRMA 3352: Human Resource Management in Hospitality, Undergraduate. Topic: Recruiting, Face-to-Face Method, Undergraduate, 65 students, **Fall 2019**

## The Art Institute of Houston

Adjunct Faculty(designed, developed, and solely taught)

CULA 312: Hospitality Marketing, Undergraduate. ***Summer 2021***: Asynchronous Method, Undergraduate, 18 students. ***Spring 2021:*** Asynchronous Method, 20 students. **Topics covered:** Hospitality marketing goals and objectives, PEST analysis, SWOT analysis, Market research, 4 P’s, market positioning, public relations, advertising, sales, evaluation.

CULA 206: Food and Beverage Operations, Undergraduate. ***Spring 2021***: Asynchronous Method, 21 students. **Topics covered:** Restaurant concept development, describing and implementing culture, types of service, wine overview, wine service and etiquette, responsible alcohol service, FOH operations, scheduling, training staff, developing operations manuals, organizing employees in a hierarchy, running a bar (in a restaurant and standalone), analyzing financial reports, evaluating FOH operations.

# Research

## Research Interests

### Primary

* Diversity, equity, and inclusion in hospitality
* Top management teams’ (TMTs) social and human capital
* Challenges and barriers for minorities in hospitality (management/ ownership)

### Secondary

* Strategic human resource management
* Organizational culture
* Organizational and social justice/ sustainability

## Refereed Publications

**Russen, M.,** Guchait, P., Pasamehmetoglu, A.. & Tews, M. (In Press).The role of coworker support in alleviating the negative effects of sexual harassment climate and unwanted sexual attention on hospitality employee burnout and engagement. *International Journal of Hospitality Management.* Manuscript under review, revision 2. (A\*; Impact Factor: 10.43; Scimago Q1; 3 points)

Taylor, D.C., **Russen, M.,** Dawson, M.,& Reynolds, D. (In press). Defining a Wine Culture for the Restaurant Industry. *International Journal of Contemporary Hospitality Management.* (A; Impact Factor: 9.32; Scimago Q1; 3 points)

**Russen, M.,** Dawson, M., Madera, J. M., Abbott, J., & Kitterlin-Lynch, M. (2023).Leadership Inclusion Theory: A grounded theory study of hotel executives. *International Journal of Contemporary Hospitality Management, 35*(11), 3825-3843*.* (A; Impact Factor: 9.32; Scimago Q1; 3 points)

**Russen, M.** & Dawson, M. (2024). Which Should Come First? The Diversity, Equity, and Inclusion Relationship. *International Journal of Contemporary Hospitality Management, 36*(1), 25-40. (A; Impact Factor: 9.32; Scimago Q1; 3 points)

**Russen, M**. & Dawson, M. (2023). Gender diversity in hospitality. In A. Manoharan, J.M. Madera, & M. Singal (Eds.), *Handbook of Diversity, Equity, and Inclusion Management in the Hospitality Industry*. Routledge.(2 points)

Lee, M., **Russen, M.,** Dawson, M., & Madera, J. M. (2023). Enhancing performance and perceived justice in hospitality organizations: An integrated model of gender diversity within top management teams. *Cornell Hospitality Quarterly.* Article in Press. (A; Impact Factor: 3.76; Scimago Q1; 3 points)

Dawson, M., Guchait, P., **Russen, M.,** Wang, M., & Pasamehmetoglu, A. (2023). Hospitality Organizational Culture: Impact on Employee’s Job Satisfaction, Organizational Citizenship Behaviors, Service Recovery Performance, and Intention to Leave. *Journal of Human Resources in Hospitality and Tourism, 22*(4). (B; Cabell’s 56%; Scimago Q2; 3 points)

Norris, C. L., **Russen, M**., & Taylor, S. T. (2022). Expanding the Experiential Value Scale to Predict Independent Restaurant Dining Intent. *Journal of* *Hospitality and Tourism Insights.* Article in Press.

**Russen, M.,** Dawson, M., Madera, J. M. (2021). Gender discrimination and perceived fairness in the promotion process of hotel employees. *International Journal of Contemporary Hospitality Management, 33*(1), 327-345.

**Russen, M.,** Dawson, M., Madera, J. M. (2021). Gender diversity in hospitality and tourism top management teams: A systematic review of the last 10 years. *International Journal of Hospitality Management, 95*, Article 102942.

Dawson, M., **Russen, M.,** Lee, L., & Madera, J. M. (2021). The Unique Aesthetics of Organizational Climate that Contribute to the Prevalence of Sexual Harassment Incidents within the Restaurant Industry. *Journal of Foodservice Business Research.* Article in Press.

## Manuscripts Under Review

**Russen, M.,** Mistry, T., Nanu, L., & Cobanoglu, C. The glass ceiling in the restaurant industry: Understanding barriers to gender equality. *Personnel Review.* Manuscript under review. (A; Impact Factor: 3.9; Scimago Q1)

**Russen, M.,** Dawson, M., & Legendre, T. Shattering assumptions or solidifying stereotypes? The role of masculinity and femininity in hospitality leadership. *Journal of Hospitality and Tourism Research.* Manuscript under review. (A; Impact Factor: 1.63; Scimago Q1)

**Russen, M.,** Dawson, M., & Madera, J. M. Think leader, think man? Hotel managers’ implicit bias, status legitimizing beliefs, and reverse discrimination perceptions. *International Journal of Hospitality Management.* Manuscript under review. (A\*; Impact Factor: 10.43; Scimago Q1)

**Russen, M.** How women navigate a career in the US Hotel Industry. *Tourism Management.* Manuscript under review. (A\*, Impact Factor: 12.89, Scimago Q1).

Gip, H., **Russen, M.,** & Guchait, P. How perceived inclusion climate for leadership diversity influences employees’ extra role behaviors: The role of psychological safety. *International Journal of Hospitality Management.* Manuscript under review. (A\*; Impact Factor: 10.43; Scimago Q1)

## Manuscripts in Progress

**Russen, M.,** Dawson, M., Kitterlin-Lynch, M., Madera, J. M., & Abbott, J. Leadership inclusion: From conceptualization to application in the hospitality industry. *International Journal of Hospitality Management.* Manuscript under review. (A\*; Impact Factor: 10.43; Scimago Q1)

Dawson, M., Abbott, J.A., & **Russen, M.** Hospitality Organizational Culture and Climate: A content analysis of the last 20 years. *International Journal of Contemporary Hospitality Management.* Research in progress.

**Russen, M.,** Gip, H.,& Guchait, P. The role of employee personality in the relationship between diversity initiatives and organization impression management. *Tourism Management.* Research in progress.

Kirkpatrick, C., Wu, X., **Russen, M**., Smith, S. Student equity in hospitality education: Exploring traditional versus online classroom formats. *Journal of Hospitality and Tourism Research.* Research in progress.

**Russen, M.,** Lee, M., Dawson, M., & Madera, J. M. Gender-diverse top management teams, strategic isomorphism, and financial performance: The moderating role of service level. *Cornell Hospitality Quarterly.* Research in progress.

**Russen, M.** &Davy, A.. Improving Inclusion and Equity to Enhance Diversity: Recommendations from Club Managers. *International Journal of Hospitality Management.* Research in progress.

**Russen, M.**, & Dawson, M. Restaurants’ organizational culture: A case of independent versus chain restaurants. *International Journal of Contemporary Hospitality Management*. Research in progress.

Norris, C., & **Russen, M.** How Marketing Genders Beverages. *Psychology and Marketing.* Research in progress.

## Conference Submissions and Presentations

**Russen, M**., Norris, C., & Orlowski, M. (2024). Bridging the Gap? The Industry-Academia Divide – Data Collection at the round table to investigate cross-cultural differences. Denver, CO: *Western Federation CHRIE Annual Conference 2024*, February 1-3, 2024. (1 point)

**Russen, M**., & Gip, H. (2023). Navigating Retention, Promotion, Tenure, & Life. Denver, CO: *Western Federation CHRIE Annual Conference 2024*, February 1-3, 2024. (1 point)

Gerard, D. & **Russen, M.** (2024). Blacks at the Top: Barriers and Facilitators to Black Leadership in Hospitality. Denver, CO: *Western Federation CHRIE Annual Conference 2024*, February 1-3, 2024. (1 point)

Al-Gabarty, K. & Russen, M. (2024). A systematic literature review of automation and robotics in the food and beverage industry. Denver, CO: *Western Federation CHRIE Annual Conference 2024*, February 1-3, 2024. (1 point)

**Russen, M**., Norris, C., & Orlowski, M. (2023). Bridging the Gap? The Industry-Academia Divide. Vienna, Austria: *European Federation CHRIE Annual Conference 2023,* October 3-6, 2023. (1 point)

**Russen, M**. (2023). A Woman’s Journey to the Top: A Case of US Hotel Executives. Vienna, Austria: *European Federation CHRIE Annual Conference 2023,* October 3-6, 2023. (1 point)

**Russen, M.,** Dawson, M., & Madera, J.M. (2023). Think leader, think man? The role of implicit bias in hotel promotions. Phoenix, AZ: *Annual 2023 ICHRIE (International Council of Hotel, Restaurant, and Institutional Education) Conference,* July 19-22, 2023. (1 point)

Pasamehmetoglu, A., **Russen, M**., Guchait, P., & Tews, M. J. (2023). The role of coworker support in a sexual harassment climate: Measuring employees’ burnout and employee engagement. Istanbul, Turkey: *Managing Tourism Across Continents Conference*, March 15-18, 2023. (1 point)

**Russen, M.,** Dawson, M., Kitterlin-Lynch, M., Madera J. M., & Abbot, J. (2023). Developing a framework for leadership inclusion in hospitality. Las Vegas, NV: *Western Federation CHRIE Annual Conference 2023,* February 16-18, 2023. (1 point)

**Russen M.,** Kirkpatrick, CTT, Wu, X., & Smith, S. (2023). Perceptions of Equity in Hospitality Education. Las Vegas, NV: *Western Federation CHRIE Annual Conference 2023,* February 16-18, 2023. (1 point)

Ruiz, C., **Russen, M**., Gip, H., & Guchait, P. (2023). “Hospitality Employee Perceptions of Diversity Policies and Initiatives.” Anaheim, CA: *28th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism*, January 6-7, 2023. (1 point)

**Russen, M.,** Dawson, M., Legendre, T. (2022). “Stereotypical Assumptions in Hospitality Leadership:  The role of masculine and feminine gender enactment.” Houston, TX: *27th Annual Graduate Student Research Conference in Hospitality and Tourism,* January 6-8, 2022.

**Russen, M.,** Dawson, M., Taylor, D.C., Reynolds, D. (2021). “Defining Wine Culture.” **Best Paper**. Washington, D.C.: *Annual 2021 ICHRIE (International Council of Hotel, Restaurant, and Institutional Education) Conference,* July 26-30, 2021.

**Russen, M.,** Dawson, M. (2021). “Developing a Societal Theory for Inclusion within Hospitality Top Management Teams.” Washington, D.C.: *Annual 2021 ICHRIE (International Council of Hotel, Restaurant, and Institutional Education) Conference,* July 26-30, 2021.

**Russen, M.,** Lee, M., Dawson, M., Madera, J. M. (2021). “The impact of gender-diverse top management teams on financial performance: A resource-based view of the restaurant industry.” Houston, TX: *26th Annual Graduate Student Research Conference in Hospitality and Tourism,* January 7-9, 2021.

Norris, C., **Russen, M.,** Taylor, S. (2021). “Using the experiential value scale and social value to understand independent and chain restaurant patron’s values.” Houston, TX: *26th Annual Graduate Student Research Conference in Hospitality and Tourism,* January 7-9, 2021.

**Russen, M.,** Dawson, M., Guchait, P., & Pasamehmetoglu, A. (2020). “Hospitality Organizational Culture: The impact on an employee’s job satisfaction, organizational citizenship behaviors, service recovery performance, and intention to leave.” Virtual: *Annual 2020 ICHRIE (International Council of Hotel, Restaurant, and Institutional Education) Conference,* July 23-25, 2020.

**Russen, M.,** Dawson, M. (2020). “Identifying independent and chain restaurants’ differences in organizational culture.” Las Vegas, NV: *25th Annual Graduate Student Research Conference in Hospitality and Tourism,* January 3-5, 2020.

**Russen, M.,** Moreo, P., Berezina, K., Askren, J. (2019). “Restaurant management style and cost control efforts: Discovering a connection.” Sarasota, FL: *Southeast, Central, and South American Federation (SECSA) 2019 Conference,* March 1-2, 2019.

**Russen, M.,** Nanau, L., Cobanoglu, C. (2019). “The Glass Ceiling in the Restaurant Industry: Understanding barriers to gender equality.” Houston, TX: *24th Annual Graduate Student Research Conference in Hospitality and Tourism,* January 3-5, 2019.

## Student Direction

Directed students on their research projects. Gave feedback on manuscript development, study design, data collection and analysis, and how to target journals. Students presented their work at conferences and meetings to seek outside feedback on the project.

### Amanda Reigle, Master of Arts in Communication Studies

Intergenerational Communication: An Evaluation of the CSUSB Sages and Seekers Program, student research project.

### Delton Gerard, Master of Business Administration, Entrepreneurship and Innovation Concentration

Blacks at the Top: a story of barriers and overcoming them, student research project.

Presented at the West Federation CHRIE 2024 Conference in Denver, CO, **winner, Best Speed Presentation for a Work in Progress**

### Karim Al-Gabarty, Master of Business Administration, Entrepreneurship and Innovation Concentration

Automation in the Hospitality Industry, student research project

Presented at the West Federation CHRIE 2024 Conference in Denver, CO

### Cristina Ruiz, Master of Business Administration

Hospitality Employee Perceptions of Diversity Policies and Initiatives, student research project.

Presented at the 28th Annual Graduate Student in Hospitality Conference, Anaheim, CA.

Presented at the 2023 CSUSB Meeting of the Minds; **winner, Best Graduate Student Poster.**

# Journal Contributions

Equality, Diversity, and Inclusion: An International Journal, Reviewer (1 point)

International Hospitality Review, Reviewer (1 point)

International Journal of Contemporary Hospitality Management, Reviewer (1 point)

International Journal of Hospitality Management, Reviewer (1 point)

International Journal of Hospitality and Tourism Administration, Reviewer (1 point)

Journal of Foodservice Business Research, Reviewer (1 point)

Journal of Hospitality and Tourism Management, Reviewer (1 point)

# University Contributions

Hospitality Financial and Technology Professionals CSUSB Student Chapter, advisor. Fall 2024 – present.

PDC Scholarly Research and Creative Activities Committee, member. Fall 2023 – present.

PDC Student Engagement Committee, member. Fall 2023 – present.

Office of Academic Equity Advocates, committee member. Spring 2023 – present.

CSUSB Student Research Competition, juror. February 16, 2024.

CSUSB Meeting of the Minds, juror. April 13, 2023.

Castell @ College: Women in Hospitality Leadership Panel, April 13, 2023, organizer and host.

Choose CSUSB Day. March 25, 2023, panelist.

Ask Me! Campaign, January 25 & 26, 2023, host.

Business and Hospitality Club, co-advisor. Fall 2022 – Spring 2023.

Hotel X Conference and Tradeshow, November 11-14, 2022, New York City, NY, Student Advisor.

27th Annual Graduate Student Research Conference in Hospitality and Tourism, January 6-8, 2022, Moderator and Session Assistant.

Distance Education Panel: Best Practices for Teaching Online, Hy-flex, and Synchronous Classes, November 16, 2022, Panelist.

Dean’s Advisory Board, October 13, 2021, Presenter.

26th Annual Graduate Student Research Conference in Hospitality and Tourism, January 7-9, 2021, Moderator.

Women in Leadership Symposium, Conrad Hilton College & Bauer College of Business, January – March 2020, Moderator and Contributor.

Diverse Communication Training Session, Texas Hotel and Lodging Association, January 8, 2020, Session Leader.

# Industry Contributions

Thomas, L. & Kitterlin-Lynch, M. (2022, September 23). Episode 2 with Michelle Russen, Ph.D. [Audio podcast episode]. In *Checking-Inn a Lodging DEI chat.* (1 point) Retrieved from <https://www.youtube.com/channel/UCC9vYq0hP5V6cKvy86lBoSA>

Elliott, L. (Host). (2022, August 30). Inclusion in Leadership. [Audio podcast episode]. In *DEI Advisors.* (1 point) Retrieved from <https://www.youtube.com/watch?v=npoyi5RWyaE>

HFTP Leadership Excellence Training (January – September 2022).Inclusion in hospitality leadership. Provided training materials to develop inclusion in leadership for hospitality organizations.

**Russen, M.** & Kitterlin-Lynch, M. (2022). New Research Reveals the Truth About Breaking the Glass Ceiling in Hotel Management. *Hertelier.* (1 point) Retrieved from <https://www.hertelier.com/post/new-research-reveals-truth-about-breaking-the-glass-ceiling>

**Russen, M.** & Kitterlin-Lynch, M. (2022). Diversity in Hospitality Leadership Starts with Inclusion. *Hotel News Now.* Retrieved from <https://www.costar.com/article/1767128595/hospitality-diversity-starts-with-inclusion>

**Russen, M.** (2022).A Study on Hospitality Leadership Inclusion: Read the Executive Summary. HFTP Connect. Retrieved from <https://blog.hftp.org/hospitality-leadership-inclusion-study-2022/>

Hamner, J. (Host). (2021, January 25). Diversity in Leadership. [Audio podcast episode]. In *The Cost of Not Paying Attention!* <https://janinehamner.com/podcast/>

**Russen, M**. & Dawson, M. (2021). Promoting women in hotels is perceived as fairer by current hotel employees. *Hotels Investment Outlook,* Retrieved from <https://www.hotelsmag.com/Industry/News/Details/97058?loginSuccess>

Stipes, C. (2021). Hotels that promote women perceived as fairer, less discriminatory. *University of Houston News and Events.* **Interview** about published paper, “Gender discrimination and perceived fairness in the promotion process of hotel employees”. Retrieved from <https://uh.edu/news-events/stories/2021/january-2021/01052021-women-promotion.php>

# Industry Events

*Attended the following as a representative of my department, college, or university.*

Workforce Readiness Committee, *Visit Greater Palm Springs,* Rancho Mirage, CA.

Golf Tournament and Awards Luncheon, Hospitality Financial and Technology Professionals, Eldorado Country Club, Indian Wells, CA, May 17, 2023.

HR Steering Committee, *Visit Greater Palm Springs,* Rancho Mirage, CA,

Annual Golf Tournament for Student Scholarships, *Visit Greater Palm Springs,* Desert Willow Golf Resort, Palm Desert, CA, May 4, 2023.

Palm Springs CTE ShowCASE, *Palm Springs Unified School District,* Palm Springs Air Museum, Palm Springs, CA, May 4, 2023.

Team Greater Palm Springs, Indio Tour & Mixer, *Visit Greater Palm Springs,* Indio Museum of Art, Indio, CA, April 4, 2023.

Structured Internship Recruiters Meeting, *Sunnylands,* Sunnylands Estate and Museum, Rancho Mirage, CA, March 3, 2023.

Board of Directors Meeting, *Visit Greater Palm Springs*, Rancho Mirage, CA, February 7, 2023.

Champions of Hospitality, Awards and Scholarships Gala, *Visit Greater Palm Springs,* Omni Resort, Rancho Mirage, CA, November 30, 2022

Coachella Valley Economic Partnership Annual Summit, *CVEP,* JW Marriott Desert Springs Resort, Palm Desert, CA, October 31, 2022

VIP Beyond Van Gogh Experience, *Paquin Entertainment Group,* The Forum at Empire Polo Club, Indio, CA, September 29, 2022.

Gourmet Night, University of Houston Hilton College, invited by *Hilton International*, University of Houston, Houston, TX, April 9, 2022.

# Work Experience

## California State University, San Bernardino

Palm Desert, CA August 2022 – Present

**Assistant Professor:** Create, plan, and organize class materials for marketing and hospitality courses as it aligns with the college curriculum and helps students to achieve proficiency in the material. Work with colleagues to assess the effectiveness of the curriculum, teaching methods/ modalities, and high-impact practices. Support the mission of JHBC and CSUSB as it pertains to excellent instruction, high-impact scholarship, and community involvement. Conduct research and other scholarly activities that enable the achievement of AACSB accreditation. Serve on committees – internal and external to the university – for overall betterment of the public and institution. Assisting in the recruitment of new faculty. Mentor students for success in their chosen fields and incoming faculty for success in the university.

## University of Houston

Houston, TX August 2019 – May 2022

**Instructor & Research Assistant:** Provide expertise and knowledge in hospitality management, specifically relating to human resources that aligns with the college curriculum. Engage and support student learning through planning, developing, and maintaining a creative learning environment. Work on research projects relating to human resources in hospitality. My research area is specifically gender diversity in top management teams and organizational culture in food and beverage; however, I have worked on research projects in hotels, as well. I also aide my advisor in prepping her class, developing activities, and collecting current research articles to present.

## The Art Institute of Houston

Houston, TX March 2021 – May 2022

**Adjunct Faculty:** Provide expertise and knowledge in hospitality management, specifically relating to restaurant management and operations that aligns with the college curriculum. Engage and support student learning through planning, developing, and maintaining a creative learning environment. Facilitate student engagement with the college through the promotion of campus activities.

## Bali Hotel Consultant Group

Houston, TX January 2021 – present

**Research Associate:** Provide knowledge and expertise to hotel management company that refine and improve employee training and development, increase customer satisfaction and engagement, and boost hotel revenue. Train leadership staff on topics as needed. Collected and analyzed data from hotels and made recommendations based on the results.

## Riverhouse Reef & Grill

Palmetto, FL October 2015 – July 2019

**FOH Manager & Assistant General Manager:** Interviewed, hired, developed, and coached staff. Resolved conflicts. Developed training and operations manuals for all positions. Assisted staff completing their goals to be the best server/ busser/ host/ expeditor, etc. they can be. Developed and maintained staff schedules and budgets, designed music/ entertainment schedules and budgets. Resolved customer complaints, maintained online reviews, ensured guests left happy, solved any operational problems that arose during the shift. Implemented new technologies (point of sales system; OpenTable) in the operation and trained managers and staff on their uses.

## Riverhouse Events

Palmetto, FL May 2016 – August 2018

**Event Manager:** Coached staff, aided in planning, set up, and breakdown of events. Worked with customers to design food menus, bar menus, and floor plans. Coordinated and communicated with the kitchen manager and other vendors to keep the timeline and menu in check. Coordinated with guests and host to ensure smooth food service and timeline of events. Solved problems and communicated any changes with Riverhouse staff and any vendors present.

## **Tarpon Pointe Grill & Tiki Bar**

Bradenton, FL August 2013 – October 2015

**Bar Supervisor & Bartender:** Bartender trainer, answering bartender’s questions, designing and reviewing the employee schedule, aiding in liquor inventory, solving customer problems, maintaining the online music schedule, pleasing and entertaining guests, make drinks for customers and service bar, knowledge of beer, wine, and our menu.

## Mulligan’s BeachHouse Bar and Grille

Sebastian, FL November 2010 – August 2013

**Server & Bartender:** Server trainer, waiting on tables, finding ways to please and entertain customers, carrying my own bank, running food, filling in for the Expo, solve minor problems, fill in for the hostess, answer phones, make drinks for customers and service bar, knowledge of beer, wine, and our menu.